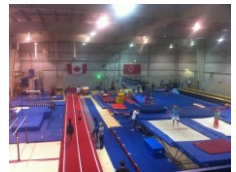


Joint Venture Review Workshop

Committee of the Whole - Workshop
November 7, 2019
1 p.m.
Room 247



Agenda

- Joint Venture Background
- Current state of Joint Venture Model
- Discussion on Joint Venture Model
- Next Steps



Vision to Focus Link

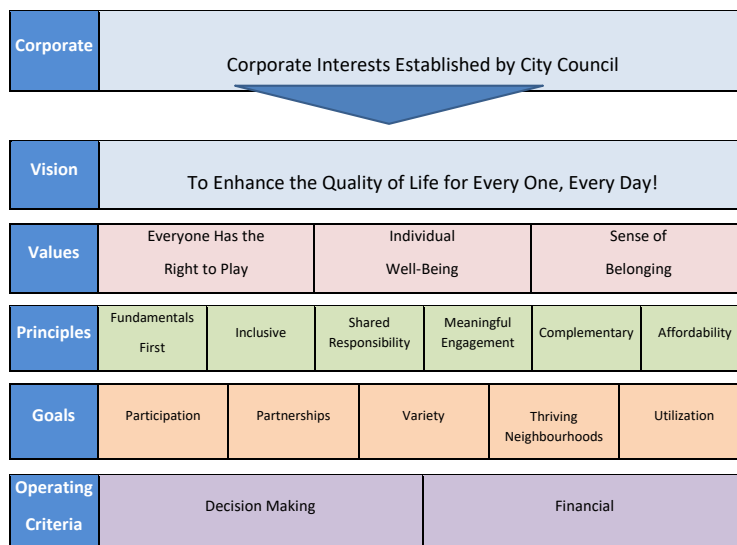
- Focus Area Four – Building More Citizen Engagement, Community Health and Culture

Key Action:

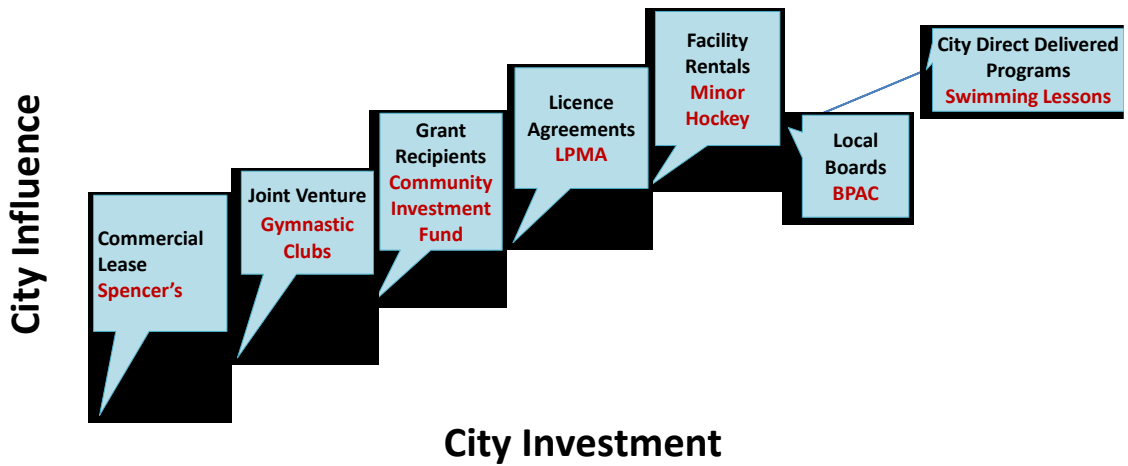
Complete a strategic review of the Joint Venture Policy



Framework for Community Recreation



Service Delivery Model Support





Evolution of Joint Ventures



<p>City adopted JV model</p> <p>Partnership with the community approved by Council</p> <p>All JVs except domes at Sherwood developed between 1950's and 2000</p>	<p>JV Policy Review</p> <p>Staff report reaffirms principles of JV Policy including JV requirement to fund all operating and capital costs</p> <p>Reaffirmed City's JV loan program with repayment over 10 years</p>	<p>City issued new JV agreements</p> <p>To date 6 have signed</p> <p>JVs requested consideration of City support in capital renewal</p> <p>Council direction to review JV model</p>	<p>JV Council workshop</p> <p>Previous Council generally in favour of supporting JVs</p>
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Joint Venture Organizations

Sport	Recreation	Culture
<ul style="list-style-type: none"> • Curling Club* • Burlington Trampoline and Tumbling • Burlington Gymnastics • Centaurs Rugby • Minor Football • North Burlington Tennis • Lawn Bowling • Burlington Soccer Club Domes (3) • Appleby Tennis • Bubble Tennis • Burlington Tennis • Aldershot Tennis • Tyandaga Tennis 	<ul style="list-style-type: none"> • Model Railway Club • Rifle and Revolver* • Remote Controlled Model Plane • Burlington Sailing and Boating Club 	<ul style="list-style-type: none"> • Drury Lane Theatre • Nelson Youth Centre • Theatre Burlington 
13	4	3
		

Joint Venture Policy

Principles of the Policy	Criteria for Assessing JVs
<ul style="list-style-type: none"> • Focus is on leisure services • City committed to being a leader in supporting integrated community leisure services • Founding principle for Rec Services is community involvement and collaboration • Increase scope of recreation services • Increase participation/diversity of programming • Contribute to health and wellness of residents • Programs are safe, high quality and customer responsive 	<ul style="list-style-type: none"> • Alignment to strategic plan • Community need is demonstrated • Services available for all residents • Rates are affordable • Sustainable

Joint Venture Policy

Operating Model

Joint Venture Organization	City
<ul style="list-style-type: none"> • Have exclusive use of property • Operate and maintain facility at their cost • Fund all capital renewal • Deliver programs at their cost • Volunteer and staff management • Marketing and administration • Adhere to agreement 	<ul style="list-style-type: none"> • Provide land base at no cost • Maintain and renew park and parking lots • Provide a loan program • Provide advice on capital planning • Support project management • Condition assessments, fire plans, asbestos, technical support, link on website

Joint Venture Policy

Financing Options

1. Public Donations
 - 1/3 of the community subscription goal is achieved prior to engaging the City
2. Loan - City provides loans to JVs for renovations or new construction under the following guidelines:
 - 10% of the project cost is secured
 - Loan length 10 years
 - All principal and interest is repaid to City
 - Interest based on City's rate of borrowing
 - Assessment of financial capacity to repay loan



Benefits of Joint Venture Organizations

- Provide recreational opportunities for Burlington residents
- Supports framework and skill continuum
- 20 JVs operate 22 facilities with an asset value of \$22.7M
- JVs spend over \$5M to operate their facilities and programs annually
- Volunteer involvement reduces cost
- Approximately 13,300 members served annually
- JVs have undertaken \$2.5M in capital renewal in the last 5 years with \$400K in funding coming from other levels of government
- Economic benefits including employment, local spending (equipment and services), special events and tournaments

Questions



Staff Directions

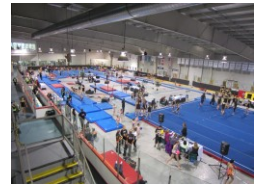
- Direct the City Solicitor and the Director of Parks and Recreation to undertake a review of the Joint Venture Policy (JVP) particularly with respect to the undertaking of capital projects and report back any recommended changes.
- Direct the Director of Parks and Recreation to include in the Joint Venture Policy Review consideration of including operating agreements that outline how the community will be served as part of each facility lease agreement.

Current Status of JV Agreements

- 6 JVs have signed the new agreements
- 2 agreements have not yet expired
- 10 JVs are on month to month extension agreements
- 1 JV operates through an annual facility rental permit – Model Rail Club
- 2 JVs operate without an agreement – Burlington Little Theatre and Gun and Revolver Club
- LPMA moved out of JV model into a Licence Agreement

Current Situation

- Overview of current issues:
 - Funding of renewal – refusing to sign
 - Public contact City on controversial JV decisions i.e. allocation of dome space
 - Demands on volunteers
 - Shared use buildings – Sherwood Forest Park Recreation Centre
 - LPMA experience
 - Conversion of green space to built form
 - Can we accept any more of them?



Should the JV Policy stay the same or be changed?



D.R.I.V.E.**DEFINING SUCCESS**

DO	RESTRICTIONS	INVESTMENT	VALUES	ESSENTIAL OUTCOMES
What will our solution do? - drive sales up - increase employee satisfaction - differentiate the brand - what else?	What will our solution not do? - compromise safety - be easily copied - cannibalize other business - what else?	What are we willing to invest? - time - human resources - financial resources - what else?	What values can't be compromised? - safety - core values - sustainability - what else?	What must happen if our solution is to be considered a success? - 5% ROI - increase customer sat. by 5% - what else?

TIME NEEDED 20 - 60 MINUTES

Innovation in a Box

Thank you for your input!

Next steps?

