

Joint Venture Policy Workshop

Tuesday October 3, 2017
1 p.m.
Council Chambers



Agenda

- Related Staff Directions
- Workshop Objectives
- Overview of Leisure Services Delivery Policy Framework
- Evolution of Joint Venture Model
- Comparison Exercise
- Overview of Consultant's Report on LaSalle Park Marina Initiative
- Questions and Discussion
- Next Steps

Staff Directions

- *Direct the City Solicitor and the Director of Parks and Recreation to undertake a review of the Joint Venture Policy (JVP) particularly with respect to the undertaking of capital projects and report back any recommended changes.*
- *Direct the City Manager to retain outside consultant services to complete the following:*
 - a) *A complete financial assessment of the viability of the marina operations with and without capital upgrades.*
 - b) *Detailed costing and funding options and a recommended strategy if the assessment indicates that the marina is not viable without a permanent wave break and marina expansion.*

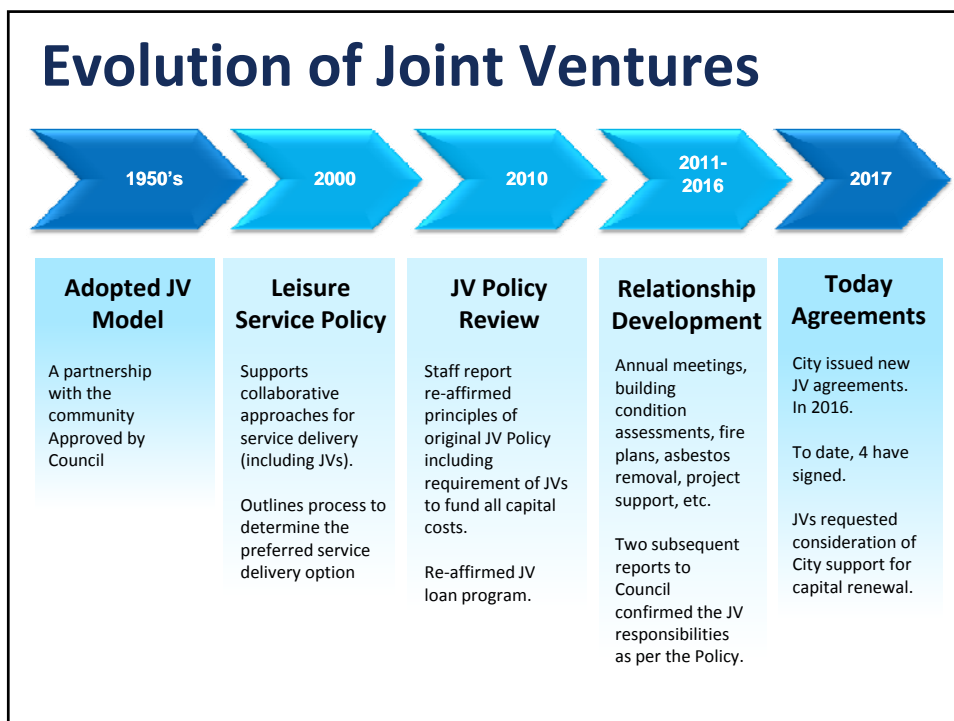
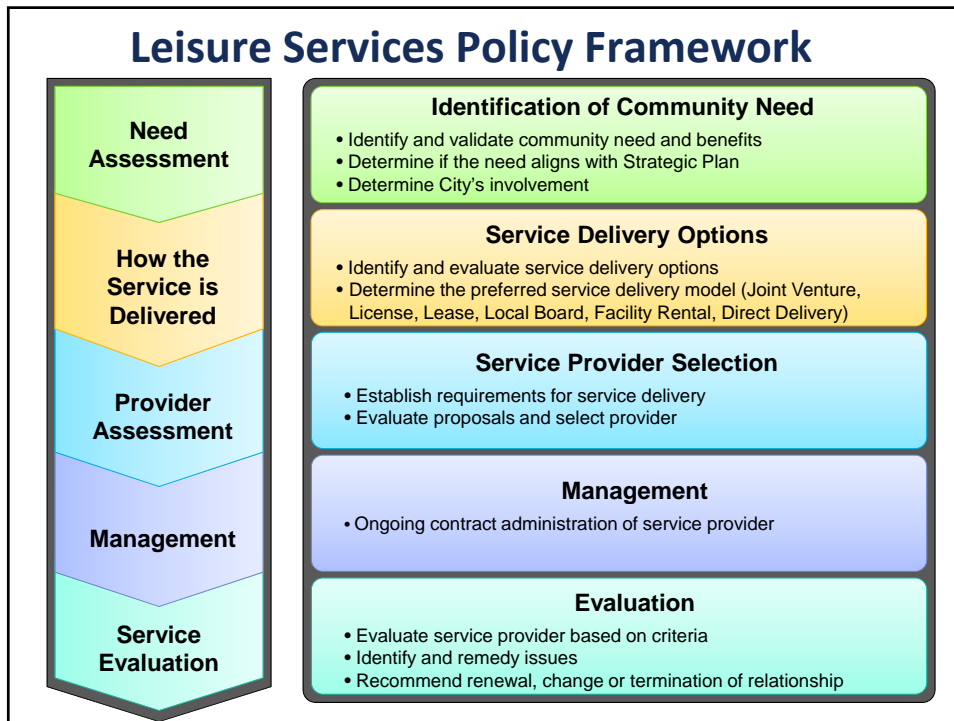
Objectives of the Workshop

To have a discussion on:

- Whether the City should support JV organizations with capital funding

This discussion will help inform the development of recommendations to Council in a subsequent report.





How Joint Ventures Work...

- Structured similar to a lease agreement without the exchange of money
- JVs have exclusive use of City land/facilities to provide programs to the community
- City does not charge for use of land
- Only the two JV's that own their own buildings pay property tax
- JVs responsible for operating costs within 2 m of the facility
- JVs responsible for capital renewal costs
- There is a City loan program to assist
- City supports areas like fire plans, condition assessments, technical support and project management

Some Joint Venture Facts...

- Provides recreational opportunities for Burlington residents
- Supports strategic direction ("An Engaging City")
- Operate 21 facilities with an asset value of \$24.4M
- JVs spend over \$5.2M to operate their facilities and programs annually
- Reliance on volunteers to operate
- Approximately 14,500 members served annually
- JVs have undertaken almost \$3M in capital renewal in the last 5 years with \$900K in funding coming from other levels of government

Presently...

- 11 JVs are on month to month extension agreements
- 5 agreements have not yet expired
- 4 JVs have signed the new agreements
- 1 JV operates through an annual facility rental permit
- 1 JV operates without an agreement



Joint Venture Arrangements

Club Owned Building on City Land	Re-purposed City Owned Building on City Land	Club Built, City Owned on City Land	Jointly Built, Shared Use, City Owned on City Land	Club Built on Land / Waterlots Leased by City
<ul style="list-style-type: none"> • Curling Club • Rifle and Revolver 	<ul style="list-style-type: none"> • Model Train Club • Aldershot Tennis • Tyandaga Tennis • Drury Lane Theatre • Nelson Youth Centre 	<ul style="list-style-type: none"> • Burlington B.G.'s • Lawn Bowling • Burlington Youth Soccer Domes (3) • Appleby Tennis • Bubble Tennis • Model Plane • Burlington Tennis 	<ul style="list-style-type: none"> • Burlington Gymnastics • North Burlington Tennis • Rugby • Minor Football • Theatre Burlington 	<ul style="list-style-type: none"> • LaSalle Park Marina Association • Burlington Sailing and Boating Club
2	5	9	5	2

Questions of Clarification



Joint Venture Capital Overview



This does not include the intention of some JV's to expand existing facilities.

Paired Comparison Exercise: Renewal of Asset

	Option A City funds all	Option B City and JV Co- share funding	Option C JV funds all
Option A City funds all			
Option B City and JV Co- share funding			
Option C JV funds all			

Paired Comparison Exercise: Renewal & Expansion

How to Score

- Compare the option in the row with the one in the column.
- Decide which of the two options is more important and write it in the cell. If you like A over B write the letter A
- Then score your preference from 0 (not my preference) to 3 (My preference)

Paired Comparison Exercise: Expansion of Asset

	Option A City funds all	Option B City and JV Co- share funding	Option C JV funds all
Option A City funds all			
Option B City and JV Co- share funding			
Option C JV funds all			

Paired Comparison Exercise: Renewal & Expansion

How to Score

- Compare the option in the row with the one in the column.
- Decide which of the two options is more important and write it in the cell. If you like A over B write the letter A
- Then score your preference from 0 (not my preference) to 3 (My preference)

Consultant's Report on LPMA



Questions of Clarification



JV Paired Comparison Results

Based on the various JV relationship categories, would your answers change?

Club Owned Building on City Land	Re-purposed City Owned Building on City Land	Club Built, City Owned on City Land	Jointly Built, Shared Use, City Owned on City Land	Club Built on Land / Waterlots Leased by City
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Next Steps

Thank you for your input!

This discussion will help inform the development of recommendations to Council in a subsequent report

