

Hastings Park - Governance Review

Stakeholder Advisory Group Terms of Reference

1.0 Background

The City of Vancouver is undertaking a governance review of Hastings Park and the Pacific National Exhibition (PNE). The purpose of the review is to develop a governance model (or model options) that supports the goals and objectives outlined in the Council-adopted future vision for Hastings Park and the PNE as outlined in the Hastings Park/PNE Master Plan (adopted Dec 2010) and the more detailed Governance Goals outlined in 6.0 below.

The governance review will include community engagement ranging from key stakeholder consultation to broader city-wide community outreach. As such, the City of Vancouver wishes to engage individuals and groups who have an interest in the governance of Hastings Park to provide, on a project basis, focused input on the governance issues at Hastings Park. With this intention, the review process will include a Stakeholder Advisory Group which will contribute valuable feedback during the governance review process.

Context

Hastings Park was originally granted to the City by the Province in 1889, making it almost as old as Vancouver itself. At 62-hectares or 154 acres, it is one of Vancouver's largest urban parks, drawing visitors from across the region. The PNE manages the site on behalf of the City of Vancouver and the Vancouver Park Board has maintained and programmed Empire Field until 2010. The Empire Field site is currently under redesign with the dismantling of the temporary stadium built to accommodate the BC Lions and Whitecaps in 2010 and 2011. The PNE hosts a 17-day annual summer Fair, and operates Playland seasonally from April to October. Hastings Racecourse has been the home of horse racing since 1892 and now includes a casino.

In December of 2010, a significant milestone in planning for the future of Hastings Park and the Pacific National Exhibition was reached - Vancouver City Council adopted the Hastings Park/PNE Master Plan.

Overview of Current Governance

Of the 154 acres that comprise Hastings Park, the PNE operates and manages approximately 114 acres of the park. The remainder of the park (approximately 40 acres), is comprised of the Hastings Racecourse lease area, leased from the City of Vancouver by Great Canadian Gaming Corporation. The Great Canadian Gaming Corporation operates Hastings Racecourse and Gaming under an Operating Agreement with the City of Vancouver. In addition, the PNE operates the parking Lot 16 (to the west of the E-Comm Building) and Lot 10 which is scheduled to be converted to park land in 2013 (Connection to New Brighton Park: Creekway Park), both parcels are owned by the City.

The City of Vancouver owns both Hastings Park and the PNE and is responsible for the long-range planning for Hastings Park and the PNE. The Hastings Park/PNE Planning Project Manager, based within the Cultural Services Division of the City's Community Services is responsible for implementing the Council-approved Master Plan for Hastings Park and the PNE. A Steering Committee comprised of senior City, Park Board and PNE staff has been convened to guide the implementation process and to direct the Project Manager. The Steering Committee is supported through various interdepartmental staff from Park Board, Engineering, Community Services, and PNE.

The PNE is a non-profit charity owned by the City of Vancouver, which on behalf of the City of Vancouver, operates and manages Hastings Park. The PNE hosts an annual summer fair, runs Playland (an amusement park), and manages concerts, tradeshow, sporting competitions, and cultural and community events in the facilities located in Hastings Park. The PNE Board of Directors plays a leading role in the sustainability of the PNE. The Board balances local and city-wide community, business, management, and staff interests to ensure the continued success of the PNE. Board members are part of a team of lead decision makers and act as ambassadors for the PNE organization of over 3,700 staff.

Both the Hastings Park Steering Committee and the PNE Board report to City Council through the City of Vancouver City Manager. Major directions in the long-range plan for Hastings Park and the PNE are approved by Vancouver City Council.

The City of Vancouver Board of Parks and Recreation (Park Board) also has key interests in Hastings Park. Although not governed by the Park Board, Hastings Park is designed and implemented to Park Board standards and specifications and Park Board staff is closely involved in the design and implementation process.

2.0 Governance Review

The outcomes of the governance review will address the following:

1. Alignment of governance with City Council direction and priorities (e.g. Greenest City 2020):
 - a. Delivery of the Master Plan vision of transformation of Hastings Park to a “Fair in a Park”.
 - b. Recognition that the PNE must remain financially sustainable.
 - c. The governance model will identify the accountable body that will deliver on the PNE mandate and mission as well as the priorities identified in the Hastings Park/PNE Master Plan.
2. Effective stewardship of priorities outlined in the Hastings Park/PNE Master Plan;
 - a. A governance model that has the resilience, clarity and stability to successfully execute the Master Plan in the long term.
 - b. Define the roles and responsibilities of the Hastings Park Steering Committee and the PNE Board.
3. Clarify responsibilities around infrastructure and asset management;
 - a. Implementation of the Master Plan will require significant investment in new and renewed infrastructure and facilities (estimated \$200-\$300M over approximately 20 years), the responsibility for management of these will need to be clarified in the governance review.
4. Recognition of needs and issues related to local and city-wide residents;
 - a. Development of input and participation mechanisms to the future governance body.
 - b. Day to day access to parks, greenways and vehicle parking.
 - c. Facility access: define the “what” and “when” of facilities access for community programs and events.
 - d. Volunteerism in the park.
 - e. Responsiveness to community concerns.
 - f. Defining where the accountability lies for delivery of mandate including monitoring and reporting. Determine procedures for monitoring and reporting on the delivery of the mandate.

3.0 Mandate

The Stakeholder Advisory Group will be involved for the duration of Hastings Park/PNE governance review process anticipated to be approximately 3 months. The role of the Stakeholders Advisory Group will be to provide constructive input and feedback on the governance review of Hastings Park. They will also act as advocates for the review process and encourage involvement from their communities/stakeholder group. The Stakeholder Advisory Group's mandate will conclude with the completion of the governance review.

4.0 Membership

The Stakeholder Advisory Group will be comprised of on-site, community, and city-wide stakeholders who represent a larger interest group. Members will represent some interest or demographic group and show their ability to act as a representative. Members will be comprised of diverse backgrounds, including geographic, generational, and cultural diversity and include (but is not limited to) representation from the following group or interest areas:

- Business and Economic Development
- Sport and Recreation
- Local Residents
- Culture, Events and Festivals
- Park Stewardship, Sustainability and Environmental Education
- On-site organizations
- Educational Institutions

5.0 Meetings

The Stakeholder Advisory Group will meet with the governance review consultant and city staff approximately three times over the project process which is anticipated to extend over a three month period.

- 5.1 Meetings will take place on a weekday evening for approximately two to three hours. Meeting frequency may vary depending on the pace of the review project.
- 5.2 The meeting venue will be at or in the vicinity of Hastings Park.
- 5.3 The meeting agenda, prepared by the governance review consultant and city staff will be circulated via email prior to every meeting. The meeting notes will be emailed to the SAG and posted on the project's website after each meeting. Any modifications or revisions to the meeting notes will be addressed and adopted as necessary at the start of each meeting.

6.0 Stakeholder Advisory Group Roles and Responsibilities

- 6.1 The Stakeholder Advisory Group meetings will be chaired by the City of Vancouver Hastings Park/PNE Project Manager.
- 6.2 With the assistance of City staff, the City's governance review consultant will be responsible for agenda preparation and confirming follow-up items for meetings. City of Vancouver staff will coordinate meeting dates, invitations and rsvp's, distribute meeting material including agendas and meeting notes as well as acting as a liaison between meetings to facilitate information sharing and problem-solving as necessary to ensure the effectiveness of the Governance Stakeholder Advisory Group.

- 6.3 As SAG members represent a larger interest group they are expected to communicate back to their representative groups on the progress of the governance review and to bring forward their representative's feedback and input on the Review.
- 6.4 The SAG is not intended to take the place of broader community input into the governance review as there will be opportunities for the public to provide input into the review process.
- 6.5 Members will be engaged, positive, constructive, and respectful of other member's perspectives.
- 6.6 Members may be requested to review material in advance of meetings in order for meetings to be focused and time-effective. These materials will be sent in advance for timely consideration before each meeting.
- 6.7 The Group will provide individual and collective input and advice during all meetings, both on the topics requested by the City's governance review consultant, but also on topics that Members raise.
- 6.8 Members on the Governance Stakeholder Advisory Group are expected to attend and participate in all meetings. If it is anticipated that if it is necessary to miss a meeting, members may provide an alternate. Due to the pace and concentrated focus of the review full attendance participation is highly encouraged. Members are expected to brief their alternate if attendance of the alternate is required.