



**PARK BOARD COMMITTEE MEETING
MEETING MINUTES**

APRIL 30, 2018

A Regular Park Board Committee meeting was held on Monday, April 30, 2018, at 6:32 pm, at the Park Board Office.

PRESENT: Commissioner John Coupar
Commissioner Casey Crawford, Chair
Commissioner Catherine Evans
Commissioner Sarah Kirby-Yung
Commissioner Stuart Mackinnon
Commissioner Erin Shum
Commissioner Michael Wiebe, Vice-Chair

GENERAL MANAGER'S OFFICE: Malcolm Bromley, General Manager
Shauna Wilton, Deputy General Manager
Cheryl Chan, Manager, Executive Office and Board Relations
Carol Lee, Meeting Clerk
Jessica Kulchyski, Meeting Assistant

ADOPTION OF MINUTES

1. Park Board Committee Meeting – April 16, 2018

MOVED by Commissioner Shum
SECONDED by Commissioner Wiebe

THAT the Park Board Committee minutes of the April 16, 2018 meeting be adopted as circulated.

CARRIED UNANIMOUSLY

ITEMS ADOPTED ON CONSENT

MOVED by Commissioner Mackinnon
SECONDED by Commissioner Kirby-Yung

THAT the Committee adopts the recommendations contained in the following reports on consent:

1. REPORT: Vancouver Folk Music Festival – Licensed Area Expansion
2. REPORT: Volleyball BC Vancouver Open – Licensed Area Expansion.

CARRIED UNANIMOUSLY

AGENDA ITEMS

1. REPORT: Vancouver Folk Music Festival – Licensed Area Expansion

The recommendation contained in the report was adopted on consent.

2. REPORT: Volleyball BC Vancouver Open – Licensed Area Expansion

The recommendation contained in the report was adopted on consent.

3. REPORT: Real Estate and Facilities Management Provision of Services to the Park Board

Shauna Wilton, Deputy General Manager, Park Board, introduced:

- Bill Aujla, General Manager, REFM, City of Vancouver
- Sarah Iacoe, Special Project Manager, Business Planning and Project Support, Park Board
- Lisa Prescott, Director of Strategic Planning and Program Management, City of Vancouver.

Ms. Iacoe led the review of a presentation reviewing the current operating model for facilities management services to the Park Board and recommendations to improve the delivery of facility related services between the Park Board and Real Estate and Facilities Management (REFM) and highlighted:

- Background of the Consolidated Facilities Project (CFP)
- Challenges associated with the shared services model:
 - Ambiguity of roles and responsibilities
 - Undefined service levels
 - Capacity and accountability gaps at both the Park Board and REFM
- Analysis was undertaken through a review of facility maintenance and 311 data and stakeholder consultations to determine root causes of the issues
- Options considered to improve service:
 - Continue shared services model
 - Project Operating Level Agreement (OLA)
 - Address Park Board capacity issues
 - Project Safely Improve the Management of Building Assets (SIMBA)
 - Community Centre Association (CCA) Joint Operating Agreement (JOA) Implementation Project
 - Return facility management services to the Park Board
- Next steps.

Ms. Iacoe, along with Malcolm Bromley, General Manager, Park Board, Mr. Aujla, Ms. Wilton and Ms. Prescott responded to questions from the Committee. There was discussion on:

- Comparison of the Park Board's experience with those of other organizations with respect to the implementation of a shared services model
- Factors that led to the difficulty of the implementation of the shared services model
- Concern with the limited engagement with CCAs regarding the options to improve service

- Concern that City Council’s 2009 decision to implement the shared services model was not presented to the Park Board for approval
- Concern with the deteriorating state of repair of Park Board facilities since the implementation of the shared services model
- Whether Park Board staff were previously aware of and attempted to address the inadequate standard of service provided by REFM
- Role and responsibilities of the proposed new Park Board positions
- Nature of the issues experienced by CCAs and future plans to engage CCAs regarding facility management
- Accountability mechanisms to be incorporated into the proposed OLA
- The performance management dashboard will provide the quantitative data for future performance assessment
- City of Vancouver has indicated its willingness to provide the financial resources required to address Park Board capacity issues and gaps in REFM
- Concern that the proposed Program Manager will join the Park Board after the 2019 – 2022 Capital Plan is developed and will therefore, not have the opportunity to provide input into the 2019 – 2022 Capital Plan.

Howard Normann, Director of Park Operations, Park Board, responded to the concern expressed by a Commissioner regarding the state of repair of the Sunset Yard and advised that the repainting of the buildings is pending the completion of the REFM service assessment.

Motion to Defer

MOVED by Commissioner Crawford
SECONDED by Commissioner Kirby-Yung

THAT the Vancouver Park Board defer consideration of the recommendations contained in the report to May 14, 2018 Park Board Committee meeting.

DEFEATED
(Commissioners Coupar, Crawford and Kirby-Yung voted in support)

Main Motion

MOVED by Commissioner Mackinnon
SECONDED by Commissioner Shum

- A. THAT the Vancouver Park Board continue the shared services model, with Real Estate and Facilities Management (REFM) providing facility management services to the Park Board;
- B. THAT staff proceed with the following recommendations to improve service delivery, as outlined in this report:
 - i. Develop an Operating Level Agreement (OLA) with REFM to clarify roles, responsibilities, and service level expectations;
 - ii. Seek additional funding to address the identified staff capacity issues;

- iii. Collaborate with REFM on their “Safely Improve Management of Building Assets” (SIMBA) project; and
- iv. Link the Community Centre Association Implementation Manual with the REFM OLA to clarify roles, responsibilities and expectations in relation to facility maintenance work; and

C. THAT staff report back on the performance of the above initiatives in 2019.

Amendment to the Main Motion

MOVED by Commissioner Wiebe
SECONDED by Commissioner Shum

That Item C be amended to:

- C. THAT staff report back on the performance of the above initiatives in 2019 to determine if continuation of a shared services model is warranted.

Amendment to the Amendment

MOVED by Commissioner Evans
SECONDED by Commissioner Mackinnon

That Item C be amended to:

- C. THAT staff report back on the performance of the above initiatives in 2020 to determine if continuation of a shared services model is warranted.

CARRIED
(Commissioners Coupar, Crawford and Kirby-Yung opposed)

Amendment to the Main Motion

MOVED by Commissioner Kirby-Yung
SECONDED by Commissioner Coupar

That Item Bi be amended to:

- i. Develop an Operating Level Agreement (OLA) with REFM to clarify roles, responsibilities, and service level expectations and bring back to the Board for approval by the end of April 2019.

DEFEATED
(Commissioners Coupar, Crawford and Kirby-Yung voted in support)

Question on the Main Motion, as Amended

- A. THAT the Vancouver Park Board continue the shared services model, with Real Estate and Facilities Management (REFM) providing facility management services to the Park Board.

- B. THAT staff proceed with the following recommendations to improve service delivery, as outlined in this report:
 - i. Develop an Operating Level Agreement (OLA) with REFM to clarify roles, responsibilities, and service level expectations;
 - ii. Seek additional funding to address the identified staff capacity issues;
 - iii. Collaborate with REFM on their “Safely Improve Management of Building Assets” (SIMBA) project; and
 - iv. Link the Community Centre Association Implementation Manual with the REFM OLA to clarify roles, responsibilities and expectations in relation to facility maintenance work; and
- C. THAT staff report back on the performance of the above initiatives in 2020 to determine if continuation of a shared services model is warranted.

Commissioner Kirby-Yung requested that the motion be separated into distinct propositions.

Question on Item A

- A. THAT the Vancouver Park Board continue the shared services model, with Real Estate and Facilities Management (REFM) providing facility management services to the Park Board.

CARRIED

(Commissioners Coupar, Crawford and Kirby-Yung opposed)

Question on Item B

- B. THAT staff proceed with the following recommendations to improve service delivery, as outlined in this report:
 - i. Develop an Operating Level Agreement (OLA) with REFM to clarify roles, responsibilities, and service level expectations;
 - ii. Seek additional funding to address the identified staff capacity issues;
 - iii. Collaborate with REFM on their “Safely Improve Management of Building Assets” (SIMBA) project; and
 - iv. Link the Community Centre Association Implementation Manual with the REFM OLA to clarify roles, responsibilities and expectations in relation to facility maintenance work.

CARRIED

(Commissioners Coupar and Kirby-Yung opposed)

In response to a question from Commissioner Kirby-Yung, the Meeting Clerk corrected the procedural advice provided and advised that Item B could be separated into distinct propositions, as each sub-item could stand independently. The vote on Item B was repeated, with the sub-items separated into distinct propositions.

Question on Item Bi

- B. THAT staff proceed with the following recommendations to improve service delivery, as outlined in this report:
 - i. Develop an Operating Level Agreement (OLA) with REFM to clarify roles, responsibilities, and service level expectations.

CARRIED
(Commissioners Coupar and Kirby-Yung opposed)

Question on Item Bii

- B. THAT staff proceed with the following recommendations to improve service delivery, as outlined in this report:
 - ii. Seek additional funding to address the identified staff capacity issues.

CARRIED
(Commissioner Coupar opposed)

Question on Item Biii

- B. THAT staff proceed with the following recommendations to improve service delivery, as outlined in this report:
 - iii. Collaborate with REFM on their “Safely Improve Management of Building Assets” (SIMBA) project.

CARRIED
(Commissioners Coupar and Kirby-Yung opposed)

Question on Item Biv

- B. THAT staff proceed with the following recommendations to improve service delivery, as outlined in this report:
 - iv. Link the Community Centre Association Implementation Manual with the REFM OLA to clarify roles, responsibilities and expectations in relation to facility maintenance work.

CARRIED
(Commissioners Coupar and Kirby-Yung opposed)

Question on Item C

- C. THAT staff report back on the performance of the above initiatives in 2020 to determine if continuation of a shared services model is warranted.

CARRIED
(Commissioners Coupar and Kirby-Yung opposed)

Recess

The meeting recessed at 8:45 pm and resumed at 8:50 pm.

4. REPORT: Urban Forest Strategy: 2018 Update

Dave Hutch, Manager of Research and Planning, Park Board, introduced Nick Page, Biologist, Park Board.

Mr. Page led the review of a presentation providing an update to the Urban Forest Strategy and highlighted:

- Goals and targets of the Urban Forest Strategy
- Status of the urban forest
- Urban forest patterns
- Canopy cover by neighbourhood
- Progress toward the tree planting target in the Greenest City Action Plan (GCAP)
- Park Board initiatives to support the Urban Forest Strategy
- Priority actions
- Next steps.

Mr. Page, along with Howard Normann, Director of Park Operations, Park Board, Malcolm Bromley, General Manager, Park Board, and Mr. Hutch, responded to questions from the Committee. There was discussion on: diversification of the species of street trees; confirmation that the Park Board is responsible for planting street trees in commercial areas; the ratio of trees obtained from the Park Board tree farm and purchased from independent nurseries; average number of street trees that are lost annually; concern with a potential decrease in the number of flowering street trees planted; whether land acquisition is required to increase the urban forest canopy by 22% by 2050; and use of diversification of tree species as a pest management approach.

MOVED by Commissioner Mackinnon
SECONDED by Commissioner Wiebe

THAT the Vancouver Park Board receive, for information, the Urban Forest Strategy: 2018 Update as outlined in this report and attached as Appendix A, which will guide the Park Board's efforts to protect and manage Vancouver's urban forest on public lands.

CARRIED UNANIMOUSLY

Motion to Suspend Rules

MOVED by Commissioner Mackinnon
SECONDED by Commissioner Shum

THAT the Park Board Committee suspends the Park Board rules to allow the meeting to extend to 10:30 pm.

CARRIED UNANIMOUSLY

The Committee adjourned at 9:51 pm.

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Malcolm Bromley
General Manager

Commissioner Casey Crawford
Chair