

JOINT OPERATING AGREEMENT TASK FORCE

TERMS OF REFERENCE

This sets out the scope of work to be undertaken in support of renewal of the partnership agreement between the Vancouver Park Board and local non-profit Community Association Societies.

Background and Overview

The Joint Operating Agreement is intended to define the working partnership between the Vancouver Board of Parks and Recreation and each of 20 Community Associations developed to provide recreation and leisure opportunities and to facilitate provision of community services to the residents of each community. The framework and Joint Operating Agreement were developed and approved in 1979. This operating framework provides for flexibility of service delivery to reflect the diversity of the many communities within Vancouver, while providing for service stability and equitable resource distribution for the long-term needs of the City as a whole. The Park Board has other agreements related to the operations of Community Centres and other facilities, including the Ray Cam and Britannia Centre Agreements. These unique agreements are not the subject of this task force work.

The Vancouver Board of Parks and Recreation and the Community Associations are seeking to renew and revitalize our partnership and update the master Joint Operating Agreement.

Vision and Mandate

Vancouver is celebrated for its quality of life and values that respect community identity and diversity. Recreation is viewed as a vital component in protecting and developing strong communities and developing healthy citizens. Local Community Centres and neighbourhood parks and facilities are valued as important community assets that demonstrate our collective priority to achieve our potential as individuals, neighbourhoods, communities and a vibrant and healthy City. Our tradition and vision commit to a partnership approach which links the best of our resources as volunteers, staff, agencies and government to commit to working together to maximize the benefits of recreation for everyone. We recognize that the partnership between the Park Board and the Community Associations is integral to the provision of community recreation services.

The mandate of the Joint Operating Agreement Task Force is to make recommendations to the Park Board and Community Association Societies which will result in the development of a new agreement and associated tools to strengthen the partnership and enhance the capacity of both to better provide for the recreation needs of citizens.

The proposed new Agreement will guide the development and delivery of services while reflecting established and emergent Association and Park Board policies, practices and guidelines. It must be expressed in plain language and hold both the Community Centre Association Societies and the Park Board accountable for their respective activities and reflect the shared vision of the relationship. Finally, it must also be flexible enough to allow for local demographics and uniqueness in facility and business practices which reflect the need to meet local service requirements while firm enough to state specific terms to protect the interests of the community.

Scope of Work

The work will include the completion of the following:

- Description of shared vision for partnership
- Evaluation of current strengths and challenges of the partnership within the broad community context of recreation delivery in Vancouver including:
 - review of the value and opportunity afforded by the partnership
 - review all technical issues related to service provision such as finance, human resource management, risk management, conflict resolution, agreement management, accountability, resource allocation/core service and long range planning
- Assess implications of current trends in partnership
- Comprehensive review of alternative community based delivery systems
- Results of community input
- Develop at least three alternative concepts
- Recommend a preferred concept supported by:
 - development of tools as may be required for approval and implementation including clear definitions of terms and specific focus on roles and processes related to budget and staffing
 - recommendations as may be required to create changes in policy and/or procedure
 - development of sustainability plan to include incremental review periods to enable ongoing change and improvement
- The Task Force is encouraged to explore unique ideas and themes to determine the optimum potential.

Stakeholders

Community at large
Recreation program participants
Vancouver Park Board – Commissioners and staff at all levels
Community Associations – committees, staff and contractors
Unions – CUPE 15 - 1004

Timeline

The timeline is estimated to be 2 years, commencing November 2001 and ending September 2003. The work is divided into distinct phases:

Development Phase	Nov 2001 – Mar 2002
Approval to proceed from Park Board/Associations	April – May 2002
Initial consultation with stakeholders	May – June 2002
Research	May – June 2002
Analysis	July – Sept 2002
Develop Options	Sept – Jan 2003
Consult	Feb – May 2003
Final drafting, refine & report	June 2003
Approval	June 2003
Communicate results	July – Aug 2003
Develop implementation tools	July – Aug 2003
Termination of existing agreement/ & implementation of new agreement	Sept 2003

Task Force Membership

The Task Force will be constituted for a maximum of two years, commencing in November 2001. The Task Force will be composed of an equal number of Community Association members and Park Board staff. The number of members will be 12 including 2 Co-Chairs. The majority of members will be at the executive/management level for both staff and volunteer Association members. Members are self-nominated with recruitment aimed to bring a good cross-section of representatives throughout the city with a balance of the required skills. In the event that a member withdraws from the Task Force, a replacement member will be recruited.

The team requires expertise in project management, public consultation, the ability to facilitate and capture feedback from diverse opinions of various community stakeholders, partnership development, negotiation, research, group development in the government and voluntary non-profit sector, strong inter-personal skills and experience in the working of the current Joint Operating Agreement.

Public Consultation

The Task Force will conduct a consultation process at the inception of the work to generate ideas. Further efforts such as public information meetings, open houses, key informant interviews with current partners and past partner members and staff will be undertaken. The Task Force will consult with all current stakeholders.

Relationship between the Joint Task Force and the Park Board

The Joint Operating Agreement Task Force is one of the key strategic initiatives of the Park Board. It was initiated through the leadership of the Presidents group of the Community Associations as a request at their meeting of Sept. 6, 2001.

The Park Board will provide overall coordination to the project and help manage the collaborative process. The Board will provide background information as well as reports and information related to the history of the Joint Operating Agreement and related information from other jurisdictions. The Board will also coordinate community input and facilitate meetings. The Park Board will be responsible for budget management for Task Force expenditures.

Budget

Total of \$20,000 (including GST and disbursements) comprised of \$10,000 in each year (2002/2003) for joint task force consultant fees, meeting materials and supplies, office materials, communications, reference materials and research. This funding to be supplied on a 50/50 basis from the Park Board and the 20 Community Associations. There are no allowances for funding for independent legal advice. Funds for each year are to be deposited on account with the Park Board by May 30th of each year.

OPERATING PRINCIPLES OF THE TASK FORCE

Roles and Expectations

Members should be accountable for their accessibility and responsiveness, and to each other as members of a team for participating, collaborating and doing their best to advance the joint process in good faith. As senior persons with wide experience, they will apply their best judgment on behalf of their members, the city and citizens of Vancouver.

Reaching Agreement

The Task Force will seek to reach consensus wherever possible. If, for whatever reason, consensus can not be achieved, the members may agree to a recommendation, through another process, such as voting or permitting dissenting reports.

Conflict of Interest Guidelines

Park Board employees are responsible for complying with the City of Vancouver policies on conflict of interest.

Association members of the Task Force:

- will act with honesty, integrity and openness in advancing the joint process;
- will not use their position on the Task Force to benefit materially from the process or the outcomes;
- will not be eligible on an individual basis for contract research or other paid work commissioned by the Task Force;
- will not use their position to assist other Association members or staff of the Associations in their dealings with the City/Park Board where this would result in preferential treatment to any person or organization.

Meetings

The Task Force will meet at a frequency to be determined by the Co-Chairs, using face-to-face meetings, retreats, facilitated workshops, conference calls and/or electronic correspondence. Member attendance and participation at meetings is valued and can not be substituted by a designate representative.

Quorum

Given that the Task Force has 12 members, 6 from the Associations and 6 from Park Board, a quorum of at least 3 from each side will be required when major decisions or motions are being made. It is not necessary for the Park Board and Associations to have the same number of participants at each meeting, only that each has the minimum quorum number when any major decisions or motions are proposed.

Confidentiality

Task Force members are expected to be open and candid in discussing items before the group. For this reason it is important to maintain confidentiality. Task Force members are committed to respecting the personal privacy of members and agree not to disclose personal information or views expressed by individuals during meetings. Deliberations are to remain confidential until there is general agreement and consensus to make them public. To avoid prejudicing any work in progress, members should exercise caution when discussing work where no consensus or agreement has been reached.

Public Communication and Media

Regular communications about the progress of work of the Task Force is a priority and should be part of the ongoing work. Records of discussion, progress updates and other communications tools will be regularly developed and approved by members for posting on web sites and printing for all interested observers. The Task Force members will make no material from the Task Force work available outside the Task Force without prior approval.

Experts and Invited Guests

The Task Force may, from time to time, require experts or other representatives to attend meetings as presenters, advisers or observers because of their knowledge of the subject or as part of another project or consultation mechanism. Such invitations will be agreed to in advance by the Co-Chairs.

