

Hastings Park/PNE Governance Review
Planning, Transportation and
Environment Committee
July 24, 2013

Council Direction

- December 2010: with Council approval of Hastings Park/PNE Master Plan staff also directed to conduct a governance review.
- October 2011: staff were directed by Council to engage Hastings Park Stakeholders in the governance review process

Governance Review: Objective and Goals

Objective

Develop a governance structure for Hastings Park/PNE

Goals

New governance structure to support goals identified through Hastings Park/PNE Master Plan process - promoting economic development, culture and entertainment, and parks and recreation in the following manner:

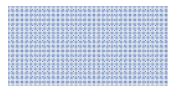
- Align park governance with City Council direction and priorities
- Provide effective stewardship of all priorities outlined in the Master Plan
- Clarify responsibility around infrastructure and asset management
- Recognize the needs and issues related to local and City-wide residents.

Governance Review Process

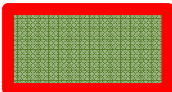
Timing	Activity
May 2010	Developed Master Plan including Governance input workshops
Dec 2010	Council adopts Master Plan and directs staff to undertake governance review
Jan/Feb 2013	Articulate guiding principles; develop draft options, stakeholder consultation
Mar 2013	Stakeholder and public consultation on draft options
Apr/May 2013	Analysis and refinement; identify and develop draft preferred structure; stakeholder and public consultation on draft preferred structure
May 2013	Refine preferred structure
July 2013	Report to City Council



Hastings Park/PNE
Current Governance



Areas
PNE governed and
maintained



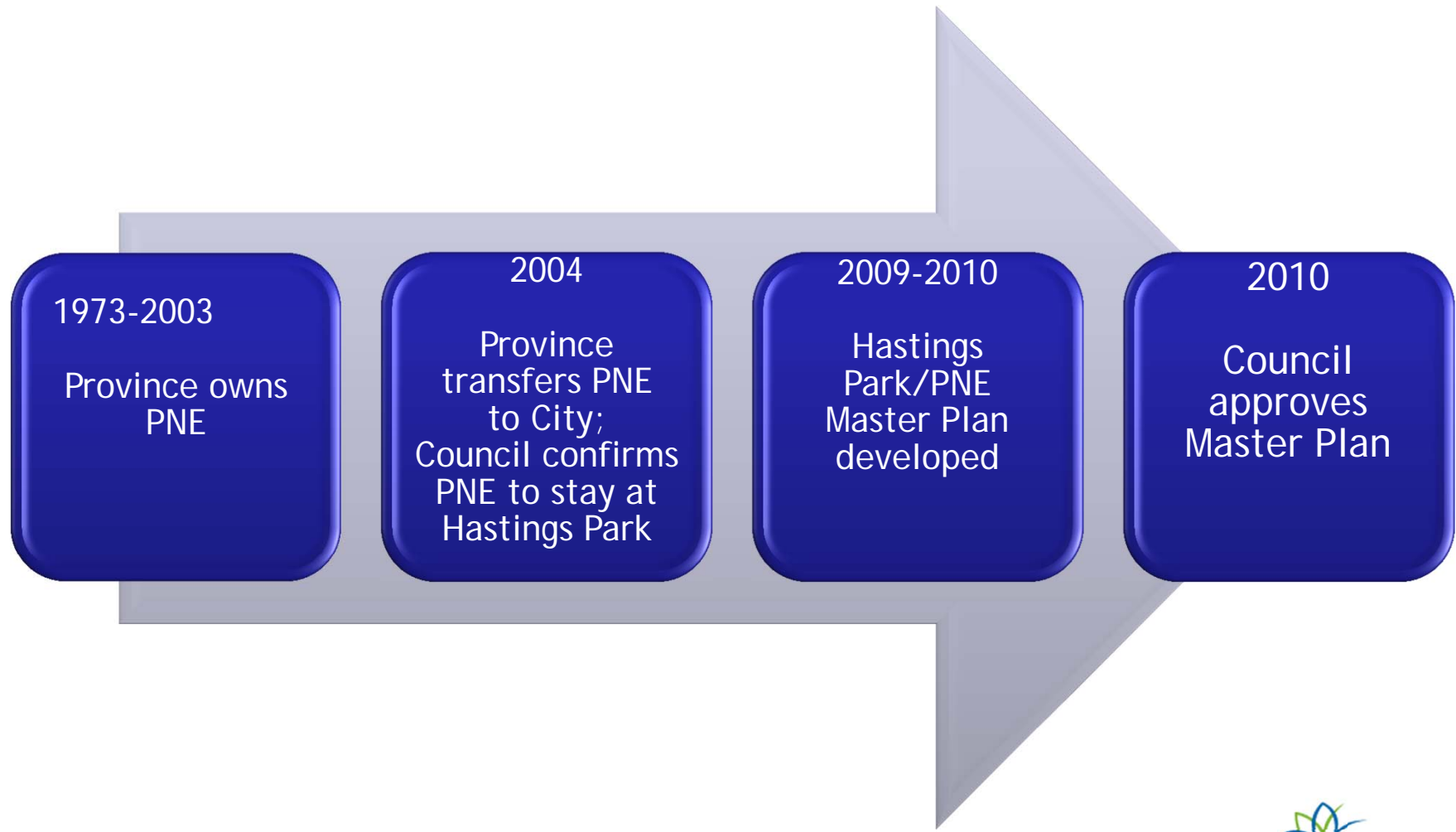
Park areas
Park Bd governed and
maintained



Greenways under
construction (2013-14)



Recent History of Hastings Park/PNE



Facts and Realities

Legislative Framework

- The City is owner of Hastings Park under initial 1889 grant from Province and *Pacific National Exhibition Enabling and Validating Act* designates City Council as the only authority authorized to determine uses and activities that are permitted to take place in the park.
- *Pacific National Exhibition Incorporation Act* designates City Council as the only governmental authority authorized to appoint the directors of the PNE. Accordingly, the City is the only entity who is authorized to oversee the operation and governance of the PNE.

Facts and Realities

Hastings Park/PNE Master Plan

- Describes future vision and direction for the entire site, including:
 - **Economic Development** - *Annual fair, year round events, commercial activities*
 - **Culture and Entertainment** - *Coliseum, Agrodome, Forum, Garden Auditorium, Amphitheatre, Livestock building, Playland and other outdoor venues*
 - **Parks and Recreation** - *green components of the Master Plan aligned with Park Board standards and priorities*

Implementation Funding

- City funds capital investment through Capital Plan
- Commercial activity revenue reinvested into Hastings Park/PNE operations

Shortcomings of Current Governance Structure

Key observations:

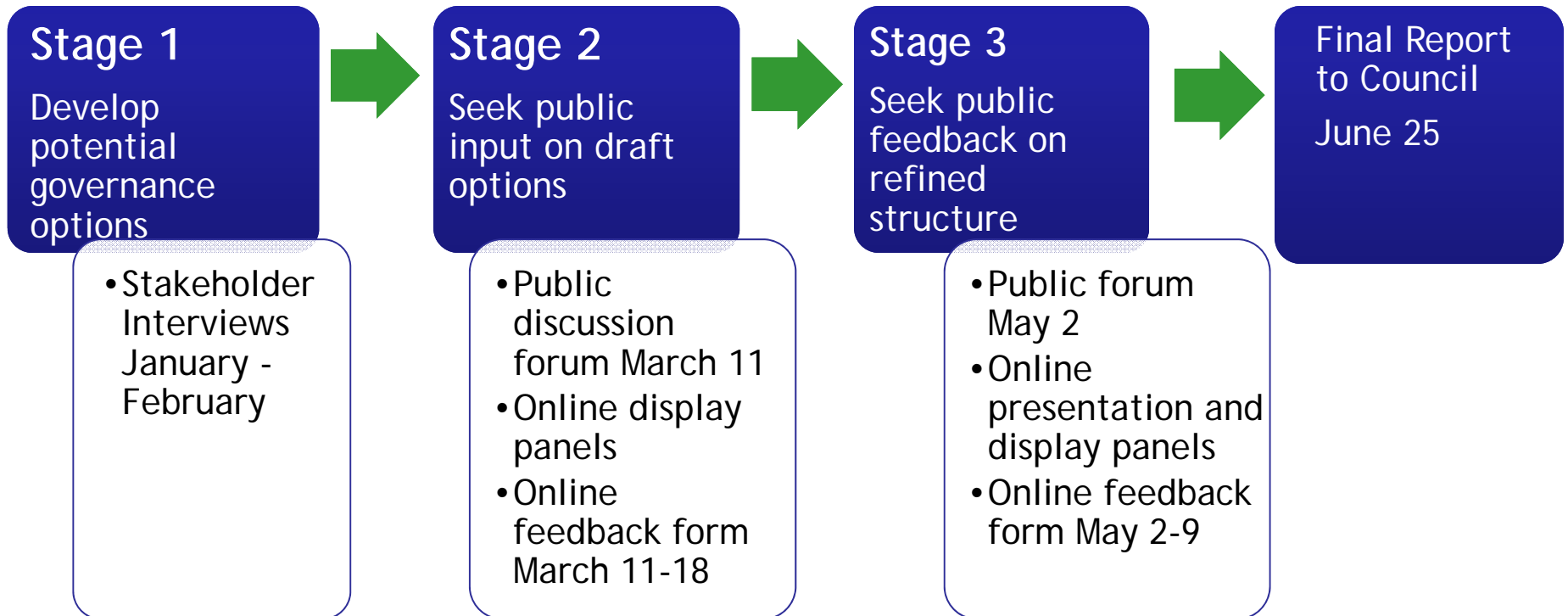
- Skills and experience PNE Board of Directors not clearly defined.
- Some appointments to the current Board are purposely based on an individual's position - doesn't necessarily achieve skills and experience required on the Board.
- Meetings of the Board are closed to the public leading to the perception of a lack of transparency.
- Responsibility for implementing the HP/PNE Master Plan is fragmented.
 - No Terms of Reference for Hastings Park Steering Committee
 - PNE Board has no formal role in Master Plan implementation

7 Key Principles for Developing Governance Options

1. Increased opportunity for public input - governance and programming
2. Clear accountability for Master Plan implementation
3. Implementation of Master Plan must be financially responsible
4. Respect all uses of multi-purpose site that make Hastings Park unique
5. Balance interests - local community, city, region, province
6. Support activities with economic benefit to ensure financial sustainability
7. Retain operational expertise - City and PNE

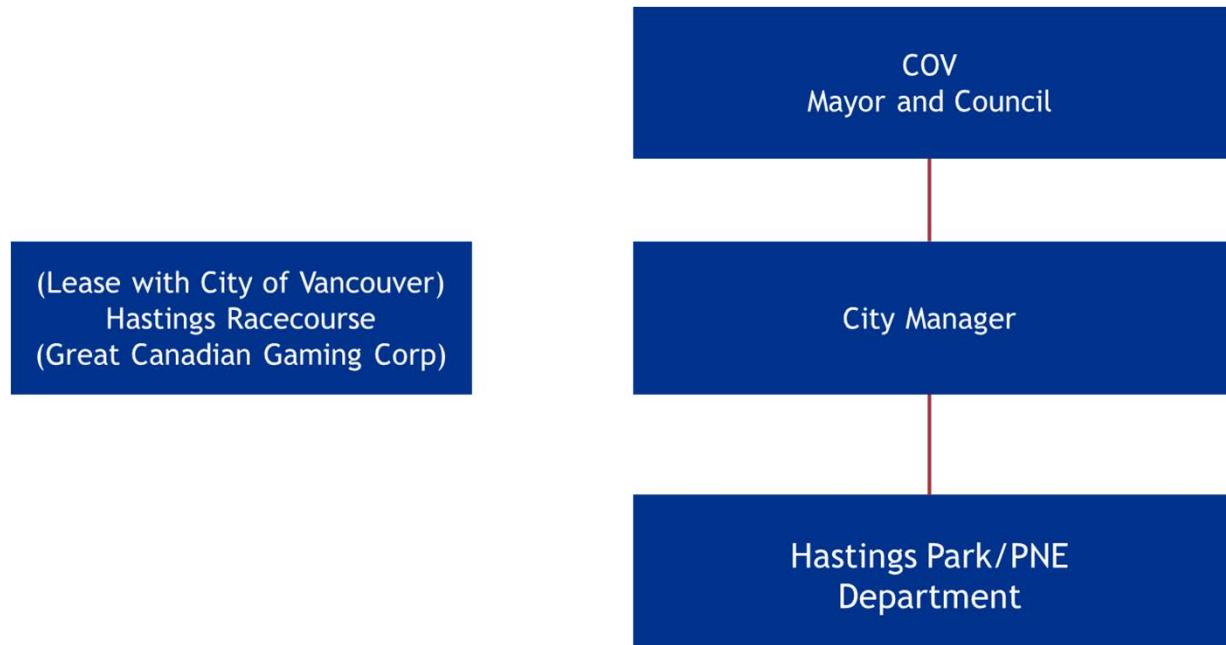
Governance Consultation Summary

The City defined a three-stage consultation process for the development of the governance options:



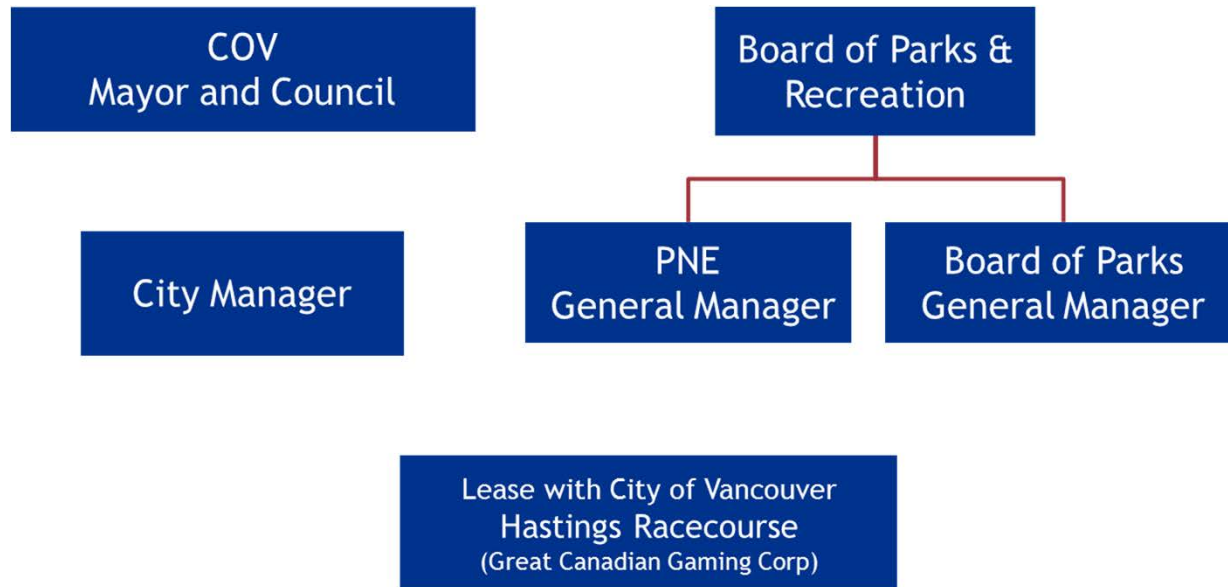
Stage 2 of Governance Review

Option 1 – City Department



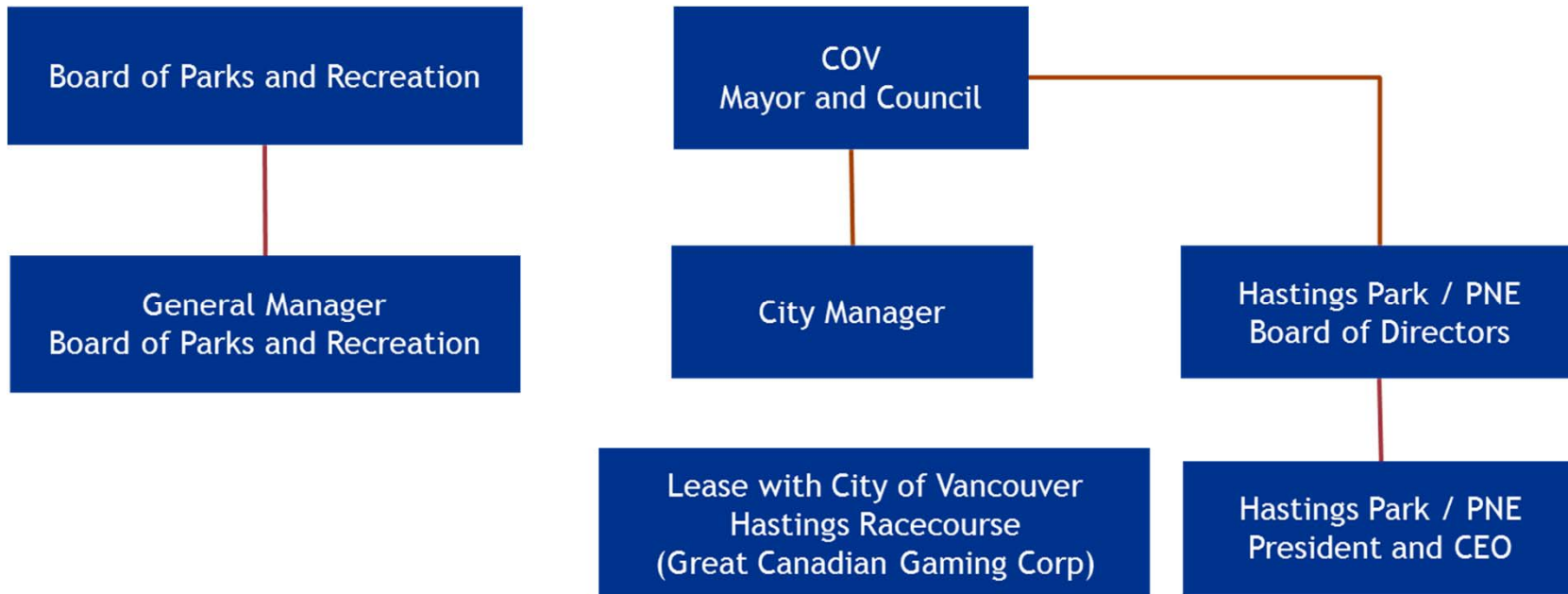
Stage 2 of Governance Review

Option 2 – Park Board



Stage 2 of Governance Review

Option 3 – Proposed Hastings Park/PNE Board

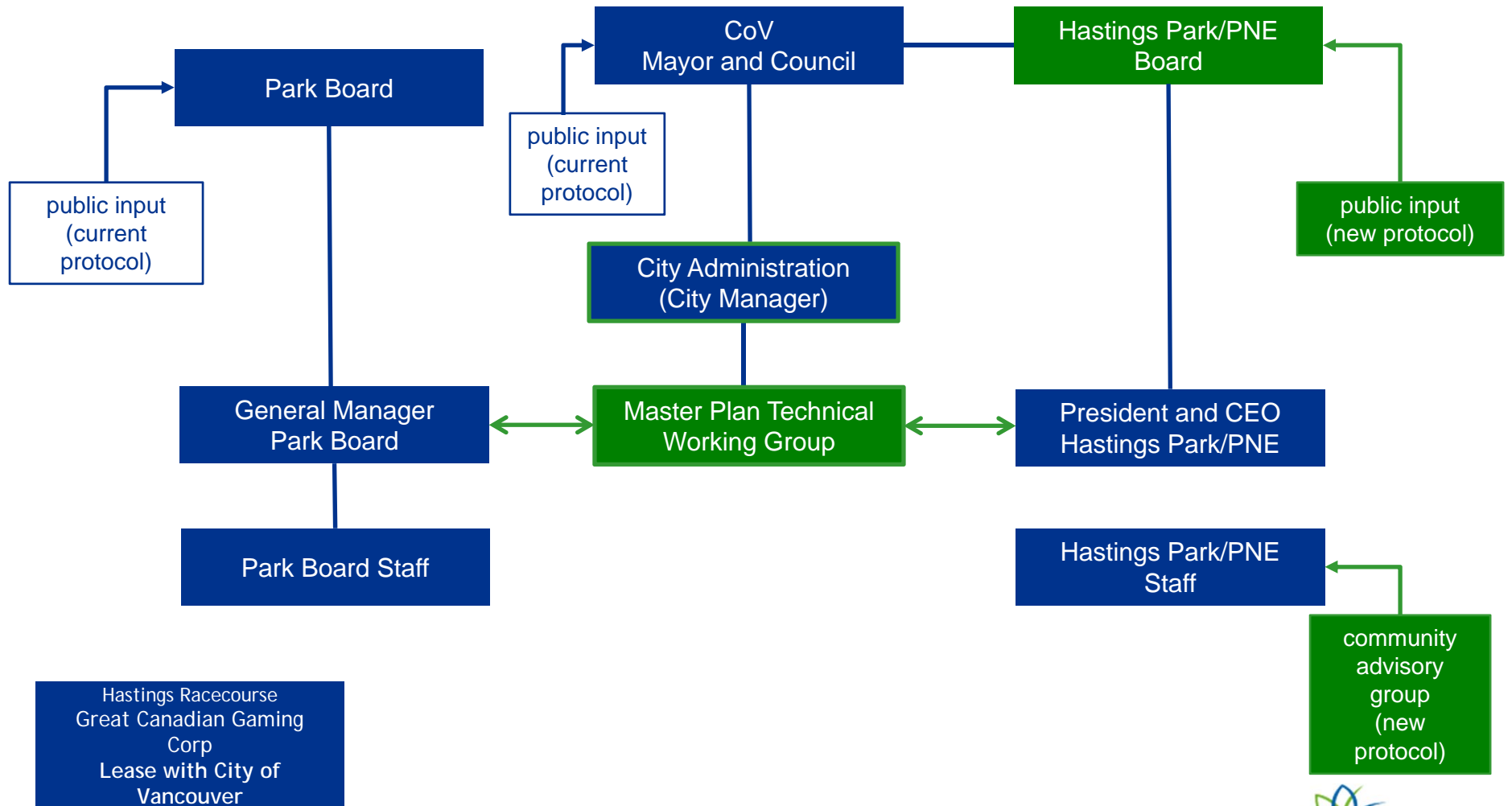


Assessment and Refinement of Governance Options



Qualitative Assessment of each option
against Guiding Principles

Proposed Hastings Park / PNE Structure



Indicates new/refined element



Key Elements of Proposed Hastings Park/PNE Governance Structure

- City Council appoints skills-based Board with delegated authority to govern Hastings Park and the PNE and stewards of Master Plan
- Increased accessibility and transparency: new protocol for public input regularly scheduled at Board meetings
- Multi-Party Agreement: clearly defined roles and responsibilities
 - City of Vancouver
 - Park Board
 - Hastings Park/PNE
- Community Advisory Group: staff liaison and consultation on plans and programming
- Master Plan Technical Working Group; City, Park Board and Hastings Park/PNE staff support implementation accountable to CMT

Board Composition: Skills Based

Nine to eleven members with skills in one or more of the following, collectively full range would be represented

Knowledge	Technical	Judgment
<ul style="list-style-type: none">• Ability to represent Hastings Park/PNE• Governance and role of the Board• City/Regional/Provincial government relations• Business Acumen	<ul style="list-style-type: none">• Financial Literacy• Human Resources/Labour relations• Legal/Regulatory• Parks Management and Development• Marketing/Promotions and Communications• Sports & Recreation• Tourism development• Arts and Culture• Media Relations	<ul style="list-style-type: none">• Effective Judgment• Integrity• Independent thinking• Effective Communication and Listening Skills

Increased Accessibility and Transparency: Hastings Park/PNE Board

Opportunity for public input to Board by:

- Publishing annual schedule of meetings that will be open to the public (eg., two to three open forums annually is what has been suggested and which will be published in advance)
- Defining a protocol for public requests to speak; to be forwarded to designated Hastings Park/PNE staff one week in advance of scheduled board meeting
- Posting outcomes of board meetings on HP/PNE web site including presentations by delegations

Increased Accessibility and Transparency: PNE Staff

- Web based communications updated regularly; show progress of Master Plan implementation
- Obtain input at key Hastings Park/PNE Master Plan implementation milestones
- PNE CEO reports quarterly to Hastings Park/PNE Board on community input received, actions and outcomes
- PNE CEO to meet annually with Park Board to present a progress update and upcoming plans for greening of the site
- Annual Report to include achieving alignment of Hastings Park/PNE Annual Plan with annual strategic plans of:
 - City
 - Park Board
 - Vancouver Economic Commission
 - Tourism Vancouver

Multi-Party Agreement: City, Park Board and PNE

Would support and balance the mandate identified through the Hastings Park/PNE Master Plan

Would address operational activities such as:

- operations and maintenance for all facilities and land areas
- Parks space design and maintenance standards
- Public access to parks, greenways, facilities, vehicle parking
- Day-to-day access
- Defining processes for programming and events access for community and not-for-profit organizations
- Balance and frequency of public access vs. private access
- Volunteerism in the Park
- Bylaw and regulation enforcement
- On-site signage and advertising
- Communications and notifications

Community Advisory Group

Community input on elements of Hastings Park/PNE Master Plan and ongoing site programming

- Define mandate and establish Hastings Park/PNE Community Advisory Group
- Membership from local, city and region-wide constituencies with diverse mandates consistent with Master Plan, or with interest in a specific initiative
- Membership would change over time
- Can present to Hastings Park/PNE Board, following established protocol

Master Plan Technical Working Group (TWG)

TWG will protect the interests of the City and ensure alignment to Council direction by:

- Define mandate and Terms of Reference for group
- Ensure alignment of priorities and interests of City, Park Board and PNE
- Membership from senior staff of with appropriate skills from City, Park Board and PNE
- Input on technical matters such as park planning and facility management
- Addressing environmental and green space matters
- Analyzing and providing recommendations on the details of future phases of Master Plan implementation

Increased Park Board Role in Hastings Park/PNE

Empire Fields and Plateau Park

- Reconstructed Empire Fields and new Plateau Park anticipated to be complete in fall 2014
- Given the specific design of the areas around Empire Fields for sport and recreational programming the running track and Plateau Park will be governed and operated by the Park Board.

Staff Expertise

- Provide expertise in community and parks programming and park operations
- General Manager of Parks & Recreation will assign Park Board Manager to the PNE management team

Stage 3 Feedback: Proposed Hastings Park / PNE Structure

- 65% agree provides appropriate clarity of roles
- 67% agree provides increased opportunity for input at the Board level
- 59% agree provides increased opportunity for input to programming
- 70% support having the proposed Technical Working Group
- Only 53% support the concept of a Community Advisory Group, while 20% strongly oppose this concept. Concerns that the group would not be objective and/or would want to change the approved Master Plan

Conclusion: Key Elements of Proposed Governance Structure

- City Council appointed skills-based Board
- Increased accessibility and transparency
- Multi-Party Agreement: clearly defined roles and responsibilities
- Community Advisory Group
- Master Plan Technical Working Group
- Increased Park Board Role at Hastings Park/PNE

Next Steps: Implementation

*further Council approval required

New Board* - January 2014

- Define ToR, skills requirement, bylaws, committee structure and process for nominations for new Board

Communications - February 2014

- Public input protocol to New Board
- Update relevant websites on MP progress

Community Advisory Group - February 2014

- Define ToR and identify members

Multi-Party Agreement* - January 2014

- Establish working group to develop agreement

Technical Working Group* - December 2013

- Define ToR and identify members