

## Law, Connie

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**From:** Park Board GM's Office  
**Sent:** Monday, November 19, 2018 2:51 PM  
**To:** PB Commissioners  
**Cc:** PB SLT (Senior Leadership Team) - DL; PB Communications; 'Stephen Shapiro (sshapiro@vandusen.org)'  
**Subject:** VanDusen & Bloedel Review Project - RFP Update  
**Attachments:** PB - GMO - VanDusen & Bloedel Review Project - Board Briefing Memo - 201....pdf

Dear Commissioners:

Please see the attached Board Briefing memo, dated September 19, 2018, for background on an ongoing project to develop an updated strategic plan, conduct a governance and operational review, and renew the Joint Operating Agreement for the VanDusen Botanical Gardens & Bloedel Conservatory (also included below). I am writing to inform you that a [Request for Proposals](#) (RFP) for a consultant to lead this review process is now posted and will close on December 11, 2018.

The Vancouver Botanical Gardens Association (VBGA) board has also been informed via their Executive Director, Stephen Shapiro. You will be provided more information on this project during a future orientation session.

Regards,

Malcolm Bromley  
General Manager  
Vancouver Board of Parks and Recreation

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**From:** Park Board GM's Office  
**Sent:** Wednesday, September 19, 2018 6:14 PM  
**To:** PB Commissioners  
**Cc:** PB - SMT (Senior Management Team) - DL; PB Communications; Stephen Shapiro (sshapiro@vandusen.org)  
**Subject:** VanDusen & Bloedel Review Project - Board Briefing Memo

Dear Commissioners & VBGA Board Governors,

The purpose of this memo is to provide you with some background and details on a newly initiated project to review the VanDusen Botanical Gardens and Bloedel Conservatory in order to develop strategic plans for both sites; to conduct a review of their existing governance, operational, and financial models; and to renew the Joint Operating Agreement (JOA) with the Vancouver Botanical Gardens Association (VBGA).

### Background

VanDusen and Bloedel are jointly operated by the Vancouver Park Board in collaboration with the VBGA and are two of the most popular destination attractions within the Park Board's portfolio. However there is currently no strategic plan for either of these two facilities, which impedes long term planning.

The relationship between the Park Board and the VBGA is governed by a JOA from 1994, which was amended in 2013 to add Bloedel as an appendix. There is a need to update and modernize this JOA in order to define roles and responsibilities. The outcome of this collective work will facilitate the Park Board's ability to achieve strategic long term goals for these assets, clarify operations with the VBGA, and offer more public benefit to the residents of Vancouver.

## **Project Overview**

The project will be delivered in several phases over the course of one year. In phase one, the project team will issue an RFP to retain the services of a consultant to support the project through initiation to close out. The role of the consultant is to conduct an objective, informed and rigorous analysis of background documents, current operations, and the external environment. This will facilitate the development of a strategic plan for VanDusen and Bloedel, resulting in an exciting new long term vision for these two attractions. To support this long term direction, a review of the operating, financial and governance model will also be undertaken in order to facilitate the development of an updated JOA between the Park Board and the VBGA.

## **Project Governance**

This project will be managed by Park Board staff, with guidance provided by a Project Working Group. The Project Working Group will be comprised of key Park Board and City representatives, along with key staff representatives from the VBGA. The key VBGA staff will fully collaborate in the project on an ongoing basis and will review and provide feedback on the deliverables. The Park Board and the VBGA Board will review the project at key milestones and the Park Board will receive final reports for decisions.

## **Scope of Work**

The following high level deliverables will be in scope for the consultant:

- 1) Project Plan  
The consultant is to prepare a Project Plan that includes: objectives, scope, methodology, schedule, governance structure, and delineation of roles and responsibilities for Park Board and VBGA.
- 2) Stakeholder Engagement and Communication Plan  
The project will be informed by an inclusive community engagement process that will incorporate the interests, needs, and aspirations of park users, the neighborhood, and the general public.
- 3) Strategic Plan  
The consultant is to prepare a Strategic Plan that includes: current state analysis, industry trend analysis, strategic analysis, and development of mission, vision, key strategic issues, goals, objectives and an action plan.
- 4) Review of the Governance/Organizational and Financial Model  
The consultant is to review and design a refined governance, operating, and financial model that supports the strategic plan, recommending a preferred model from among a set of options.
- 5) Joint Operating Agreement between Park Board and VBGA  
The consultant is to develop a JOA template and support the development and renegotiation of a JOA between the Park Board and the VBGA.

## **Next Steps**

The RFP will be posted in the coming weeks. The proposals will be evaluated by a panel of Park Board and VBGA staff. Kick-off presentations will be scheduled for early 2019 and will outline the proposed project approach, schedule, the establishment of key principles, and the stakeholder engagement plan including key milestones with both Boards.

Regards,

Shauna Wilton  
Deputy General Manager  
Vancouver Board of Parks and Recreation

Stephen Shapiro  
Executive Director  
Vancouver Botanical Garden Association