



JOINT OPERATING AGREEMENT VAN DUSEN & BLOEDEL

Park Board Committee Meeting
Monday, April 8, 2024



Purpose of Presentation

To seek Board approval for the new VanDusen & Bloedel Joint Operating Agreement, as described in staff report.



RECONCILIATION MISSION, VISION & VALUES

MISSION

Decolonize the Vancouver Park Board

The Park Board recognizes the institution's colonial history and upholds the Board's commitment to the 11 Reconciliation Strategies.

VISION

An evolvable organization in which every employee and Commissioner recognizes the humanity in themselves by recognizing and respecting the humanity of First Peoples; and an organization that sets a worldwide example in treating Reconciliation as a decolonization process.

VALUES

These values are your compass to help guide the way you work, interact with colleagues, external partners and the public.



PATIENCE

Colonialism didn't happen overnight. Untangling it takes time. We will pace ourselves for the marathon, not the sprint. We will adjust deadlines to ensure things are done well and respectfully.



CLARITY

We will focus on how colonialism functions to exclude, not on how to include.



PRAGMATISM

All staff are inheriting a system not of our making. The Park Board Reconciliation Team (PBRT) is here to assist colleagues with examining the ways colonialism continues to damage others. Blame is unproductive.



LEADERSHIP

We will nurture and sustain each other, demonstrating Indigenous principles in the way we function as a team.



LEARNING

We consent to learn in public. We will make mistakes. We will sit with those mistakes, be transparent about them, and use them both to learn and to teach. Our mistakes will be diagnostic tools.





- Background
- New Joint Operating Agreement
- Next Steps & Staff Recommendation



Background



- Unique horticultural destination and place of beauty, inspiration and learning
- Opened in 1975 through a generous donation from W.J. VanDusen and support from the City of Vancouver
- 55 acres
- 70 distinct plant collections
- 8,000 plant species and varieties





- Vancouver's only tropical plant Conservatory, located at the peak of QE Park
- Through a generous donation from Prentice Bloedel and contributions from the City, opened in 1969
- 100 exotic birds
- 500 varieties of tropical plants



Vancouver Botanical Gardens Association (VBGA)

- Education
- Fundraising
- Philanthropy
- Membership
- Volunteers

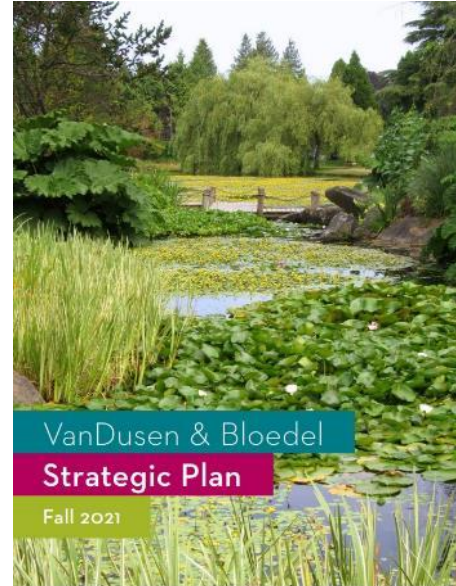
60+ years engaging people of all ages and walks of life in the importance of biodiversity and fostering a lifelong love of plants and gardens

- Significant advocacy work to ensure the continued existence of VanDusen & Bloedel
- Highly engaged membership, with 700 volunteers donating thousands of hours of time annually



Mayor Art Phillips, Alderwoman May Brown, and Premier Dave Barrett at the official opening of the VanDusen Botanical Garden in Vancouver on Aug. 30, 1975

- A Joint Strategic Plan was an initiative identified in VanPlay
- Approved by the Board in 2021
- Upon approval, the Board directed staff to begin work to update and modernize the 1994 JOA



To be a leading garden of transformative experiences and botanical discovery.

Strategic Vision, as approved in the Joint Strategic Plan (2021)

- Outdated JOA
- Implementing shared strategic Vision
- Current challenges:
 - Growth Incentives
 - Roles & Responsibilities
 - Capital Planning
 - Opportunities for Efficiency
 - Financial Sustainability
 - Facility Space Use





Proposed Joint Operating Agreement





- Working Group met monthly
- Built on spirit of collaboration fostered through Joint Strategic Plan
- Park Board staff consulted with relevant subject matter experts
- Senior staff from both parties endorse the new JOA

Current State

- Competition between partners

Future State

- New joint **Garden Membership** product
- Shared interest in growing admissions & membership





Current State

- Disparate customer experiences at VanDusen
- No sales of memberships at Bloedel

Future State

- Park Board to sell memberships and admissions
- VBGA to provide member services from the Discovery Room
- Customers will be able to purchase Garden Memberships at Bloedel

Current State

- Lack of clarity regarding partner roles and responsibilities

Future State

- Clarified responsibilities, e.g. horticulture and curatorial decision-making, philanthropy
- Focused partner staff time on areas of expertise
- Process for planning and development of VanDusen & Bloedel





Current State

- No clear pathway for VBGA input into Capital Planning
- Not leveraging philanthropic capacity

Future State

- Identified process for VBGA input into City of Vancouver Capital Planning process
- VBGA was re-established as the Park Board's exclusive philanthropic partner

Current State

- Some duplication of service

Future State

- Assigned responsibility in the following areas:
 - Volunteer program
 - Front of house
 - Marketing & communications



Current State

- Existing revenue-shares don't address costs of operating the gardens

Future State

- New Garden Membership revenue-share
- VBGA to provide horticulture funding to PB
- Dedicated fund for jointly agreed-upon visitor experience enhancements





Current State

- No principles to guide space use

Future State

- Prioritized use of space as follows:
 1. Garden access
 2. Educational programming
 3. Rentals & events
- Process for revisiting space use annually



Next Steps & Staff Recommendation



- Following approval of staff report, VBGA's Board will consider the new JOA on April 9th.
- Once the JOA is signed by both parties, staff will focus on implementation planning and change management.
- The effective date of the JOA and financial model will be January 1st, 2025.

- A. THAT the Vancouver Board of Parks and Recreation (“Park Board”) delegate its authority to the Park Board’s General Manager to enter into a renewed Joint Operating Agreement with the Vancouver Botanical Gardens Association, and in line with principles outlined in this report.

- B. THAT no legal rights or obligations will be created by the Board’s approval of Recommendation A above, unless and until such contract is executed by the authorized signatories as set out in this Recommendation.



