Report - Standing Policy Committee on Protection and Community Services - May 12, 2003

Item No. 11 **Assiniboine Park Enterprise - Creation of Chief Operating Officer position**
File PR-7.1 (Vol. 11)

STANDING COMMITTEE RECOMMENDATION:

On May 21, 2003, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Protection and Community Services and submits the following to Council:

1. That the creation of a Chief Operating Officer position for Assiniboine Park Enterprise be approved.

2. That the Standing Committee on Fiscal Issues be requested to approve the additional funding of $100,049.00 in 2003 for salary, benefits and operating costs, as well as an additional one-time cost of $35,000.00 for recruitment and set-up.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing, including the execution of any documents related thereto.

Report - Standing Policy Committee on Protection and Community Services - May 12, 2003

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On May 21, 2003, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Protection and Community Services and submitted the matter to Council.

STANDING COMMITTEE RECOMMENDATION:

On May 12, 2003, the Standing Policy Committee on Protection and Community Services reconsidered the matter, and concurred in the administrative recommendation, and submitted its recommendation to Executive Policy Committee and Council. The Standing Policy Committee on Protection and Community Services also received as information an administrative report dated April 25, 2003, with respect to the maintenance requirements for Assiniboine Park.

On February 10, 2003, the Standing Policy Committee on Protection and Community Services laid over consideration of the creation of a Chief Operating Officer position for the Assiniboine Park Enterprise and requested the Director of Community Services to provide a detailed report outlining all maintenance work required at Assiniboine Park at the present time.

On January 13, 2003, the Standing Policy Committee on Protection and Community Services concurred in the administrative recommendation with respect to the creation of a Chief Operating Officer position for the Assiniboine Park Enterprise, and submitted its recommendation to Executive Policy Committee and Council.

COUNCIL:

On January 29, 2003, Council referred back Clause 6 of the Report of the Standing Policy Committee on Protection and Community Services dated January 13, 2003, with respect to the creation of a Chief Operating Officer position for the Assiniboine Park Enterprise, to the Standing Policy Committee on Protection and Community Services.

Re: Assiniboine Park Enterprise - Creation of Chief Operating Officer position

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For submission to: Standing Policy Committee on Protection & Community Services

Original report signed by: Ursula Stelman, Director of Community Services

Report date: January 3, 2003

In camera item: No

Recommendation(s):

1. That the Standing Policy Committee on Protection & Community Services approve the creation of a Chief Operating Officer position for Assiniboine Park Enterprise.

2. That, upon receipt of Standing Policy Committee's approval of recommendation #1, Standing Committee on Fiscal Issues approve the additional funding of $100,049 in 2003 for salary, benefits and operating costs, as well as an additional one-time cost of $35,000 for recruitment and set-up. This anticipates the position being filled effective April 1, 2003.

Report Summary

Key Issues:

- Since the establishment of the Assiniboine Park Enterprise (APE) in 2000 – the Enterprise has undertaken a number of initiatives relative to the future direction of the Park. These include community surveying, preparation of a Zoo Master Plan, preparation of guiding principles for future development, a Conservatory building analysis, and a preliminary analysis of the Park infrastructure.

- In order for the Enterprise to be successful, it is essential that a Chief Operating Officer now be hired to oversee and lead the next steps of Park and Enterprise development– which includes the negotiation of complex public and private partnerships, the development of an economically sustainable business case for the APE and its business units, refining the ASD governance model, overseeing the EPC endorsed public consultation process, focusing a common vision and implementing Council decisions for Park re-development. A complete explanation of the responsibilities of this position is included in Appendix I.

- The current position of Manager of Assiniboine Park Enterprise will continue to be required for effective management and planning of the Park and its components. Without this position, the COO would not be able to focus his or her responsibilities on the higher level leadership and overall governance that is required.

- As a result, the creation of a new COO position over and above the current establishment will require additional funding of $100,049 in 2003 for salary, benefits and operating costs, as well as an additional one-time cost of $35,000 for recruitment and set-up (anticipating filling the position effective April 1, 2003).

Implications of the Recommendation(s):

General Implications

	None
x	For the organization overall and/or for other departments
x	For the community and/or organizations external to the City of Winnipeg
	Involves a multi-year contract

Comment: Under the general direction of the Director of Community Services, the Chief Operating Officer, Assiniboine Park Enterprise, is responsible for leading the development of Assiniboine Park and its amenities as a business unit within the City Council approved Alternative Service Delivery framework. Management of municipal and external agency resources, including both public and private partnerships and partnership agreements, is required.

Policy implications

x	No
	Yes

Comment:

Financial Implications

	Within approved current and/or capital budget
x	Current and/or capital budget adjustment required

Comment: The COO position is incremental to the Community Services Department budget. It requires the approval of additional funding of $100,049 in 2003 for salary, benefits and operating costs, as well as an additional one-time cost of $35,000 for recruitment and set-up (anticipating filling the position effective April 1, 2003).

Report

Recommendation(s):

1. That the Standing Policy Committee on Protection & Community Services approve the creation of a Chief Operating Officer position for Assiniboine Park Enterprise.

2. That, upon receipt of Standing Policy Committee's approval of recommendation #1, Standing Committee on Fiscal Issues approve the additional funding of $100,049 in 2003 for salary, benefits and operating costs, as well as an additional one-time cost of $35,000 for recruitment and set-up. This anticipates the position being filled effective April 1, 2003.

Reason for the Report:

Approval of the Standing Policy Committee on Protection & Community Services is required to endorse the creation of a new Chief Operating Officer for Assiniboine Park Enterprise, within the Community Services Department.

Standing Committee on Fiscal Issues approval is required to provide funding for the COO of Assiniboine Park Enterprise as it is a new position in the City of Winnipeg staffing complement.

History:

In April 2000 Council approved the creation of Assiniboine Park Enterprise. The Enterprise has responsibility for planning, managing, and operating Assiniboine Park as a business unit, including longer range physical and financial planning.

Since that time, Assiniboine Park Enterprise has undertaken a number of planning initiatives relative to the future direction of the Park, including community surveying, preparation of a Zoo Master Plan, preparation of guiding principles for future development, a Conservatory building analysis, and a preliminary analysis of Park infrastructure.

In July 2002 a Council seminar was presented regarding "A Future Vision For Assiniboine Park." The seminar was a presentation of the results of the planning work to date, and proposed a set of guiding principles underlying a vision for the future of the Park. These principles are summarized as follows:

- Reinvest in the Park so as to enhance amenities and maximize economic potential.
- Reinvest in the Park so as to create a destination.
- Reinvest in the Park in a way that is financially sustainable and based on sound business principles.
- Maintain historical design integrity and “green space and natural beauty” of the Park.
- Maintain a diversity of uses within the Park.
- Ensure accessibility for all of the community.
- Ensure environmental sustainability of future development.

The analysis to date indicates that the Park continues to be extremely important to the community, but that major components of its infrastructure are in need of significant reinvestment. However, while this necessary reinvestment represents a significant challenge to the City, there are also many opportunities within the Park in the form of a number of initiatives either recently established or being pursued or proposed. These include the Pavilion Gallery and Restaurant, the Lyric Theatre, Leo Mol Sculpture Garden Phase III, a museum to house the Winnie the Pooh painting, a modern state-of-the-art Zoo, a refurbished and/or rebuilt Conservatory, and perhaps a Butterfly Conservatory.

A Committee was established to develop a public consultation process, which will lead to the development of a long-term vision for Assiniboine Park. The Committee includes representatives from Community Services, Public Works, Planning, Property & Development, and Audit Departments, as well as the CAO Secretariat.

A preliminary estimate of potential investment over the next ten years could be approximately $126.1 million. Some of this development (most notably reinvestment into the Zoo) would take place over the long-term, perhaps 25 years. In addition, it must be noted that these kinds of initiatives are typically undertaken with a number of partners, both public and private, and are not the sole financial responsibility of municipal government.

Discussion:

In order for the Enterprise to be successful, it is essential that a Chief Operating Officer (COO) now be hired to oversee the complex development of the Enterprise and its many components – which include initiatives championed by private stakeholder groups.

Some of the expectations for this position are noted below:

o Under the general direction of the Director of Community Services, the Chief Operating Officer, Assiniboine Park Enterprise, is responsible for leading the

development of Assiniboine Park and its amenities as a business unit within the City Council approved Alternative Service Delivery framework.

- The COO will oversee the development of the Enterprise, as well as the overall governance and leadership of Assiniboine Park, including the Zoo, Conservatory, Assiniboine Forest, Park infrastructure as well as Park amenities such as Leo Mol Sculpture Garden, and partnership endeavours such as the Pavilion Restaurant, Lyric Bandshell, etc.

- The COO will establish an operating charter, including a governance and management plan for the Park, that involves the development of a Council approved Advisory Board.

- The COO is accountable for the establishment of financial management plans for the Enterprise, including business plans and business case development, recognizing that reinvestment in the Park must be financially sustainable and based on sound business principles.

- The COO will ensure the integration of and consultation with partner and stakeholder groups in the development of the Enterprise, and will manage partnership agreements accordingly.

A more complete explanation of the responsibilities of this position is included in Appendix I.

The current position of Manager of Assiniboine Park Enterprise will continue to be required for effective management and planning of the Park and its components. Without this position, the COO would not be able to focus his or her responsibilities on the higher level leadership and overall governance that is required.

The creation of a new Chief Operating Officer position over and above the current establishment will require additional funding to be approved.

Financial Impact Statement

Date: January 3, 2003

Project Name: Funding of COO in A.P.E. **First Year of Program** **2003**

	2003	2004	2005	2006	2007
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Total Additional Debt Required	$ -	$ -	$ -	$ -	$ -
Current Expenditures/Revenues					
Direct Costs	$ 135,049	$ 134,333	$ 136,919	$ 140,227	$ 142,931
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ 135,049	$ 134,333	$ 136,919	$ 140,227	$ 142,931
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ 135,049	$ 134,333	$ 136,919	$ 140,227	$ 142,931

Additional Comments: COLA of 2.0% annually has been applied

C. Wightman
Manager of Finance & Administration

In preparing the report, there was consultation with and concurrence by:

N/A

This Report Submitted By:

Department:	Community Services Department
Division:	Finance and Administrative Services Division
	Strategic and Information Systems Services Division
Prepared by:	Clive P. Wightman, Diane Milejszo
File No.	

Appendix I

THE CITY OF WINNIPEG BULLETIN
DRAFT

BULLETIN NO.
POSITION: Chief Operating Officer, Assiniboine Park Enterprise *
DEPARTMENT: Community Services
LOCATION: TBA
SALARY: $76,934 to $103,636 Biweekly, Grade VIII
HOURS OF WORK: 8:30am - 4:30pm
EMPLOYEE GROUP: W.A.P.S.O. Exempt.
CONTACT PERSON: Ms. Ursula Stelman PHONE NO: 986-3441

POSITION REPORTS TO: Director of Community Services

POSITION SUMMARY:
Under the general direction of the Director of Community Services, the Chief Operating Officer, Assiniboine Park Enterprise, is responsible for leading the development of Assiniboine Park and its amenities as a business unit within the City Council approved Alternative Service Delivery framework. The COO will oversee the development of the Enterprise, as well as the overall governance and leadership of Assiniboine Park, including the Zoo, Conservatory, Assiniboine Forest, Park infrastructure as well as Park amenities such as Leo Mol Sculpture Garden, and partnership endeavours such as the Pavilion Restaurant, Lyric Bandshell, etc. The COO will establish an operating charter, including a governance and management plan for the Park, that involves the development of an appropriate Advisory Board(s). The COO will ensure the integration of and consultation with partner and stakeholder groups in the development of the Enterprise, and will manage partnership agreements accordingly. In carrying out this responsibility, the COO must ensure adherence to established guiding principles, which includes long range physical and financial planning. Assiniboine Park's services and amenities are viewed as municipal economic assets, and the COO will be responsible for maximizing economic, cultural, entertainment and tourism opportunities within the Park. The COO will be responsible for the development of an overall Enterprise Business Plan that integrates the business cases for individual park components (Zoo, Conservatory, etc.). The COO will integrate the principles of contemporary, entrepreneurial public sector management including community involvement and responsiveness, customer service, strong financial management, alternative service delivery options, commitment to staff, and a systems focus as the framework for service delivery.

DUTIES AND RESPONSIBILITIES:
1. **Governance Responsibility:** Responsible for the development of a unique governance model within the ASD framework, that ensures participation and representation of public, private, stakeholder and community interests.
2. **Systems Responsibility:** Pursues and develops opportunities to renew the Park, enhance its amenities and maximize economic potential by integrating infrastructure renewal with recent and proposed initiatives. Develops and maintains complex systems involving public and private bodies.
3. **People Responsibility:** Ensures a fair and respectful environment that values diversity, prioritizes health and safety, and supports employee education and development.
4. **Financial Responsibility:** Accountable for the establishment of financial management plans for the Enterprise including business plans and business case development, recognizing that reinvestment in the Park must be financially sustainable and based on sound business principles.
5. **Statutory Responsibility:** Ensures that the Enterprise and its staff acts in accordance with all relevant legislation, Acts, standards, City policies and regulations including the City of Winnipeg Act and relevant by-laws.

QUALIFICATIONS:
1. Masters Degree in Business Administration or Public Administration and advanced preparation in Management Studies or an equivalent combination of advanced university education, training and experience.
2. A minimum of eight years of diverse and progressively more responsible experience in leading management, business and systems development and program management.
3. Demonstrated leadership, managerial, organizational, analytical and decision-making abilities.
4. Considerable knowledge of and experience with the business community, the arts, cultural, tourism and entertainment industry.
5. Applied knowledge of new public management principles, alternative service delivery approaches, business and strategic planning process, related financial management techniques, and public/private partnerships.

6. Ability to work, in a collaborative and interactive manner, in a political and public management environment with all levels of government, the private sector and the community.
7. Strong interpersonal skills including communication (both oral and written), facilitation and collaboration skills.
8. Demonstrated financial management experience, with the ability to develop an entrepreneurial approach to the management of the Enterprise.

NOTE: APPLICANTS ARE REQUESTED TO INCLUDE A RESUME WITH THE APPLICATION.

SUBMIT APPLICATION TO: **Mr. Michael Bereziak, Manager, Human Resource Strategy & Services Division**
Community Services Department, 395 Main Street
Winnipeg, Mb. R3B 3N8

*** Appointment will be on a contract basis.**