

**City of Kelowna  
Regular Council Meeting  
AGENDA**



Monday, March 30, 2015

9:30 am

Knox Mountain Meeting Room (#4A)

City Hall, 1435 Water Street

	<b>Pages</b>
<b>1. Call to Order</b>	
<b>2. Confirmation of Minutes</b>	3 - 5
Regular AM Meeting - March 23, 2015	
<b>3. Reports</b>	
<b>3.1 Partnerships and the Civic Partnerships Framework</b>	45 m      6 - 29
To provide Council an overview of the various partnerships related to the delivery of sport, recreation and culture, and an introduction to the Civic Partnerships Framework being piloted by Active Living & Culture in 2015.	
<b>4. Resolution Closing the Meeting to the Public</b>	
THAT this meeting be closed to the public pursuant to Section 90(1) (b), (d), (e), (f) and (j) of the <i>Community Charter</i> for Council to deal with matters relating to the following:	
<ul style="list-style-type: none"><li>• Municipal Award or Honour;</li><li>• Acquisition, Disposition, or Expropriation, of Land or Improvements;</li><li>• Security of the Propoerty of the Municipality;</li><li>• Law Enforcement; and</li><li>• Third Party Information.</li></ul>	
<b>5. Adjourn to Closed Session</b>	
<b>6. Reconvene to Open Session</b>	

**7. Issues Arising from Correspondence & Community Concerns**

- 7.1 URBA Request - Change of Name from Roxby Plaza to Roxby Square, Verbal Report, Parks Services Manager** 10 m

To provide Council with information with respect to the potential impacts of changing the name of Roxby Plaza to Roxby Square.

- 7.2 Mayor Basran, re: Issues Arising from Correspondence** 30 m

**8. Termination**



## City of Kelowna Regular Council Meeting Minutes

Date: Monday, March 23, 2015  
 Location: Knox Mountain Meeting Room (#4A)  
 City Hall, 1435 Water Street

Council Members Present: Deputy Mayor Mohini Singh and Councillors Maxine DeHart, Ryan Donn, Gail Given, Charlie Hodge and Luke Stack

Council Members Absent: Mayor Colin Basran and Councillors Tracy Gray and Brad Sieben

Staff Present: City Manager, Ron Mattiussi; City Clerk, Stephen Fleming; and Legislative Systems Coordinator, Sandi Horning

(\* denotes partial attendance)

### 1. Call to Order

Deputy Mayor Singh called the meeting to order at 9:32 a.m.

### 2. Confirmation of Minutes

Moved By Councillor Hodge/Seconded By Councillor DeHart

R208/15/03/23 THAT the Minutes of the Regular AM Meeting of March 16, 2015 be confirmed as circulated.

Carried

### 3. Resolution Closing the Meeting to the Public

Moved By Councillor DeHart/Seconded By Councillor Stack

R209/15/03/23 THAT this meeting be closed to the public pursuant to Section 90(1) (d) and (e) and 90(2) (b) of the *Community Charter* for Council to deal with matters relating to the following:

- Security of the property of the municipality;
- Acquisition, Disposition, or Expropriation, of Land or Improvements; and
- Negotiations between the City and the Provincial Government (BC Transit).

Carried

#### 4. Adjourn to Closed Session

The meeting adjourned to a closed session at 9:33 a.m.

#### 5. Reconvene to Open Session

The meeting reconvened to an open session at 10:54 a.m.

#### 6. Issues Arising from Correspondence & Community Concerns

##### 6.1 Deputy Mayor Singh, re: Request from Hospital Employees' Union to Present to Council

Deputy Mayor Singh:

- Referred to a request from the Hospital Employees' Union for Council to support the Union's efforts to keep laundry services from being contracted out by Interior Health Authority.

Council:

- Agreed that this is not an issue for Council to weigh-in on as it is between HEU and IHA.

##### 6.2 City Clerk, re: Request from URBA to change the name of Roxby Plaza to Roxby Square

City Clerk:

- Advised that a request has come forward from URBA to change the name of Roxby Plaza to Roxby Square.

Councillor DeHart:

- Provided information regarding her discussion with the Executive Director of URBA regarding the request.

Council:

- Expressed a concern that changing the name may have unintended consequences.
- Requested additional information from staff prior to considering the URBA request further.

City Manager:

- Will have staff provide the rationale for the name as well as any history of the site.

##### 6.3 City Manager, re: Request from the Okanagan Basin Water Board for Sponsorship

City Manager:

- Advised that the Okanagan Basin Water Board is hosting the 2015 Forests & Water in a Changing Environment Conference and has requested a 'Platinum' sponsorship for the event from Council.
- Advised that City staff has already agreed to a different level of sponsorship.

Moved By Councillor Stack/Seconded By Councillor DeHart

R210/15/03/23 THAT Council receives, for information, the email from the Okanagan Basin Water Board dated March 18, 2015 with respect to the 4<sup>th</sup> International Conference Forests & Water in a Changing Environment Sponsorship Opportunity;

AND THAT Council directs staff to respond as appropriate and advise that, in the future, these types of requests are to be directed to staff for consideration.

Carried

7. Termination

The meeting was declared terminated at 11:11 a.m.

\_\_\_\_\_  
Deputy Mayor Singh

  
\_\_\_\_\_

City Clerk

/slh

DRAFT

# Report to Council



**Date:** March 25, 2015  
**Rim No.** 0610-53  
**To:** City Manager  
**From:** J. Gabriel, Divisional Director, Active Living & Culture  
**Subject:** Partnerships and the Civic Partnerships Framework

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## **Recommendation:**

THAT Council receives for information the report from the Division Director, Active Living & Culture, regarding various partnerships administered through the Active Living & Culture Division and an introduction to the Civic Partnerships Framework, dated March 25, 2015.

## **Purpose:**

To provide Council an overview of the various partnerships related to the delivery of sport, recreation and culture, and an introduction to the Civic Partnerships Framework being piloted by Active Living & Culture in 2015.

## **Background:**

Partnerships are vital to livable, sustainable and complete communities. Effective and well thought out partnerships can provide many lasting benefits to both the City and partner agencies. Strong partnerships can advance corporate objectives, build stronger community connections and leverage resources to provide additional services. Partnerships are an important part of the City's service delivery system.

Active Living & Culture is a connecting point for nearly 30 partnerships with sport, recreation and cultural organizations which operate facilities and/or deliver a range of programs and services. Many of these relationships involve other City divisions, such as Parks, Building Services and Real Estate, but the lead generally rests with ALC given the direct business connection.

Relationships between the City and external agencies vary widely and can involve provision of City owned land, direct capital or operating funding, below-market leases, permissive tax exemptions, operating agreements, service agreements, or a combination of same.

A partnership inventory is attached (Appendix 1) that provides an overview of various partnerships and for the purpose of this report is segmented in three categories:

- Major - significant City investment, long term agreement
- Standard - ongoing relationship, operations and services based
- Minor - stewardship of civic space or asset

#### Civic Partnerships Framework

Many of these current relationships have been developed on a case by case basis and some relationships have been in place for an extended period of time. Reporting and strategic measurement varies widely with little or no consistency in approach. Risk to the City in the event of the collapse of a partner relationship or partner organization varies from minimal to significant. Many of the partners are non-profit organizations which face a range of capacity, resource, governance and management challenges.

Recognizing that these partnerships are integral to the delivery of sport, recreation and cultural services, and make a significant contribution to the community's quality of life, the Active Living & Culture Division developed a model which improves partnership formation and management processes.

Primary components of the Civic Partnerships Framework are:

- Partnership formation: tools and processes to analyze and evaluate partnership opportunities and create robust reporting and accountability. One of the primary tools is the Stage Gate Model (Appendix 2 to this report) that summarizes standard activities and deliverables in each stage as a partnership progresses from an idea through to an approved agreement
- Partnership management: understanding partnership phases and organization lifecycles, managing reporting and compliance, solutions and approaches when problems occur; and
- A comprehensive a set of templates and checklists for use by staff and partners to help ensure an effective partnership relationship. Examples include: Governance Best Practices, Reporting formats, Report Card, Letter of Expectation, and Strategic Review.

The Civic Partnership Framework ensures consistent outcomes in all partnerships implemented by the City, such as:

- Articulation of how a particular partnership is/will be beneficial and accountable
- An understanding of what a healthy and effective partnership looks like and how it functions for both staff and partners
- Consistency, confidence and clarity in setting and meeting partnership objectives, expectations and standards
- A pro-active, supportive and solutions-oriented approach when problems arise
- The City will have access to reliable data and information about the programs and services being delivered by partners.

The Framework is being tested in 2015 within a few select existing partnerships and is also guiding new partnership considerations. At the conclusion of the trial period staff will review the model against 2015 activities, make adjustments as needed and consider further implementation based on available resources.

**Internal Circulation:** Active Living & Culture Management Team - Cultural Services Manager, Partnership & Grants Manager and Sport & Events Services Manager; Real Estate Services Manager, Building Services Manager

**Considerations not applicable to this report:**

Legal/Statutory Authority  
Legal/Statutory Procedural Requirements  
Existing Policy  
Financial/Budgetary Considerations  
Personnel Implications  
External Agency/Public Comments  
Communications Comments  
Alternate Recommendation

Submitted by:

J. Gabriel, Divisional Director, Active Living & Culture

Attachments: Partnership Inventory Chart  
Stage Gate Model  
PowerPoint Presentation

Cc: Active Living & Culture Management Team  
Real Estate Services Manager  
Building Services Manager  
Building & Facilities Planning Manager



Organization/Facility	Description	City provides operating grant	City owns building and/or land	Length of agreement
<b>LEVEL ONE - MAJOR</b>				
Capital News Centre	4105 Gordon Drive (Mission Recreation Park). Private sector operator (RG Properties)	no	yes	25 years
H2O Adventure & Fitness Centre	4015 Gordon Drive (Mission Recreation Park). Lease & Operating Agreement with non-profit operator (YMCA of Okanagan)	no	yes	5 years + 1 x 5 yr renewal
Kelowna Family Y	375 Hartman Road (Rutland Sports Complex). Lease & Operating Agreement with non-profit operator (YMCA of Okanagan)	yes	yes	30 years
Prospera Place	1690 Water St. Private sector operator (RG Properties)	yes	Land only - building to City in 2031	30 years
Okanagan Boys & Girls Club	Lease & Operating Agreement with non-profit operator for 4 locations (Rutland, Martin Ave, Glenn Ave, Cameron Park)	yes	yes	5 years
Kelowna Art Gallery	1315 Water Street. Lease & Operating Agreement with non-profit operator.	yes	yes	10 years + 2 x 5 yr renewal
Kelowna Museums	Lease & Operating Agreement with non-profit operator for 3 locations (Okanagan Heritage Museum, Laurel Packinghouse, Okanagan Military Museum).	yes	yes	10 years + 2 x 5 yr renewal
Rotary Centre for the Arts	421 Cawston Avenue. Lease & Operating Agreement with non-profit operator.	yes	yes	10 years + 2 x 5 yr renewal
<b>LEVEL TWO – ALLIANCE</b>				
Kelowna Curling Club	551 Recreation Avenue. Lease to non-profit operator.	no	yes	17.5 years
Major Men's Fastball Association	663 Recreation Avenue (King Stadium). Lease to non-profit operator.	no	yes	5 years
Okanagan Gymnastics Centre	365 Hartman Road (Rutland Recreation Park). Lease to non-profit operator.	no	yes	20 years
High Noon Park	4680-4720 Old Vernon Road. Lease to non-profit (Kelowna Minor Fastball Society).	no	yes	5 years
Mountain Bike Skills Park	1960 Hollywood Road. Service Agreement with non-profit regarding maintenance (Mountain Bikers of the Central Okanagan).	no	yes	up to 5 years through annual renewal - Expired
Pacific Sport Okanagan	645 Dodd Road (Rutland Arena). Service Agreement to provide office and facility use, clerical support for non-profit service provider – sport development initiatives that support the local sport community.	yes	n/a	annual renewal
Senior Societies (Parkinson, Rutland and Okanagan Mission)	3 separate Service Delivery Agreements with non-profit operators at Parkinson Activity Centre, Mission Activity Centre (4398 Hobson Rd), Rutland Activity Centre	yes (PAC only)	yes	up to 5 years through annual renewal
Festivals Kelowna	Service Agreement to provide free events and public entertainment city-wide.	yes	n/a	3 years
<b>LEVEL THREE – STEWARDSHIP</b>				
Kelowna Lawn Bowling Club	1600 Abbott Street. Lease to non-profit operator.	no	yes	1 year + 4 x 1 yr renewal
Kelowna Paddle Centre	3050 Abbott Street. Lease & Operating Agreement with non-profit operator.	no	yes	3 years
Kelowna Cricket Club	1800 Parkinson Way (Parkinson Recreation Park). Non-profit housed in small building shared with Rugby Club.	no	yes	5 years
Edith Gay Park	305 Moyer Road. Non-profit (Rutland Minor Baseball) housed in small building (with concession) located in park.	no	yes	5 years
Central Okanagan Small Boat Association	4220 Hobson Road. Lease to non-profit operator.	no	yes	5 years

<b>Kelowna BMX Club</b>	375/485 Hartman Road (Rutland Recreation Park). Lease to non-profit operator.	no	yes	5 years
<b>Kelowna Badminton Club</b>	1098 Richter Street. Lease to non-profit operator.	no	yes	5 years
<b>Okanagan Mission Tennis Club</b>	4409 Lakeshore Road (Site connected to Okanagan Mission Hall). Lease to non-profit for 3 tennis courts.	no	yes	3 years
<b>Bocce Club</b>	Richter Street (Cameron Park). Lease to non-profit.	no	yes	5 years
<b>Kelowna United Soccer Centre</b>	4075 Gordon Drive (Mission Recreation Park). License of Occupation and Operating Agreement with non-profit owner-operator (Kelowna United Football Club).	no	Land only	5 years

Note: Major - Building Services involved with capital renewal/asset management and to varying degrees building system maintenance and repairs.

**Highlighted** organizations are part of 2015 pilot project.



CIVIC PARTNERSHIPS FRAMEWORK - STAGE GATE MODEL  
for PARTNERSHIP FORMATION  
July 23 version

STAGE ONE  
DISCOVERING THE OPPORTUNITY

- ACTIVITIES:
- gather information about the partner (checklist)
  - identify alignment with City plans/goals and strategies/priorities
  - identify partnership level
  - outcome planning (worksheet) for outcomes, indicators, inputs, strategies and outputs
  - info exchange with Advisory Group

- DELIVERABLES:
- Briefing document or Project Charter

- CRITERIA TO MOVE TO NEXT STAGE:
- alignment
  - credible partner
  - known outcomes, benefits, risks, indicators

- DECISION:
- advance
  - revise
  - pause
  - stop

STAGE TWO  
BUILDING A FEASIBLE PROPOSAL

- ACTIVITIES:
- consultations with Advisory Group
  - identifying public process requirements or options
  - assigning roles and responsibilities
  - structuring the relationship: partner entity, partnership term, agreement type, reporting and accountability based on outcome planning from Stage One
  - funding the relationship: operating / maintenance / lifecycle

- DELIVERABLES:
- RFP / AAP / Notice of Intent to Sole Source
  - or: Council approval to proceed without public process
  - draft agreement
  - budget source

- CRITERIA TO MOVE TO NEXT STAGE:
- Internal sign off on:
- Alignment
  - Outcomes
  - Accountability
  - KPIs
  - Budget

- DECISION:
- advance
  - revise
  - pause
  - stop

STAGE THREE  
VALIDATING THE AGREEMENT

- ACTIVITIES:
- receiving and evaluating proposals
  - finalizing agreements which incorporate the proposal and accountability structure developed in Stage Two
  - seeking formal approval of agreement

- DELIVERABLES:
- Signed agreement
  - Council resolution
  - AAP results

- CRITERIA TO MOVE TO NEXT STAGE:
- Public approval
  - Council approval

- DECISION:
- advance
  - revise
  - pause
  - stop

STAGE FOUR  
LAUNCHING THE PARTNERSHIP

- ACTIVITIES:
- assignment/orientation of Staff Liaison
  - orientation for partner Mgmt/ Board
  - reporting format and schedule
  - establishing records and systems
  - identifying potential needs for partner capacity building/planning
  - public/media relations re: partnership launch

- DELIVERABLES:
- reporting formats/templates
  - shared folder
  - meeting/reporting calendar
  - Partner Orientation presentation
  - joint media release

MOVE INTO MANAGEMENT PHASE



# CIVIC PARTNERSHIPS FRAMEWORK

March 30, 2015



*the*  
**BEST**  
mid-sized city

## AGENDA

- ▶ Definition of partnership
- ▶ Value and impact of partnerships
- ▶ ALC's current partnership network
- ▶ Overview of Partnerships Framework
- ▶ Framework Implementation 2015

## DEFINITION OF PARTNERSHIP

### IS:

- ▶ Flexible
- ▶ Ongoing relationship
- ▶ Exchange of significant value
- ▶ Community service expectations attached

### IS NOT:

- ▶ A purchase or sale
- ▶ A tenancy
- ▶ A one-time grant
- ▶ Most advertising or philanthropic

# DIFFERENT PARTNERSHIP ORIGINS

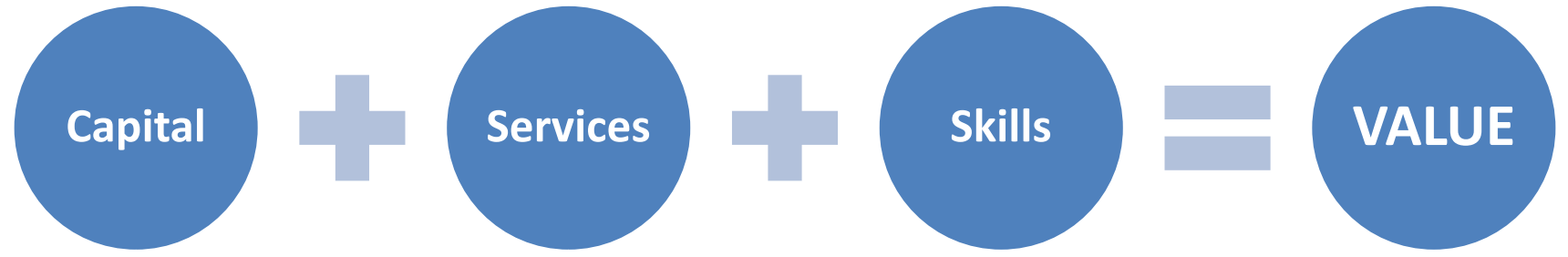


# VARIETY OF INVESTMENTS





# PARTNERSHIPS PROVIDE VALUE



## IMPACT OF PARTNERSHIPS

- ▶ Part of the City's service delivery system
- ▶ Add value and amplify impact
- ▶ Need to be aligned and accountable
- ▶ Require management and resources

# ALC'S PARTNERSHIP INVENTORY

~30

\$165  
million+

## PARTNERSHIPS IN ALC - EXAMPLES

### MAJOR

- Significant investment
- Long term

### STANDARD

- Ongoing relationship
- Operations & services based

### MINOR

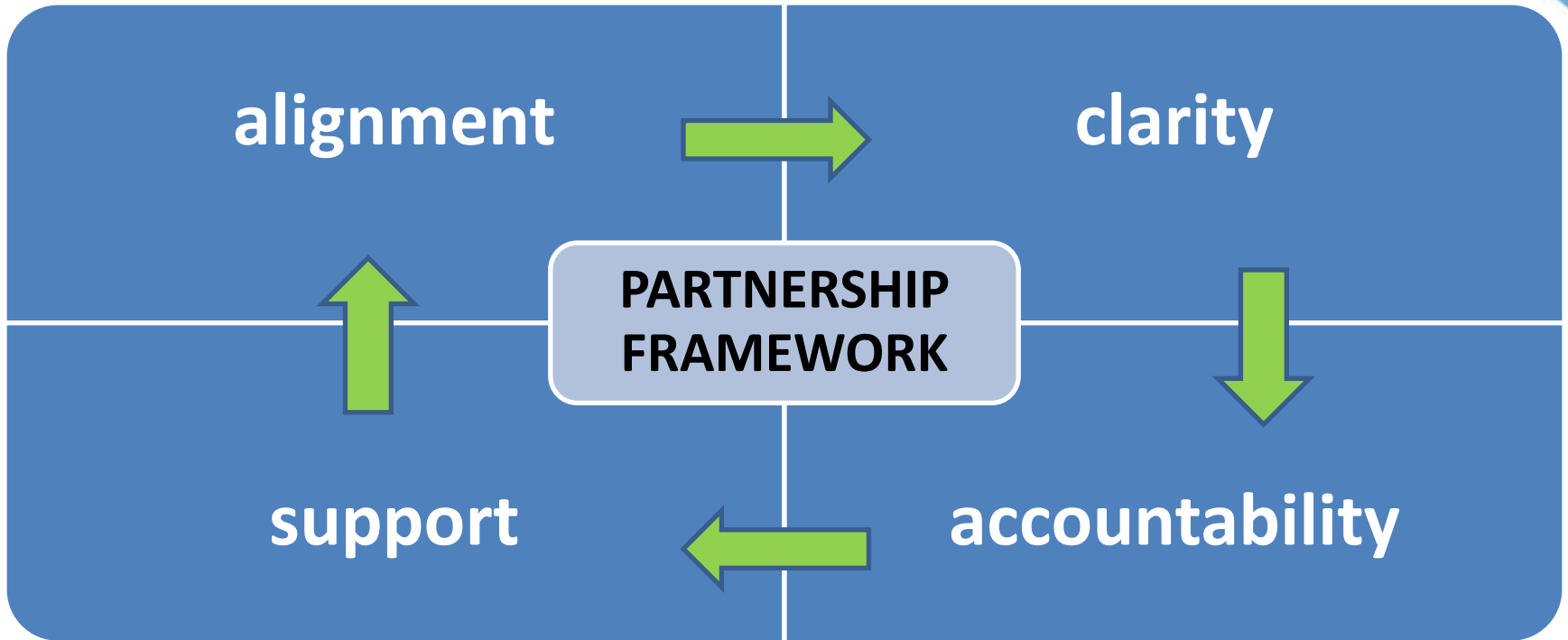
- Stewardship of civic space or asset

## CURRENT PARTNERSHIP EXPERIENCE

- ▶ Partnership Formation
- ▶ Consistency
- ▶ Clarity of objectives and outcomes
- ▶ Accountability
- ▶ Skill and capacity

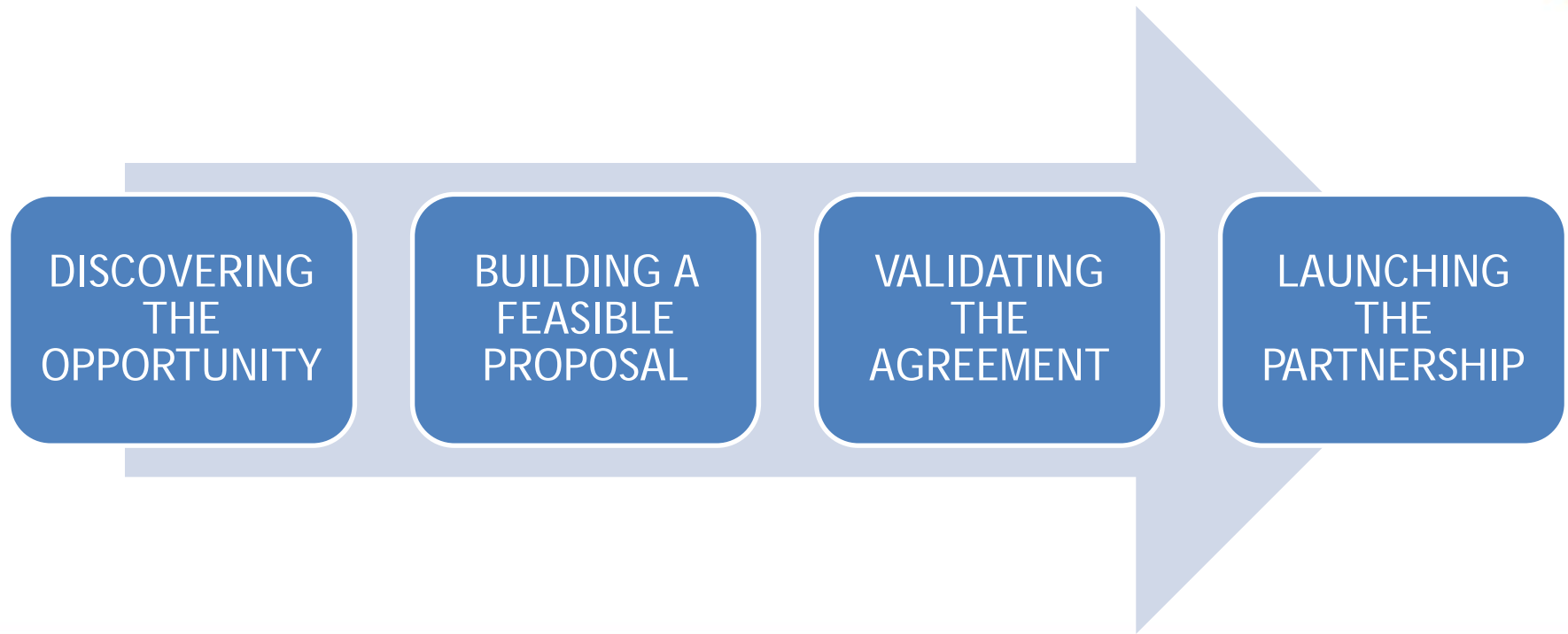


'Time and attention are the  
ultimate commodities.'





## STAGE GATE MODEL



# PARTNERSHIP FRAMEWORK

## FORMATION

- ▶ Partnership culture
- ▶ Due diligence / information gathering
- ▶ Outcome planning
- ▶ Stage Gate model

## MANAGEMENT

- ▶ Orientation
- ▶ Reporting
- ▶ Active liaison
- ▶ Follow up / Intervention
- ▶ Support & Education

## IMPLEMENTATION PLAN

- ▶ One year testing period (2015)
- ▶ 6 organizations
- ▶ Diverse challenges and opportunities
- ▶ Common governance thread
- ▶ Refreshing longstanding practices

**‘Money held in public trust  
should be well spent,  
not just well-intentioned.’**

