

April 5, 2016

Distributed via email

Dear Community Centre Association Presidents and Board Members,

Re: A New Way Forward to a Revitalized Operating Agreement

I am reaching out to invite you to participate in a new process to develop and complete a revitalized Operating Agreement with the Vancouver Park Board by fall 2016.

The existing Joint Operating Agreements (JOAs) for most Community Centre Associations (CCAs) have been in place since 1979. Understandably, in the past 37 years much has changed in our environments, including emphasis on the type of services provided, human resource regulations, management, and so on. Yet, what has not changed is our mutual commitment to providing quality and relevant recreational, social, and cultural services and activities to the residents of Vancouver.

We have a shared and successful foundation of working together over many years that we would like to build upon by working collaboratively with all CCAs to modernize and finalize a new JOA that will enable us to move forward together with the business of serving Vancouverites. For the benefit of all parties involved, including the CCAs, the public, and the Park Board, it is necessary that we complete a new JOA. The Board of Commissioners is committed to a joint process that will provide the opportunity to address our respective needs in a timely fashion.

As many of you know, over the past several years, tremendous effort has been expended by both sides in a variety of forums. Since 2012, there have been over 100 meetings with various groups of CCAs, both with and without mediators, facilitators, and lawyers, in an attempt to renew the JOA. The Vancouver Park Board and City of Vancouver have spent over \$1.5 million in direct costs on these efforts, not including the significant time invested by senior leadership, staff, and the City's legal department. We know the Associations have also invested significant time and resources into these efforts.

The Vancouver Park Board is eager to find a resolution. It is clear that the past negotiation process has taken extensive time and effort and has not yet produced a new JOA. It is time to reset.

Therefore, to help us get to where we need to go we are proposing a totally new process that we believe is collaborative, fair, reasonable, and fully transparent. We are committed to working toward a new JOA within the next 8 months, as the goal is to have this completed by November 2016.

The new process is as follows:

Step 1: Meetings with Facilitator and Dialogue Session on Issues and Interests - April 2016

We want to start by providing Presidents and/or a representative of each Association an opportunity to meet with the neutral third party facilitator who will be facilitating this new process. The facilitator is Raymond Penner of the Strategic Action Group. His contact information can be found at the end of this letter.

In mid-April there are four options for Association Presidents to meet with Raymond Penner in Community Centres across Vancouver. This is an opportunity for you to speak directly with the facilitator to ask questions and share your initial thoughts with him. Park Board Staff and Commissioners will not be in attendance.

At the end of April, we will be holding a facilitated Dialogue Session with all interested CCA Presidents *and* Board members to share our respective top issues and interests and develop joint principles. All CCAs are welcome and we hope each CCA chooses to participate. Commissioners will also attend, supporting our commitment to a transparent and open process.

The dialogue will be led Raymond Penner to ensure a fair and collaborative process. At this meeting, the goal will be to identify your key needs for a joint operating agreement, as well as to share the Park Board's key needs. Once we have an understanding of each other's perspectives, the Park Board will identify and confirm common ground, and seek to understand any key differences that may arise.

Further details on both the four smaller pre-meetings with Raymond Penner and the larger Dialogue Session with the Park Board and all CCAs are provided at the end of this letter.

Step 2: Framework to Outline Principles - Summer 2016

Based on our discussions from the Dialogue Session, we will draft a reasonable Framework document that will outline the key components and principles of a new Operating Agreement.

All CCAs will be invited to join a workshop facilitated by Raymond Penner to discuss the draft Framework. Commissioners will also attend contributing to a shared understanding throughout.

The goal of the session will be to gather all feedback in order to allow the completion of a final Framework document that will then be circulated to interested CCAs for sign-off.

Step 3: New JOA to Replace the Existing JOA - Fall 2016

Once CCAs have signed-off on the Framework, we will draft a fair and reasonable JOA based on the principles agreed to in the Framework. There will be only one JOA with common language. Appendices to the JOA will be tailored to each CCA (e.g., to address different facilities at each site). The revitalized JOA will then be sent to interested CCAs for review and ratification.

For the parties that have been involved in litigation, we believe we can work together to overcome the challenges and bring resolution. It is our sincere desire to do so amicably, without having to pursue any further legal steps or having to go to court.

To summarize, there are a number of ways this new reset process is different than past approaches:

- All CCAs will be included in this process; the Park Board is committed to working with all Associations.
- Commissioners will also join in this process, supporting our commitment to a transparent and open process and shared understanding.
- The Vancouver Park Board welcomes working with whichever and however many Associations are interested in working with us to move ahead. We will sign a new JOA with any and all CCAs who are willing.
- In the interest of efficiency and equity, the goal is to agree on shared key principles that we can utilize to provide you with a reasonable JOA for review and ratification by your individual Association.
- We will not be working with sub-groups or individual CCAs. There will be one transparent and open process for everyone.

I also want you to know that we commit to providing regular and clear communications to all CCAs during this renewed process to ensure everyone has the same information and is kept informed.

Next Steps

As a first step, we invite Presidents and/or a representative from each Association to come to one of four pre-meetings to meet the facilitator, Raymond Penner, and share your initial thoughts with him. The four options are:

1. Monday, April 11, 6:30-8:30pm at Kitsilano Community Ctr in the Board Room
2. Tuesday, April 12, 6:30-8:30pm at Trout Lake Community Ctr in the Board Room
3. Thursday, April 14, 6:30-8:30pm at 2821 Heather St. (at 12th) in the East Tapestry Room
4. Tuesday, April 19, 6:30-8:30pm at Killarney Community Ctr in Room 202

To ensure we have sufficient space, please RSVP to pbgmo@vancouver.ca to let us know which of the four sessions the President or Association representative will attend.

Next, we invite Presidents *and* all Association Board Members to participate in the “Step 1: Dialogue Session” that will be a 5-hour meeting on Saturday, April 30th to share your CCA’s key interests and issues that need resolution.

Please note that *all* Presidents and *all* Board members are all invited to attend this Dialogue Session. All Park Board Commissioners will also be in attendance.

The meeting will take place in the Pacific Room which is located in the Pacific Coliseum at the Pacific National Exhibition (PNE). The meeting will take place from 10:00am to 3:00pm. Lunch will be served.

To help ensure we have sufficient space and refreshments, we kindly ask that you RSVP by Wednesday, April 20th to pbgmo@vancouver.ca. Please advise of any dietary restrictions or allergies and accessibility needs with your RSVP.

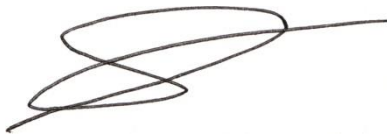
Please feel free to submit your ideas, concerns, and questions to the facilitator, Raymond Penner, in advance of the meeting.

The facilitator’s contact information is: Raymond Penner, Strategic Action Group
strategicactiongroup@telus.net
604-980-3229

On behalf of all the Park Board Commissioners, I hope you will join us for these very important first steps toward a new and positive relationship and revitalized Operating Agreement between the Vancouver Park Board and the Community Centre Associations.

We believe that we can get there together in a reasonable way that acknowledges the valued and valuable strengths, roles, and contributions of all parties. We very much look forward to getting this done so everyone can get back to the business of providing recreation services that are accessible, inclusive, and welcoming to all the Vancouver communities we serve.

Sincerely,



Sarah Kirby-Yung
Chair - Vancouver Board of Parks and Recreation

/pt/jt/clc

Copy to: Vancouver Park Board Commissioners
Malcolm Bromley - General Manager, Vancouver Park Board
Shauna Wilton - Acting Director, Recreation, Vancouver Park Board