



October 2, 2019

MEMO TO : Park Board Commissioners

FROM : Malcolm Bromley  
General Manager, Vancouver Board of Parks and Recreation

SUBJECT : **VanDusen & Bloedel Strategic Plan Launch – Board Briefing Memo**

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Dear Commissioners,

This memo is to inform you that the VanDusen & Bloedel Strategic Plan project has officially launched. The purpose of the plan is to:

- develop a compelling future vision for the VanDusen Botanical Garden and Bloedel Conservatory;
- create supporting governance and financial models and;
- define a renewed Joint Operating Agreement (JOA) between the Park Board (PB) and Vancouver Botanical Gardens Association (VBGA) that supports the vision, financial and governance models.

This project is being led collaboratively by PB and VBGA staff, supported by a consultant team of botanical garden specialists, planning, and facilitation experts:

- [Experience Makes the Difference](#) (EMD) brings decades of experience working in botanical gardens and creating strategic plans and operating agreements for dozens of botanical gardens across North America;
- [Delaney + Associates](#) (D+A) is in charge of facilitation and outreach to ensure local perspectives are captured;
- [Design Workshop](#) (DW) will coordinate the team and the process to guide the synthesis of the data and stakeholder input and create a collaborative and cohesive document to help guide future decisions

Through the VanPlay and VanSplash processes, DW and D+A have shown their expertise in facilitating and balancing various interests in the development of long-term visions and plans.

The scope of work includes review and analysis of current operations, comparable precedents, and stakeholder engagement to help inform a common vision. The established vision will then set the foundation for the governance and financial models with the ultimate goal being the development of a JOA between PB and VBGA. The work will take place in four phases as outlined below:

1. Research, analysis, engagement (fall 2019 – winter 2020);
2. Mission, vision, and strategic plan (fall 2019 – winter 2020);
3. Implementation, financial, and governance models (spring 2020);
4. Preparing JOA and JOA ratification (summer 2020).



The engagement phase has now been initiated and stakeholder feedback will be sought from PB Commissioners, VBGA Board members, VBGA members & donors, and volunteers, as well as from the general public. Staff will be reaching out to arrange individual Commissioner interviews with the project team, and special events such as the VanDusen Festival of Lights and the Bloedel Conservatory's 50<sup>th</sup> Anniversary celebrations, along with intercept surveys at specific locations, are some of the tools that the team will be using to receive feedback from the public.

The feedback collected at this early stage will provide valuable input to the project team as efforts continue to define the future vision and mandate of these two significant botanical and cultural assets. Further updates will be provided to the Board at significant milestones throughout the project timeline.

Regards,

A handwritten signature in black ink that reads "Malcolm Bromley". The signature is written in a cursive, flowing style.

Malcolm Bromley  
General Manager - Vancouver Board of Parks and Recreation

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Copy to: PB Senior Leadership Team  
PB Project Manager  
PB Communications