

Report to Council



Date: May 25, 2020

To: Council

From: City Manager

Subject: Proposed Reporting Framework for Strategic Partnerships

Department: Partnerships & Investments – Business & Entrepreneurial Development

Recommendation:

THAT Council receives, for information, the report of the Partnership Manager dated May 25, 2020 regarding a proposed reporting framework for the City's strategic partnerships.

Purpose:

To share information with Council and receive feedback regarding a proposed reporting framework for the City's strategic partnerships.

Background:

The City of Kelowna has working relationships with many organizations for the provision of important programs and services which align with corporate and community needs. These relationships span a spectrum of complexity and accountability, ranging from long-term strategic partnerships for operation of major facilities, to shorter-term transactional relationships for specific programs. Many relationships include annual funding from the City and responsibility for maintenance of City-owned sites and buildings.

In recognition of the value of these relationships, a framework for improved partnership reporting is proposed with the following objectives:

- enhanced awareness of the value and achievements of the City's community partners;
- effective and supportive liaison between the City and partners;
- more transparency regarding risk and responsibility for facility maintenance;
- through a cross-departmental team approach, improved information sharing and pro-active oversight of the City's partnership portfolio.

For the purposes of this report and a trial period, most of the relationships are related to the mandate of the Active Living & Culture Division. Other relationships can be brought into the framework at any time, through an assigned staff or department liaison.

Discussion:

Internal stakeholders: several departments are internal stakeholders for partnership reporting because they have an interest in partnership activity, value and accountability. These departments include Active Living & Culture, Building Services, Finance, Property Management, Parks & Building Planning and the Partnership Office.

Partnership Categories: the proposed reporting framework aims to establish a reporting format and frequency which is right-sized to the type of relationship and realistically achievable for both the City and the partner organization. Relationships have been assembled into three categories depending on the complexity and scale:

Strategic Partnerships: major facilities leased to external operators – 10 to 12 relationships

Characteristics: significant community reach and impact, aligned with City objectives, facility maintenance obligations, City provides annual funding (most but not all relationships)

Primary Facility Operators: mostly sport and recreation facilities operated by non-profit organizations – 15 to 20 relationships

Characteristics: busy and important community amenities and programs, facility maintenance obligations, minimal funding from City

Programs and Facility Users: minor leases, licenses and concessions, programs and events – 20 to 25 relationships

Characteristics: minimal maintenance obligations, some funding from City

The framework establishes reporting objectives for all categories. Council will receive an annual consolidated report for the Strategic Partnerships category. Reports for other categories are assembled at the staff level and can be shared with Council and the community as appropriate. The number of relationships in categories may change from time to time based on staff's determination about whether an enhanced level of reporting is warranted.

Process: to the extent possible, the proposed reporting cycle is aligned with the City's annual budget cycle, with information being received in Q1, reviewed in Q2 and shared with Council in Q2 or Q3. Flexibility will be required to accommodate the varying fiscal reporting periods used by partner organizations.

Reporting Content: for Strategic Partnerships, annual reporting for Council is coordinated through the Partnership Office and will provide a comprehensive overview of major partnerships in a single report, highlighting:

- Partner organization health (financial, governance, planning)
- Asset management (facility repairs and maintenance, lifecycle planning, reserves, regulatory and safety compliance)
- Community impact (program delivery, facility usage, services)

Reporting for other categories is administered at the staff level, with adjusted content and frequency.

Agreements: most relationships encompassed within the proposed framework are governed by a written agreement. Reporting will be consistent with provisions in the agreement. Some agreements may not contain specific language about reporting requirements, and some partners may not be in a position to collect the type of data needed to support the City's reporting expectations. In this event,

staff liaisons will work with the partner to determine appropriate reporting consistent with the objectives of the proposed framework and the partner's capacity.

Implementation: implementation of the proposed framework will be phased and sensitive to the challenging environment arising from the COVID-19 pandemic. Implementation may be deferred to 2021 to accommodate the post-pandemic transition to resumption of business for partner organizations. Implementation also has implications for City departments, particularly Building Services and these will be analyzed as part of annual budget preparation and work planning.

Conclusion:

Partnerships with community organizations are an essential component of the City's provision of facilities, programs and services which support quality of life. The City's partners extend and leverage public resources and reach deeply into the community's fabric. Understanding the work of partners and pro-actively engaging with them is driven by consistent communication, clear expectations and trust, all supported by a reporting framework which respects the work of partner organizations and the role of the City as a steward of valuable public resources.

Internal Circulation:

Active Living & Culture
Property Management
Building Services
Finance
Parks & Building Planning
Partnerships & Investments

Considerations not applicable to this report:

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

Submitted by:

S. Kochan, Partnership Manager

Approved for inclusion: Derek Edstrom, Division Director, Partnerships & Investments

Supporting documents: PowerPoint presentation

cc:

J Adamson, Property Management Manager
A. Johnson, Building Services Manager
J. Dueck, Finance
R. Parlane, Parks & Building Planning Manager
Active Living & Culture Division Director and Managers