



February 3, 2017

TO: Park Board Chair and Commissioners
FROM: General Manager - Vancouver Board of Parks and Recreation
SUBJECT: Community Centre Association - Proposed Joint Operating Agreement

RECOMMENDATION

- A. **THAT** the Vancouver Park Board approve the form of Joint Operating Agreement (attached as Appendix D);
- B. **FURTHER THAT** the Vancouver Park Board authorize the General Manager of the Park Board to offer to each of the Community Centre Associations currently operating community centres jointly with the Park Board to enter into a new Joint Operating Agreement, based on the form approved by the Park Board and completed for each respective Community Centre Association as indicated in the form of agreement, and to enter into the new Joint Operating Agreement with a Community Centre Association upon the General Manager of the Park Board being satisfied that:
 - a. The Community Centre Association is not in arrears of any payments due from the Community Centre Association to the Park Board; and
 - b. Any outstanding litigation between the Community Centre and the Park Board has been brought to an end through:
 - i. A Consent Dismissal Order being entered with the Court, dismissing the outstanding litigation; and
 - ii. A Mutual Release being executed by the Park Board and the Community Centre Association releasing all claims.

OVERVIEW

The proposed Joint Operating Agreement (JOA) is the result of a collaborative, fair, reasonable, and fully transparent process in which the Community Centre Associations (CCAs) were extensively engaged. As such, it is recommended that the Vancouver Park Board review the proposed JOA and, after having an opportunity to hear from the public at a Park Board Special Meeting commencing on February 8, 2017, authorize staff to offer this new JOA to the CCAs, subject to the conditions outlined in this report.

This report further expands on the [Report to Park Board Commissioners](#) presented on December 12, 2016, including an update on the subsequent process and revisions, a discussion of outstanding issues, and a description of the conditions for consideration and approval of the proposed CCA JOA.

POLICY

The Vancouver Park Board has exclusive jurisdiction and control over permanent public parks in the City of Vancouver and is responsible for establishing policy objectives as they pertain to parks and recreational facilities. Policy objectives are developed to ensure good governance of park operations and to benefit all Vancouver residents and, in some instances where appropriate, sub-groups of the public who may have particular needs through the delivery of recreational, social, cultural, educational, and other services.

As referenced in the [Report to Park Board Commissioners](#) by staff on December 12, 2016, a new Joint Operating Agreement (JOA) between the Park Board and the Community Centre Associations (CCAs) will support the four foundational principles for the Community Centre Network established by the Park Board:

1. **Equity among Community Centres:** All Vancouver citizens have access to a core set of programs that lead to healthy living and ultimately, to healthy communities.
2. **Access to a Network of Community Centres:** System that allows for a universal membership or other system to be used for all rinks, pools, fitness centres and core programs across all community centres.
3. **Access for all Citizens:** Single policy and process that respects confidentiality to ensure all residents have access to basic recreation programs and services regardless of income.
4. **Operational Sustainability and Accountability:** An operating relationship for community centres that is sustainable, accountable and transparent.

BACKGROUND

Each of Vancouver's twenty-four (24) community centres serves as the hub of its respective neighbourhood. Community centres take a place-based approach to the delivery of social, recreational, cultural, and educational programs and other services, linking residents together with resources to encourage positive health outcomes through healthy lifestyles, social connectedness, and the ability to contribute to community.

The majority of the community centres (21 of 24) operate under the terms of a bilateral arrangement between the Vancouver Park Board and a non-profit Community Centre Association (CCA). The contractual arrangement between a CCA and the Vancouver Park Board is referred to as a Joint Operating Agreement (JOA). The following table identifies the 24 community centres and the applicable operating model.

Table 1: Community Centre Operating Model

Community Centre	Operating Model
Champlain, Coal Harbour, Douglas Park, Dunbar, False Creek, Hastings, Hillcrest, Kensington, Kerrisdale, Killarney, Kitsilano, Mount Pleasant, Marpole-Oakridge, Renfrew, Roundhouse, Strathcona, Sunset, Thunderbird, Trout Lake, West End, West Point Grey	Association/Park Board Joint Operating Agreement

Community Centre	Operating Model
Ray-Cam	Tripartite Operating Agreement (Association, Park Board, BC Housing)
Britannia	Tripartite Operating Agreement (Association, City of Vancouver, VSB)
Creekside	Direct Park Board operation (no Community Centre Association)

Due to the nature of their operating agreements, Ray-Cam, Britannia, and Creekside are out of scope for this initiative and report.

The JOA between the Vancouver Park Board and the CCAs defines the legal relationship between the Park Board and the 20 Associations operating the Community Centres with an Association/Park Board JOA operating model as described in [Appendix A](#). The JOA sets out the scope and nature of the programs and services the CCAs provide in Park Board facilities and the roles and responsibilities of the Park Board and the CCAs, all with a view to supporting the goals of the Park Board and to the benefit of the residents of Vancouver. In general terms, community centre programming is determined and delivered by the CCAs. The operation of the centre, including maintenance, provision of core facility staffing and all overhead costs, as well as the operation and programming of pools and ice rinks, is the responsibility of the Park Board.

With the exception of the agreement with the West End Community Centre Association, the JOAs presently in effect were last updated in 1979. They automatically renew every two years unless notice is given. Accordingly, the existing JOAs neither reflect current practices or operations of the parties, nor do they adequately acknowledge the statutory jurisdiction and responsibility of the Park Board as the steward of the community centre facilities and of the public funding allocated to construct and maintain those assets and support their ongoing operation.

Roles and Responsibilities

CCAs are valuable community-based non-profit entities that play an important role contributing to the success of the community centre network. These groups work with the Park Board to deliver programs and services which ensure a healthy, engaged, and inclusive community. CCAs operate a wide range of quality programming and ensure residents of Vancouver experience opportunities for capacity building, creative self-expression, development, and fulfillment regardless of gender, age, sexual orientation, ability, race, culture, language of preference, faith, or socio-economic status.

The Park Board is a publicly elected board comprised of seven commissioners. The Board has jurisdiction, possession, and control of Vancouver's permanent public parks, with the power to operate recreational programs and facilities under the provisions of the *Vancouver Charter, SBC 1953, c 55*. The Park Board sets the standards and policies to ensure access to the community centre network for all residents. The Park Board is responsible for establishing the operating and capital budget, and for allocating resources for community centre operations across the community centre network.

The City of Vancouver is the sole owner of the assets, which are under the exclusive stewardship of the Park Board, including designated parks and other land, the community centres, and other facilities and improvements located on such lands.

History of the Park Board and CCA Relationship

Under the current JOA, the Park Board and CCAs have a shared foundation of working together. However, resolving outstanding issues and ensuring the JOA addresses today's needs is long overdue. Recognizing the need for an updated JOA to reflect current practices and to ensure all parties are able to focus on serving Vancouver's communities, both the Park Board and CCAs have spent many years and significant resources trying to renew and revise the existing agreements.

Past Efforts to Renew the Community Centre Joint Operating Agreement

In the 1990's, the Park Board attempted to modernize the relationship with the CCAs through a working group model. That process resulted in no change.

From 2001-2005, a JOA Task Force comprised of representation from the CCAs and Park Board staff developed recommendations for updating the relationship. This process also resulted in no change.

From 2005-2009, the Park Board engaged in negotiations with individual CCAs as per the recommendations of the JOA Task Force. This process resulted in one CCA, the West End Community Centre Association, entering into a revised JOA with Park Board for the continued delivery of services at the Coal Harbour and West End Community Centres. Agreements were not concluded with any other CCAs.

In 2008, a Park Board Core Services Review was undertaken to address inequities across the community centre network. However, this exercise did not result in any amendment to the existing JOA construct.

In 2012, a new Framework was approved by the Park Board that resulted in twelve (12) CCAs negotiating with the Park Board and six (6) CCAs electing to withdraw from that process.

In 2013, an Interim Agreement in relation to the universal Leisure Access Program subsidy and OneCard was signed by the 12 CCAs engaged in negotiations. This Interim Agreement was implemented in July 2013. The 6 non-negotiating CCAs took legal action to block the implementation of OneCard, among other things. The Park Board served a notice of termination for the JOAs of these 6 CCAs and subsequently served a notice of non-renewal of the JOAs. The 6 CCAs sought, and obtained, a legal injunction to block the Park Board from terminating their JOAs. This injunction remains in place until the parties proceed to trial and receive a court ruling on the Park Board's ability to terminate the current JOAs or until there is a further order of the Court or the parties resolve the dispute.

From 2013-2015, Park Board staff engaged in separate extensive negotiations with both the group of 6 CCAs involved in the litigation and also with the 12 CCAs that signed the Interim Agreement. Both sets of negotiations were supported by experienced professional mediators. Neither process resulted in an agreement or a renewed JOA. See [Appendix B](#) for a summary timeline of the CCA JOA renewal efforts.

“A New Way Forward” - The Current Model

On April 5, 2016, on behalf of the Park Board Commissioners, a letter from the Park Board Chair outlining “[A New Way Forward to a Revitalized Operating Agreement](#)” was sent to all CCA Presidents and Association Board Members. This new approach comprised a comprehensive consultation process involving all CCAs, with the explicit intent of finalizing a new Joint Operating Agreement by the end of 2016.

Distinct from the negotiations that preceded it, all CCAs were invited to engage in one inclusive consultation process, which included the direct participation of the Park Board Commissioners. Communications were shared not only with CCA Presidents, but with all CCA Board members, and feedback received was posted online to support and inform a transparent and inclusive dialogue between all parties.

The new model did not pre-suppose a consensus as the final outcome -- rather, the Park Board’s stated objective for the consultation with the CCAs was to obtain input on the terms of a renewed JOA. Taking into account the feedback provided by the CCAs, the Park Board confirmed its intent to draft a new JOA that would be offered for acceptance by the individual associations.

A neutral third party facilitator was engaged to support the process. The facilitator met with CCA representatives, Park Board Commissioners, and Park Board staff, facilitated consultation sessions, and reported findings to the CCAs, the Park Board, and the public throughout the process.

At a high level, the consultation process was designed in three distinct phases:

1. **Phase I - Consultation:** Gather CCA feedback on draft JOA content.
2. **Phase II - Validation/Verification:** Present and review the feedback summaries and revised draft versions of the JOA with the CCAs.
3. **Phase III - Final JOA Consideration and Ratification:** Publicly present the proposed draft JOA to the Park Board and, once approved, distribute to the CCAs for signing.

Since 2012, Park Board and City staff have conducted over 100 meetings with various groups of CCA representatives, both with and without mediators, facilitators, and lawyers in an attempt to renew the JOA. To date, the Vancouver Park Board and City of Vancouver have spent over \$1.5 million in direct costs on these efforts, not including the significant time invested by senior leaders, staff, and the City’s Legal Services department. The CCAs have also invested significant time and resources into these efforts.

The launch of “A New Way Forward” signaled the Park Board’s commitment to a focused effort on achieving a new agreement. In total, thirteen (13) consultation and feedback sessions were held and two additional information meetings were held following the feedback sessions. All meetings were well-attended by CCA presidents and directors.

Park Board Commissioners attended and observed all the CCA feedback and review sessions during the first two phases, providing them with a valuable opportunity to see the new process in action and to develop a thorough understanding of the challenges that needed to be addressed in order to reach a new agreement.

In the first phase of consultation, plain language summary documents on key sections of the agreement were provided to the CCAs in advance of each session. Much of this material was based on language developed by the Park Board and the CCAs in previous meetings from 2012 to present. This provided an opportunity for CCAs to prepare questions and feedback for discussion and review during the scheduled sessions. Frequently asked questions were summarized following the information meetings and distributed to all CCA presidents and directors. A customized online feedback tool was also developed to ensure all CCAs could submit feedback, even if they could not attend an in-person session.

Based on the information captured during the in-person sessions and via the online tool, revised versions of the plain language summary documents were prepared. The first full draft of the JOA was prepared (referred to as “Draft 2” JOA during the process) using the content of the revised summary documents. Phase II commenced on September 10, 2016, with the presentation of this new draft document to the CCAs for review and discussion.

Final Draft JOA - December 2016

Additional review sessions were held to discuss the draft document, and through that process each CCA provided feedback on the draft JOA. Combined, the CCAs submitted 275 additional pages of written feedback on the Draft 2 JOA. In producing the final draft JOA, Park Board staff carefully considered all feedback provided by the CCAs. Some of the feedback received was aligned across CCAs and some was not. Wherever possible, CCA feedback was integrated into the JOA, which resulted in over 100 changes being made to produce a Final Draft JOA. The Final Draft JOA was then presented to Park Board Commissioners on December 12, 2016.

Subsequent to the presentation of the Final Draft JOA, Park Board staff considered that there were still areas of the JOA that could be adjusted based on additional questions and concerns received after the Final Draft JOA was produced. Park Board staff undertook another review of the document to produce an “Amended Final Draft” JOA.

Amended Draft JOA - January 2017

On January 23, 2017, the Park Board passed a motion to receive the proposed JOA with amendments as described in a [Report to Park Board Commissioners](#). The amendments and revised JOA were provided to CCA presidents and directors for consideration. Park Board staff hosted a meeting on January 28, 2017, to provide a forum for questions and dialogue on the Amended Final Draft JOA. This meeting was well attended by CCA presidents and directors.

DISCUSSION

The meeting Park Board staff hosted on January 28, 2017, provided an opportunity for Park Board staff and the CCAs to discuss any remaining issues that were not addressed in the Amended Final Draft JOA. Importantly, Park Board staff have been clear throughout the consultation process that consensus does not need to be reached on all issues before Board approval of a new JOA. Unlike the negotiation attempts in past years, this consultation considers and respects that the CCAs represent 20 distinct organizations and may not agree on all issues.

However, through the consultation process, a number of CCAs have come together to discuss and collaborate on common issues. During the January 28th meeting, a subset of CCAs prepared a document for Park Board staff outlining questions about the Amended Final Draft JOA. An overview of the remaining issues and responses is captured below. It does not include issues related to clarifications of wording.

Snapshot of Park Board/CCA discussion on Amended Final Draft JOA

CCA Questions	Park Board Staff Responses
Why is the term “consultation” not used in the JOA despite CCA feedback requesting it be included?	The term consultation is intentionally not used in the JOA. Consultation has an evolving legal meaning and would not be appropriate as a formal process in many situations the JOA contemplates. The Park Board has used other plain language which implies a similar meaning, but does not have additional meaning given by courts.
Why is there no consistency in the language used throughout the document to ensure the views and opinions of the CCAs are included in decision making in the joint operations of their centres?	The terms “suggestion”, “feedback” and “input” are all used to describe how the CCAs will be able to voice their opinions on topics for consideration by the Park Board. At the request of some CCAs, a definition for input has been added with a specific process to receive and consider suggestions from the CCA. The term “Input” has been used in the JOA where this more formal process is appropriate.
Why is the Park Board insisting that the CCAs are not described as equal partners in the JOA?	“Partnership” is a term which has a specific legal meaning which does not appropriately describe the relationship between the Park Board and CCAs. Under the JOA, the CCAs and the Park Board are independent contracting bodies.
Why are only “new” public policy initiatives identified, rather than all public policy - new, changed, amended, revised or updated?	“New public policy” is intended to capture all public policy initiatives determined by the Park Board Commissioners after the date of this agreement. Public policy is discussed broadly in the agreement and “new public policy” is only referred to in sections that deal with implementation of new policy that comes into place after the agreement is effective.
Why is the Park Board suggesting it should be able to discontinue its relationship with a CCA after each 5-year term for no reason?	The new JOA states that no later than 6 months prior to expiry, either party may provide written notification not to renew. This is included as termination and renewal is standard in any contract and the JOA must be flexible enough to respond to future circumstances. A CCA may want to terminate the agreement, not just the Park Board. The existing JOA currently includes renewal terms of 2 years each, with non-renewal for any reason. The renewal terms under the new JOA are longer and there is no change to the criteria for non-renewal. For the reasons outlined below, the new JOA does not include perpetual renewal terms.

CCA Questions	Park Board Staff Responses
<p>Why is there no requirement to enter into discussions/ negotiations for a renewed JOA at the end of the three terms?</p>	<p>An agreement to agree is not legally enforceable. If the parties wish to continue their partnership at the end of three terms, they can meet to discuss any changes to their operations that have occurred over the last 15 years and update the agreement. The new agreement may be largely based on the proposed new JOA.</p> <p>The current JOA (1979) is not representative of current operations, is unclear, and the parties have been working on updating this agreement for many years in large part because there is no timeline that requires conscious renewal. The Park Board wants to ensure that the parties keep the agreement up to date in a timely manner.</p>
<p>Given the current wording of 3.2, what reassurance do CCAs have that Park Board won't use the possibility of non-renewal to force amendments to the Community Centre Investment Fund on Associations?</p>	<p>It is the intention of the Park Board to grow the CCIF in the long term without causing financial hardship to the CCAs. The agreement already provides protection against financial hardship to CCAs.</p>
<p>Why is there no definition of Material Breach included in definitions?</p>	<p>Material breach is a legal term that is open to interpretation and often requires a decision of the court. The JOA provides a list of specific actions that would constitute a breach so that there is clarity for both parties, up front, on what constitutes a breach that could result in termination.</p>
<p>Why is the interpretation of Public Policy not subject to Dispute Resolution?</p>	<p>Public policy will be debated, discussed and approved by the elected Park Board Commissioners with public input and discussion. The Park Board Commissioners are responsible for setting the policies that guide the recreation system. It is not appropriate for a court or arbitrator to make decisions that are the role of the elected body.</p>
<p>What penalty will the Park Board incur should it breach the Agreement and not make reasonable and diligent efforts to resolve the breach in a manner satisfactory to the CCA?</p>	<p>The JOA includes clear steps for the CCA to take if they believe the Park Board is in breach of the JOA. This includes an obligation on part of the Park Board to try to remedy the breach within a specific timeframe. The remedies for both parties in the case of unresolved breaches are the same.</p>
<p>How does Park Board resolve the contradiction between its assertions that the CCAs are "independent contracting bodies" with its repeated demands for specific behaviours internal to the workings of each CCA?</p>	<p>The JOA is a contract stipulating how an important service is to be provided to the public. There is a higher level of accountability required when a private party is given use of public assets for the delivery of service. The municipal body has a responsibility to ensure that public assets being used by private entities are being used appropriately and in the best interests of the public.</p>

CCA Questions	Park Board Staff Responses
<p>How is Park Board going to address the conflict between its requirement that a CCA “amend any conflicting bylaws” with the Societies Act requirement that bylaws can be changed only by members at a General Meeting?</p>	<p>The intention is that the CCA will work to update their bylaws to be consistent with the new JOA. They may use the appropriate process to do so in line with their bylaws and the changes that are required to be implemented by all societies to align with the new Societies Act.</p>
<p>How does the Park Board plan to define “good governance policies” so that the CCAs are not open to a unilateral decision of Park Board that an activity constitutes an absence of good governance?</p>	<p>It is up the CCAs to set their own policies, provided they are adhering to generally accepted good governance for non-profit organizations. The CCAs are providing services to the public using publicly-funded assets. Good governance and financial transparency is critical to ensuring the community knows where the money it pays is going and that the CCAs exclusive use of space is for purposes that benefit the community.</p>
<p>How will Park Board ensure that CCAs have “sufficient notice” to implement System-wide programs in a session as required?</p>	<p>System wide programs will not start until the second Term of the Agreement to allow for sufficient time to plan and collaborate on implementation.</p>
<p>How will Park Board ensure that a CCA is not out-of-pocket for a year for System- wide program expenses?</p>	<p>It is not the intention of the Park Board to reimburse CCAs for costs of lost revenue as a result of system-wide programs. In the draft JOA, the Park Board has already committed to reimburse the Association annually for all out of pocket expenses that it incurs for system wide program costs that aren’t offset by revenue from those programs.</p>
<p>Why does the Park Board continue to not support an opt-out membership model?</p>	<p>The Park Board is suggesting an opt-in instead of an opt-out format, meaning membership is not automatic. This ensures membership is entered into with the customer’s full awareness and consent. CCAs will still be able to recruit members and retain active membership. The Park Board has committed to offering CCA membership as an option to all patrons registering for programs at a community centre. Opt-in membership allows all customers who wish to become part of the Association the ability to do so and ensures that customers who become members of the CCA are doing so with informed consent and are more likely to actively participate in the CCA</p>
<p>On what legal authority does the Park Board rely to propose the establishment of the Community Centre Investment Fund?</p>	<p>It is being proposed as a term of a contract. It doesn’t require a legal authority to be established.</p>

CCA Questions	Park Board Staff Responses
When CCAs already adhere to requirements of GAAP (Canada) and the BC Societies Act, why is Park Board spelling out such detailed requirements for record keeping and financial statements?	Being able to audit CCA books and look deeper into the financial practices is an important part of being financially transparent and accountable. The Park Board must ensure that public assets are being used in the best interest of the public.
What happens if the parties cannot agree whether a policy or procedure is subject to arbitration?	Once a policy is approved, it is not subject to arbitration. All public policy is discussed in public and all members of the public, including CCAs have the opportunity to provide feedback on policy before it is approved. Implementation matters are subject to dispute resolution, but the substance of public policy is not.

Proposed Joint Operating Agreement Overview

The proposed JOA reflects a number of key Park Board policy objectives and foundational Park Board principles. The provisions in the proposed JOA that address these policies and principles are summarized below. Please note that they remain largely unchanged from the December 12, 2016 [Report to Park Board Commissioners](#).

1. Equity among Community Centres.

The CCIF is designed to promote financial equity among community centres by requiring CCAs to pay a small percentage of annual gross revenue to fund community centre network priorities. The definition has been clarified since the December 12, 2016 report and is primarily intended to provide financial support to certain centres within the community centre network. The proposed model for CCIF contributions starts at 1% in year 2 of the JOA, increasing to 2% for each of the remaining years of the agreement. In situations of financial hardship, there is ability for a CCA to be exempted.

2. Access to a Network of Community Centres

The proposed JOA includes acceptance of the OneCard and Flexipass across all centres. Flexipasses loaded onto OneCards will provide patrons universal access to the community centre network. Rather than needing to obtain a membership in each CCA, patrons can use the OneCard for all rinks, pools, fitness centres, and system-wide programs across the network of community centres.

CCA membership, paid or free, cannot be a barrier to access, registration, or participation in programming or services, but is still available as an option to the public and can be offered at the time of registration by Park Board staff.

The introduction of system-wide programs will provide key developmental, health, cultural, and social benefits to the city-wide community, and/or to a specific sub-population of the city-wide community. The Park Board and the CCAs will meet to review system-wide programs and undertake a regular review of outcomes together.

Importantly, the system-wide programs are designed to be offered across the entire community centre network.

3. Access for All

The proposed JOA requires CCAs to accept Leisure Access Program passes that are loaded onto OneCards for residents requiring financial assistance. This will expand the current program from twelve (12) participating centres to all the centres in the community centre network.

4. Operational Sustainability and Accountability

Language has been included to reflect that the parties agree it is in their mutual interest to work cooperatively to ensure the successful and financially sustainable offering of programming and services and to improve community engagement and participation.

Throughout the body of the JOA, transparency is required with respect to CCA finances, including providing that the Park Board can perform audits with reasonable notice and that CCAs are required to post audited financial statements that are available to the public.

5. Clarity on Roles & Responsibilities

The roles and responsibilities of the Park Board, Park Board Commissioners, and the CCAs are clearly outlined in the proposed JOA. These include responsibilities for HR and the management of personnel, facilities, programming, and public policy setting and implementation.

The JOA also clarifies the relationship of the parties to each other -- that of independent contracting bodies.

6. Dispute Resolution Mechanism

The proposed agreement also provides for a new process to resolve disputes between the parties, including options for mediation and arbitration.

An updated Summary of Key Terms in the proposed JOA is included in [Appendix C](#).

Appendices to the proposed JOA continue to be in development to reflect the unique situations and arrangements for each community centre. These are intended to be updated as needed throughout the life of the agreement and are not subject to approval by the Park Board Commissioners.

Conditions for Offering the JOA to CCAs

The new JOA provides the foundation for a renewed operating relationship between the Park Board and the CCAs by clarifying the contract language that has been in dispute. Primarily, ownership of the building and assets, clarity on roles and responsibilities, financial accountability, and unpaid staff recovery payments (formerly referred to as “Group One”).

Staff recommend the following conditions are satisfied before entering into the new JOA with an individual CCA:

- a. The Community Centre Association is not in arrears of any payments due from the Community Centre Association to the Park Board; and
- b. Any outstanding litigation between a Community Centre and the Park Board has been brought to an end through:
 - i. A Consent Dismissal Order being entered with the Court, dismissing the outstanding litigation; and
 - ii. A Mutual Release being executed by the Park Board and the Community Centre Association releasing all claims.

NEXT STEPS

As previously discussed, the additional information meeting with CCAs on January 28, 2017 necessitated a change in schedule for the Park Board Special Meeting. Park Board Commissioners will hear from the public on the proposed JOA at the rescheduled Park Board Special Meeting commencing on February 8, 2017. To allow for further consideration after hearing feedback from the public, the Park Board Commissioners will discuss and vote on the proposed JOA when the Special Park reconvenes on February 16, 2017.

If the Park Board approves the form of JOA attached as Appendix D, subject to the conditions outlined in this report, the JOA will be offered to each CCA for signature. The deadline to sign has been extended to March 31, 2017, with the agreement implementation date extended to September 1, 2017.

General Manager's Office
Vancouver Board of Parks and Recreation
Vancouver, BC

Prepared by:
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/SW/rj/clc

APPENDICES

- [A: Community Centre Operating Relationships](#)
- [B: Timeline of CCA JOA Renewal Efforts](#)
- [C: CCA JOA Summary of Key Terms](#)
- [D: Proposed CCA Joint Operating Agreement](#)

Community Centre Operating Relationships

Following are the 20 CCAs (21 community centres) that fall within the scope of the new JOA:

Joint Operating Agreements: Park Board / Community Centre Association	
Association / Society	Community Centre(s)
Champlain Heights Community Association	Champlain
Douglas Park Community Association	Douglas Park
Dunbar Community Association	Dunbar
False Creek Community Association	False Creek
Grandview Community Association	Trout Lake
Hastings Community Association	Hastings
Kensington Community Association	Kensington
Kerrisdale Community Centre Society	Kerrisdale
Killarney Community Centre Society	Killarney
Kitsilano War Memorial Community Association	Kitsilano
Marpole-Oakridge Community Association	Marpole-Oakridge
Mount Pleasant Community Centre Association	Mount Pleasant
Renfrew Park Community Association	Renfrew
Riley Park Hillcrest Community Association	Hillcrest
Roundhouse Community Arts & Recreation Society	Roundhouse
Strathcona Community Centre Association	Strathcona
Sunset Community Association	Sunset
Thunderbird Community Association	Thunderbird
West End Community Centre Association	Coal Harbour & West End
West Point Grey Community Association	West Point Grey

Timeline of CCA JOA Renewal Efforts

Date	Summary	Result
1990's	Efforts made to modernize relationship through working group	No change
2001 - 2005	Joint Operating Agreement Task Force developed recommendations for updating relationship	No change
2005 - 2009	Negotiations with individual Associations as per Joint Operating Agreement Task Force recommendations	One CCA signed new JOA
2008	Park Board Core Services Review to address inequities across Recreation Network	No change
2012	New Framework approved by Park Board	<ul style="list-style-type: none"> - 12 CCAs negotiate - 6 CCAs opt out of negotiations
2013	Interim Agreement with universal leisure access program subsidy and OneCard signed with 12 CCAs	<ul style="list-style-type: none"> - 12 CCAs sign Interim Agreement - 6 CCAs take legal action to block OneCard - Park Board services notice to 6 CCAs
July 2013	Interim Agreement implemented	Interim Agreement implemented
2013 - 2014	Ongoing negotiations/mediation with 6 CCAs and 12 CCAs Litigation (6 CCAs)	<ul style="list-style-type: none"> - 6 CCAs and 12 CCAs negotiate with Park Board on & off - Negotiations stalled with both groups
2016	A New Way Forward Consultation Model	JOA Presented to Park Board and Council

CCA JOA Summary of Key Terms

This document has been prepared as a high level summary to help guide review of the Joint Operating Agreement (JOA). Please refer to the JOA for full language on each topic.

Topic	Summary
Effective Date	September 1, 2017 (1. Definitions)
Scope of Agreement	“Jointly Operated Facilities” e.g., community centre building. (Whereas- I) This Agreement replaces the previous JOA. (Whereas - H)
Relationship Between Park Board and CCAs	Independent contracting bodies. (2. Legal Relationship)
Term and Renewal	5 years + two consecutive 5 year options to renew. (3.1 Term)
CCA Governance	CCA will adopt and adhere to good governance policies. Park Board will provide training. (4. Association Governance) CCA will maintain director/officer liability insurance and ensure purpose is not carrying on of a business for profit or gain. (4. Association Governance) This Agreement will not require CCA to contravene Society Act. (4. Association Governance)
Setting Public Policy	Policy priorities and objectives for recreation system is the responsibility of elected Park Board Commissioners. (6.2 Changes to Public Policy)
Access to Community Centres	LAP (for fitness centres and all programming) and Flexipass (for fitness centres) will be accepted everywhere. (Appendix B) LAP and Flexipass loaded onto OneCards. (Appendix B)
Community Centre Programs	Responsibility of CCA. (7.2 Programming Responsibilities) Park Board will support programming. (7.2 Programming Responsibilities)
System-Wide Programs	Park Board may include up to 5 system-wide programs at each centre. (7.3 System-wide Programs) CCA and Park Board will collaborate on review of system-wide programs. (7.3 System-wide Programs) System-wide programs will not start before second year of the Term (7.3 System-wide Programs)
CCA Memberships	CCA membership not a requirement to register for any programs or services. (8. Association Membership) Membership can be offered on an opt-in basis at registration and CCA can charge for membership. (8. Association Membership) CCA has direct access to membership information. (8. Association Membership)

CCA JOA Summary of Key Terms

Topic	Summary
Space Allocation	<p>CCA responsible for programming space and room rentals. (9. Use Allocation for Jointly Operated Facilities)</p> <p>Priority space allocation for Association programming and not-for-profit rec, culture or arts community groups. (9. Use Allocation for Jointly Operated Facilities)</p> <p>Park Board/City may require short term use of space (e.g., for events or emergencies). (9. Use Allocation for Jointly Operated Facilities)</p> <p>CCA will have access to office space and storage space in centre. (9. Use Allocation for Jointly Operated Facilities)</p>
Licensed Childcare	<p>Licensed childcare will meet standards set by Park Board, City, and any other relevant standards, legislation and regulation. (10. Childcare)</p>
CCA HR Responsibilities	<p>CCA is the employer/contracting party for CCA personnel and instructors, with authority over duties, transfers, vacation scheduling, etc. (12.1 Association Personnel and Volunteers)</p> <p>CCA responsible for volunteer screening and oversight, unless delegated to Park Board. (12.1 Association Personnel and Volunteers)</p> <p>CCA will obtain insurance for employment and contractor risks. (12.1 Association Personnel and Volunteers)</p>
PB HR Responsibilities	<p>Park Board has employer responsibilities for all Park Board personnel with authority over duties, transfers, vacation scheduling, etc. (12.3 Park Board Personnel)</p> <p>CCA will have input into staffing and hiring of key Park Board positions, including new hires to fill the Recreation Supervisor position. CCA may provide feedback on performance of Recreation Supervisor. (12.5 Hiring Decisions)</p> <p>Park Board will engage with CCA and consider their views for lateral transfers (12.5 Hiring Decisions).</p>
Staffing Levels	<p>Park Board and CCA will work together to review staffing levels, identify inequities and options to address. (12.3 Park Board Personnel)</p>
Oversight of Community Centre	<p>Recreation Supervisor is management representative of Park Board and provides official oversight of centre as well as support to CCA. (12.4 Role of Rec Supervisor)</p>
Affiliated Groups	<p>CCA may permit community-focused groups to use jointly operated facilities. (11. Affiliated Groups)</p>

CCA JOA Summary of Key Terms

Topic	Summary
Maintenance/ Renovations of Building	Maintenance and renovations are responsibility of Park Board. (13. Renovations and Maintenance) Park Board has conducted building condition assessments and will share list of annual priorities. Park Board will make efforts to engage CCA as a stakeholder when making decisions about priorities for maintenance, repair or upgrades to jointly operated facilities. (13. Renovations and Maintenance) Priorities can be discussed in system-wide planning meetings. (13. Renovations and Maintenance) CCA to identify changes required to meet licensing requirements for childcare. (10. Childcare)
Surrounding Areas	Park Board will seek CCA input on planning for surrounding areas where appropriate. (13.3 Planning for Surrounding Areas)
CCA Revenue	CCA receives program, rental, childcare, special event, donation, membership, and grant revenue. (14.1 Revenue) CCA goal as not-for-profit to reinvest surpluses into recreation programs, services, equipment, etc. at community centre. (14.1(c) Use of Revenue) Facility-generated revenue will be used to directly benefit the public in providing programs/services in centres and excludes grants, donations, fundraising and membership revenue, interest and investment income. (14.1(c) Use of Revenue) Vending machine revenue to be shared at % split agreed by parties. (14.1(b) Vending Machine Revenue)
Authorized Deductions	3 rd party terminal transaction fees (credit/debit currently 2.1%), registration system subscription fee (ActiveNet currently 1%), corrections for any revenue paid in error. (1. Definitions - f.i.iii)
Staffing Cost Recovery Payments	Park Board will seek CCA's approval annually for staffing cost recovery payments. (14.2(c) Staffing Cost Recovery Payment)
Operating Budgets	CCA will develop and share operating budget with Park Board (developed with support of Park Board staff if required). (14.3(a) Operating Budget) Park Board retains sole discretion on centre operating budget, and will share budget with individual CCAs. (14.3(a) Operating Budget) Park Board Commissioners approve Park Board budget. (14.3(a) Operating Budget)
Capital Budget and Planning	Capital budget and planning are responsibility of Park Board. (14.3(b) Capital Budgets) System-wide planning meetings used for CCA input into long-term capital plans for centre and priorities for capital investment (e.g., centre renewal or replacement). (14.3(b) Capital Budgets)

CCA JOA Summary of Key Terms

Topic	Summary
Record Keeping and Reporting	CCA will provide annual audited financial statements. (14.3(b) Capital Budgets) Park Board may audit CCA’s books upon request with reasonable notice. (14.3(d) Financial Statements) Satellite locations to be included in CCA’s books. (14.3(c) Record Keeping)
Retained Earnings	CCA will develop a plan by end of 1 st year of JOA to spend retained earnings within 5 year term of JOA unless otherwise agreed. (14.3(e) Surplus Revenue) CCA can keep 3 months operating costs or \$300,000 (whichever is greater) as operating contingency. (14.3(e) Surplus Revenue)
Grant Applications	Grant applications at discretion and requirement of CCA. Completed in collaboration with Recreation Supervisor with support of Park Board. (14.4 Grants)
Community Centre Investment Fund	CCA contribution based on gross prior year Facility-Generated Revenue: <ul style="list-style-type: none"> o Year 1: 0% o Year 2: 1% o Each of Years 3 - 5: 2% Used to fund public policy goals within the community centre network and increase equity across network. (14.5 Community Centre Investment Fund)
Joint Communications and Planning	Will have system-wide planning forum and regular system-wide planning and communication sessions (2/year) with opportunity for Park Board and all CCAs to participate, propose topics for discussion and share information. (15.2 System-wide Planning)
Registration Management System	CCA will use common system which is owned and operated by City/Park Board (currently ActiveNet). (16.1 Registration System) Park Board will collect centrally processed revenue through the system and remit to CCAs on schedule (currently bi-weekly) less authorized deductions. (Appendix D)
IT and Personal Information	All IT and telecommunications equipment connected to City’s network will be supplied, owned and managed by City. (16. Info & Business Systems) Personal information will be properly managed by both parties. (16. Info & Business Systems)
Ownership of Facilities	City of Vancouver is sole owner (except for leased centres). (17.1 Community Centre Facility)
CCA Equipment/ Assets	CCA retains ownership of its equipment/assets, which will be described in an inventory. (17.1 Community Centre Facility) CCA will maintain its own equipment. (17.2 Equipment and Assets) CCA equipment includes equipment donated to the CCA. (17.2 Equipment and Assets)
Vehicles	Any costs for vehicles that are CCA responsibility and maintained by Park Board fleet services will be discussed in advance. (13.5 Vehicles)

CCA JOA Summary of Key Terms

Topic	Summary
Dispute resolution	<p>Clear stepped process for disputes. (18.1 Dispute Resolution Process) Ideally, issues will be resolved at local level, but may be progressively escalated to senior management and finally to Park Board Commissioners. (18.1 Dispute Resolution Process) Mediation and other forms of alternative dispute resolution can also be used before arbitration, if agreed upon. (18.1 Dispute Resolution Process)</p>
Arbitration	<p>Clarity on which matters are subject to arbitration and process to be utilized. (18.2 Arbitration) Arbitration costs to be split equally between Park Board and CCA unless reallocated by arbitrator. (18.2 Arbitration)</p>
Changes to Jointly Operated Facilities	<p>Additions to space will be included in the scope of jointly operated facilities with some exceptions. (20.1 Additions to Entire Facility) Agreement will be amended upon replacement of jointly operated facilities. (20.3 Replacement of Jointly Operated Facilities)m</p>
Termination of Agreement	<p>Time periods included for notification and opportunity to remedy in event of a material breach of the Agreement. (21. Termination or Non-Renewal) Park Board will make efforts to resolve breach within 60 days or CCA can terminate Agreement (21.2 Breach by Park Board) The dispute resolution process may be used if there is disagreement about what is a material breach. (21.1 Breach by Association) CCA can terminate Agreement. (21.1 Breach by Association)</p>
Special financial or space arrangements with CCA	<p>To be addressed separately in individual appendices. Common spaces will be used jointly as is current practice. (Appendix A) Common spaces can be used by CCA for registration, ticket sales, activities, etc. (Appendix A)</p>

**PARK BOARD - COMMUNITY CENTRE ASSOCIATION
JOINT OPERATING AGREEMENT**

BETWEEN

THE VANCOUVER BOARD OF PARKS AND RECREATION

AND

THE [INSERT NAME] COMMUNITY CENTRE SOCIETY

Proposed CCA Joint Operating Agreement

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PARK BOARD - COMMUNITY CENTRE ASSOCIATION AGREEMENT

THIS AGREEMENT is made the ____ day of _____, 2016

BETWEEN:

The Vancouver Board of Parks and Recreation
2099 Beach Avenue
Vancouver, BC V6G 1Z4

(the “Park Board”)

AND:

The [insert name] Community Centre Society
[insert address]

(the “Association”)

WHEREAS:

- A. Each of Vancouver’s community centres serves as the hub of its respective neighbourhood linking residents together with resources to encourage positive health outcomes through healthy lifestyles, social connectedness and the ability to contribute to community;
- B. Community centres provide access to quality programming and services to encourage healthy lifestyles through participation in physical, recreational, cultural, educational, social and capacity-building programs for residents of the community, which are responsive to the community’s unique needs;
- C. The Park Board is an elected board of commissioners with statutory jurisdiction over Vancouver parks, including the provision of recreational programs and facilities, setting policies and allocating budget resources and the authority to organize, conduct and contract with others for recreational programs;
- D. The City of Vancouver is the sole owner of the assets which are in the possession and control of the Park Board, including designated parks and other land, the community centre buildings and other facilities and improvements located on such lands;
- E. The Association is a valuable community-based registered society with an elected Board of Directors that plays an important role in contributing to the success of the Community Centre Network, including by delivering Programming and services which ensure a healthy, engaged and inclusive community;
- F. While the parties recognize the unique attributes of each community centre and neighbourhood, the Park Board and the Association agree that all residents of the City of Vancouver should have similar opportunities, regardless of gender, age, sexual orientation, ability, race, culture, faith or socio-economic status;

Proposed CCA Joint Operating Agreement

- G. The parties agree that it is in their mutual interest to work cooperatively to ensure the successful and financially sustainable offering of Programming and services from the Jointly Operated Facilities and to improve community engagement and participation through the Jointly Operated Facilities;
- H. This Agreement replaces the previous joint operating agreement between the parties dated ____ (the “Prior JOA”). This updated operating agreement reflects the current working relationship of the parties and is entered into because both parties recognize and appreciate the skills and attributes contributed by the other to the provision of Programming and services to the community. This working relationship reflects a mutual acknowledgement and respect of the parties’ distinct roles and shared objectives;
- I. The scope of this Agreement is limited to the Jointly Operated Facilities, and any additional scope (for example, parks and fieldhouses) based on current arrangements will be addressed in the appendices; and
- J. This Agreement sets out the legal relationship between the Park Board and the Association for the operation of the Jointly Operated Facilities. It also clarifies the roles of the parties and enables the Association to provide Programming and services in the Jointly Operated Facilities in support of the overall goals of the Park Board and Association and to the benefit of the residents of the City of Vancouver.

NOW THEREFORE, in consideration of the payment of ten dollars by each party to the other, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged and agreed to, the parties hereto agree as follows:

1. DEFINITIONS

- (a) “ActiveNet” has the meaning ascribed in Section 16.1;
- (b) “Applicable Laws” means all laws, regulations and governmental policies of any governmental authority, including Park Board or City by-laws, as they may be amended or replaced from time to time, and which are applicable to each of the parties’ operations in the Jointly Operated Facilities and the roles and responsibilities of each party under this Agreement;
- (c) “Association Board” means the Board of Directors of the Association;
- (d) “Association Equipment” has the meaning ascribed in Section 17.2 of this Agreement;
- (e) “Association Personnel” has the meaning ascribed in Section 12.1 of this Agreement;
- (f) “Authorized Deductions” means deductions for amounts owing by the Association in respect of:
 - (i) 3rd party provider credit, debit card or terminal transaction fees, which are 2.1% as of the Effective Date, and will be reviewed annually and adjusted, if necessary;

Proposed CCA Joint Operating Agreement

- (ii) recovering revenue paid to the Association in error due to processing or calculating errors which resulted in the Association receiving revenue which it is not entitled to pursuant to this Agreement (with prior written notification);
 - (iii) any applicable Registration System subscription fee on transactions that are processed through the Registration System. The subscription fee is currently fixed at 1% for the term of the agreement (2014-2019) with Active Network Ltd.; and
 - (iv) any other deductions to be made from revenue and which are agreed to in writing by the Association;
- (g) **“Breaches”** means breaches, claims, demands, actions, and costs and expenses incurred in respect thereof;
 - (h) **“CCAs”** means, collectively, the community centre associations which work with the Park Board pursuant to joint operating agreements and provide services in respect of the Community Centre Network;
 - (i) **“City”** means the City of Vancouver, as a municipal corporation;
 - (j) **“City Networks”** means all City owned and leased, wired and wireless, information networks used for City information technology operations, including providing information technology services for the Park Board;
 - (k) **“Centrally Processed Revenue”** means all Association revenue processed through the Registration System, which includes all Facility-Generated Revenue, except for the following excluded items which are not processed through the Registration System: revenue from vending and concessions, and Licensed Childcare optionally excluded as set out in Appendix D(p);
 - (l) **“Common Spaces”** means the interior areas of the Entire Facility (such as hallways and washrooms) used in common by the parties to access and use the various rooms and spaces comprising the Jointly Operated Facilities, in accordance with the current practices of the parties and as further described in Appendix A;
 - (m) **“Community Centre Investment Fund”** means a Park Board administered fund that the CCAs will contribute to, and which will be allocated to achieve Public Policy goals and/or to increase equity across the Community Centre Network, as further described in Section 14.5;
 - (n) **“Community Centre Network”** means the network of community centre facilities in the City of Vancouver operated by the Park Board in conjunction with CCAs pursuant to joint operating agreements;
 - (o) **“Director of Recreation”** means the Director of Recreation of the Park Board, and their successors or those authorized to act in their place;

Proposed CCA Joint Operating Agreement

- (p) **“Effective Date”** means September 1, 2017, which is the date that this Agreement comes into effect;
- (q) **“Entire Facility”** means the Lands, the building and facilities commonly known as the _____ community centre, including the Jointly Operated Facilities, and the surrounding or adjacent parks, arenas, pools, playing fields, Park Board fitness facilities and other outdoor recreation improvements or facilities such as, without limitation, tennis courts, basketball courts, skateboard parks or field houses within or in the vicinity of the _____ community centre and which are administered by the Park Board;
- (r) **“Facility-Generated Revenue”** means all revenue generated by the Association with the assistance of the Park Board or through the Association’s use of the Jointly Operated Facilities, including from Programming (including at Satellite Locations), room rentals, Association-operated Licensed Childcare, payments due under childcare leases, concessions and vending machines, any Association operated fitness centre and special events held in the Jointly Operated Facilities and any other revenue identified as “facility-generated revenue” in Appendix C; however, “Facility-generated Revenue” expressly excludes grant, bequests, donation, fundraising and membership fee revenue, interest and investment income, and refunded rental deposits;
- (s) **“Fiscal Year”** means the 12 month period which is the fiscal year of the Park Board or the Association, respectively, as the context requires. The fiscal year of the Park Board commences on the first day of January in one calendar year and ends on the last day of December in the same calendar year;
- (t) **“Fixtures”** means items that are part of, or secured or affixed to the Entire Facility (such as by being attached by bolts, screws, plaster etc.), including items the removal of which would do damage or necessitate repair to the remaining components of the Lands or building, including, for example, items such as permanent reader boards, lighting, flooring and affixed carpets, basketball hoops, timing clocks and built in cabinets;
- (u) **“General Manager”** means the General Manager of the Park Board, and their successors or those authorized to act in their place;
- (v) **“Identity Management”** means the broad administrative area for information technology uses and access that deals with identifying individuals in a system (such as a country, a network, or an enterprise) and controlling the individual’s access to resources within that system by associating user rights and restrictions with the established identity;
- (w) **“Indemnity Agreement”** means the indemnity agreement between the Association, the Park Board and the City dated _____, as it may be amended or replaced from time to time;
- (x) **“Input”** means the contribution of ideas, information or opinions by the Association to the Park Board in response to a question, issue or action proposed by the Park Board. For the purposes of this agreement, “Input” will be provided as follows:

Proposed CCA Joint Operating Agreement

- (i) the Park Board will provide the Association with an outline of the matter, including additional information that could reasonably be considered relevant to that question, issue or action;
 - (ii) the Park Board will provide the Association with a reasonable period of time, depending on the nature of the matter, in which to consider the information and provide a response on the matter to the Park Board;
 - (iii) the Park Board will consider any response received from the Association within such period of time before making any final decision on the matter; however, the final decision will rest with the Park Board unless this Agreement expressly states that a particular matter is to be decided otherwise;
- (y) “IT Assets” has the meaning ascribed in Section 16.2;
 - (z) “Jointly Operated Facilities” means the portions of the Entire Facility operated jointly by the Park Board and the Association, as more particularly set out in Appendix A, and which, for the purposes of this Agreement, shall not include surrounding or adjacent parks, arenas, pools, playing fields, Park Board fitness facilities and other outdoor recreation improvements or facilities, including the Outdoor Areas, unless expressly identified in Schedule A;
 - (aa) “Lands” mean those lands that are commonly known as _____ and legally described as _____;
 - (bb) “Lease” has the meaning ascribed in Section 17.1; *[to be deleted if not a leased centre]*
 - (cc) “Licensed Childcare” means regulated programs for children under the *Community Care and Assisted Living Act, SBC 2002 c. 25* (as may be amended or replaced from time to time), and which may include infant toddler daycare, pre-school programs or before or after school programs;
 - (dd) “OneCard” means the universal access card provided by the Park Board onto which access products are loaded, and which enables access to products and services at all centres within the Community Centre Network;
 - (ee) “Outdoor Areas” mean the parks surrounding or adjacent to the building known as the _____ community centre, playing fields and other outdoor recreation improvements or facilities, such as tennis courts, basketball courts, skateboard parks, plazas, playgrounds or field houses which are administered by the Park Board and used for Programming;
 - (ff) “Park Board” means the Vancouver Board of Parks and Recreation;
 - (gg) “Park Board Personnel” means employees or contractors retained by the City to provide services to or on behalf of the Park Board;
 - (hh) “Prior JOA” has the meaning ascribed in Recital H;

Proposed CCA Joint Operating Agreement

- (ii) **“Programming”** means the physical, recreational, cultural, educational, social and capacity-building programs and other services offered to members of the public through registered or unregistered programs administered and run in or through the Jointly Operated Facilities, including the System-wide Programs, but which, for greater certainty, does not include Licensed Childcare;
- (jj) **“Public Policy”** means policy, priorities and objectives adopted or determined by the elected Park Board Commissioners that pertain to access, operations and use of the overall recreation system, including the Community Centre Network, or which may address statutory or regulatory compliance, risk management, system-wide financial issues, sustainability goals for the recreation system, or which are aimed at ensuring better health or quality of life outcomes for the residents of the City of Vancouver;
- (kk) **“Recreation Supervisor”** means the recreation supervisor at the Jointly Operated Facilities who is employed for the Park Board, and their successors or those authorized to act in their place;
- (ll) **“Registration System”** means the common recreation and registration management system owned and operated by the City and the Park Board that is used to process, record and store information for various registration functions at or through the Jointly Operated Facilities. The registration system currently in use is ActiveNet, but it may be replaced or substituted with another system or systems from time to time, at the discretion of the Park Board;
- (mm) **“Renewal Term”** has the meaning ascribed in Section 3.2;
- (nn) **“Satellite Locations”** means locations that are not part of the Jointly Operated Facilities and are not otherwise owned or leased by the Park Board, and where the Association offers Programming or services that are registered for or offered through the Jointly Operated Facilities or are being provided with the assistance of the Park Board;
- (oo) **“Societies Act”** means the *Societies Act, SBC 2015, c.18*, as may be amended or replaced from time to time;
- (pp) **“Staffing Cost Recovery Payment”** means the amount to be paid by the Association to the Park Board for the full cost of employment of certain Park Board Personnel at the Jointly Operated Facilities who are performing work as requested by the Association to provide additional support for Programming or Association services, including the costs commonly referred to as “Group 1”;
- (qq) **“Surplus Revenue”** means the unspent revenue accumulated by the Association over time from Facility-Generated Revenue, also referred to from time to time between the parties as “retained earnings”;
- (rr) **“System-wide Programs”** means local, area-based or city-wide Programming offered within and across the Community Centre Network to provide key developmental, health, cultural or social benefits to the city-wide community or a specific sub-population of the city-wide community, and which programs are designated by the Park Board, as further described in Section 7.3;

Proposed CCA Joint Operating Agreement

- (ss) “System-wide Planning Session” has the meaning ascribed in Section 15.2;
- (tt) “Term” means the term of this Agreement set out in 3.1, as may be extended or renewed pursuant to 3.2; and
- (uu) “Vending Contracts” has the meaning ascribed in Section 14.1(b).

2. LEGAL RELATIONSHIP

The Park Board and the Association are independent contracting bodies, not legal partners nor joint employers, nor are they in a landlord-tenant relationship. This Agreement is being entered into between the parties to create certainty around the roles and obligations of the parties with respect to their respective operations at the Jointly Operated Facilities and to permit the Association’s use of and operations at the Jointly Operated Facilities, including for the provision of Programming and services to the public through the Jointly Operated Facilities for the benefit of the residents of City of Vancouver. Through this Agreement, once fully executed, the Park Board is granting to the Association the rights set out herein, including the right to non-exclusive use and occupation of the Jointly Operated Facilities and use of the Common Spaces, on and subject to the terms and conditions set out in this Agreement.

3. TERM OF AGREEMENT

3.1 Term

This Agreement is for a term of five (5) years, commencing on the Effective Date. For greater certainty, provisions for termination or adjustment of this Agreement are included in Articles 20 and 21.

3.2 Renewal

The parties shall have two (2) consecutive options to renew this Agreement, each for a term of five (5) years (each, a “Renewal Term”). There shall be no further options to renew. No later than six (6) months prior to the expiry of the then-current term, either party may provide written notification to the other of that party’s election not to renew the Agreement, for any reason, and the Agreement will automatically expire at the end of that 5 year term or Renewal Term, as the case may be. Absent such written notification from either party, where there is a Renewal Term remaining, the Agreement will automatically renew at the end of the then-current term or Renewal Term.

If either party wishes to amend any terms or conditions of this Agreement prior to the commencement of a Renewal Term, that party must give the other party written notice of such request, including a description of the desired amendments, at least 6 months prior to the expiration of the then-current term or Renewal Term. Desired amendments regarding the unique operations of the Association at the Jointly Operated Facility or with respect to the appendices to this Agreement will be discussed by the Park Board and the Association directly. If either party wishes to amend the terms and conditions of the body of this Agreement, the desired changes will be discussed by the Park Board and the CCAs at a System-wide Planning Session, and additional meetings if required. Any amendments to the terms of this Agreement, including the Appendices, must be agreed to by the parties at least 30 days prior to the end of the then-current term or Renewal Term. If the parties are unable to agree on the terms of the desired amendments by such time, then the parties must agree in writing to renew the

Proposed CCA Joint Operating Agreement

Agreement in its previous form pursuant to the renewal option above or else the Agreement will expire on the last day of the then-current term or Renewal Term, without additional notice.

3.3 Process at End of Agreement

At the end of the Term, including any and all elected Renewal Terms to a maximum of 15 years, this Agreement will terminate, together with any rights of the Association to use or occupy the Jointly Operated Facilities. In the event of non-renewal or termination of this Agreement, all outstanding payments between the parties will become immediately due and payable and subject to withholding, and the parties will work cooperatively to transition operations to the Park Board or its designate to ensure minimal disruption to the public.

If, at the end of the Term, both parties wish to renew their working relationship, then the Park Board and the Association will meet to review their working relationship and identify any changes to the roles and responsibilities of the parties or to the operations at the Jointly Operated Facilities. If acceptable to both parties, the parties may elect to enter into a new amended agreement reflecting such changes, which may, if appropriate, be substantially based on the form of this Agreement.

4. ASSOCIATION GOVERNANCE

The Association covenants and agrees that:

- (a) it will be governed by a constitution and bylaws that comply with, and it will conduct itself at all times in accordance with, the requirements of the Societies Act.
- (b) the Association will ensure that its purpose does not, at any time, include the carrying on of a business for profit or gain. The Association further covenants and agrees that it will not, without the prior written consent of the Park Board, make an application to become a "member-funded society" pursuant to the Societies Act;
- (c) the purpose of the Association will be consistent with benefiting the local and city-wide community and members of the public through the provision of Programming and other services within the Community Centre Network;
- (d) it shall not adopt bylaws and governance procedures that conflict with the terms of this Agreement and agrees, as necessary or appropriate, to amend any conflicting bylaws to align with this Agreement;
- (e) as it pertains to activities carried out under this Agreement, the Association will adopt and adhere to appropriate good governance policies;
- (f) to prevent a conflict of interest, no elected City or Park Board official shall sit on the Association Board and any Association Board member who has formally indicated a decision to run for election to the City Council or Park Board will immediately take a leave or resign from the Association Board, pending the outcome of the election; and
- (g) it will comply with its policy obligations under Section 6.1.

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The Park Board acknowledges and agrees that the Association is a registered society and is bound by the terms of the Societies Act and, notwithstanding any terms of this Agreement, the Park Board will not require the Association to act in any way or commit any act, including the spending of money, that would result in the Association being in breach of the Societies Act. If, at any time, it is determined that a section or requirement of this Agreement will result in a breach of the Societies Act, including as a result of a future amendment or revision to the Societies Act, the parties will agree on an alternative course of action that is in compliance with the Act and meets the intent of the applicable section or requirement of this Agreement. If the parties cannot agree whether a section or requirement of this Agreement will result in a breach of the Societies Act, then the matter shall be referred to dispute resolution in accordance with Section 18.1, and then to arbitration pursuant to Section 18.2 if still unresolved. If the dispute is referred to arbitration, then the parties shall select an arbitrator who has experience with the Societies Act to determine if the section or requirement of this Agreement in question is a breach of the Societies Act.

5. GENERAL OBLIGATIONS AND ROLES OF THE PARTIES

5.1 Mutual Obligations

In addition to the more specific obligations of the parties set out in this Agreement, the Park Board and the Association agree that:

- (a) in all dealings with each other, they will each communicate respectfully and act in a manner that reflects a mutual acknowledgement and respect of the parties' distinct roles and shared objectives;
- (b) they will each perform their contractual obligations honestly and in good faith; and
- (c) they will each comply with all Applicable Laws and will, when appropriate, obtain all necessary permits and licenses as may be required by Applicable Laws.

5.2 Role of the Park Board

The Park Board is an elected board of commissioners with exclusive jurisdiction, possession and control of Vancouver's parks and the authority to organize, conduct and contract with others for recreational programs of all kinds in parks and such other locations as may be approved by the Park Board, pursuant to the provisions of the *Vancouver Charter*, SBC 1953, c.55 and as otherwise authorized by City Council. The Park Board is responsible for:

- (a) development and implementation of Public Policy;
- (b) stewardship of City park lands and facilities;
- (c) stewardship of capital and operating funds allocated by City Council for parks and recreation services; and
- (d) contracting with other parties, including the CCAs, to deliver recreational programs on behalf of the Park Board in accordance with the terms of this Agreement.

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In addition to the other responsibilities set out in this Agreement, with respect to operations at the Jointly Operated Facilities the Park Board is more specifically responsible for:

- (e) determining priorities and objectives for implementation of Public Policy at the Jointly Operated Facilities, which includes Public Policy relating to recreation, arts, culture and social programs. The Park Board agrees that any new Public Policy initiatives for implementation at the Jointly Operated Facilities will not expressly contradict the terms of this Agreement, unless agreed to by the parties in advance;
- (f) the staffing of Park Board Personnel at the Jointly Operated Facilities, including scheduling of staff and staff vacations, taking into consideration the budget allocated by the Park Board and operational requirements of the Jointly Operated Facilities;
- (g) directing Park Board Personnel and volunteers;
- (h) developing the Park Board budget (operating and capital) for the Entire Facility and allocating resources as appropriate, taking into consideration any Input provided by the Association in accordance with Section 5.3(f);
- (i) operating, maintaining and constructing improvements or repairs to the Entire Facility in accordance with the Park Board budget;
- (j) undertaking any capital improvements or renovations to, expansion of, or the construction of new facilities at the Entire Facility, and reconstruction and/or relocation of the Entire Facility if the Entire Facility is rebuilt, in the sole discretion of the Park Board; and
- (k) providing and being responsible for all facilities, building systems, supplies, and IT Assets required to operate the Entire Facility, subject to the obligations of the Association set out in this Agreement.

5.3 Role of the Association

The Association is an independent society which is governed by the Societies Act and the Association's constitution and bylaws. In addition to the other responsibilities set out in this Agreement, with respect to its operations at or from the Jointly Operated Facilities, the Association is responsible for:

- (a) developing, delivering, and staffing Programming and other Association services offered in or from the Jointly Operated Facilities;
- (b) the staffing and directing of Association Personnel and volunteers at the Jointly Operated Facilities, including the scheduling of personnel and volunteers and scheduling of vacations taking into consideration the operational requirements of the Jointly Operated Facilities, subject to the provisions of Section 12.2;
- (c) fundraising, recruiting and recognizing volunteers, and advocating for the needs of its community, including with respect to services and facilities;
- (d) engaging with the community and promoting recreation, cultural, social and educational involvement within the community;

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- (e) complying with Public Policy implemented by the Park Board at the Jointly Operated Facilities or in respect of Programming or services offered from Jointly Operated Facilities and cooperating with the Park Board when developing an implementation plan for new Public Policy;
- (f) providing Input to the Park Board on major capital projects and other major initiatives relating to the Jointly Operated Facilities and Outdoor Areas;
- (g) if applicable, the administration, delivery and staffing of any existing Licensed Childcare;
- (h) demonstrating to the community, other CCAs, and the Park Board that its operations are conducted in a financially transparent and responsible manner and that the Association practices good corporate governance, as further described in Section 6.1; and
- (i) ensuring timely payment of all bills and invoices for amounts owed by the Association to the Park Board.

For greater certainty, this Agreement is not intended to restrict or limit the Association from conducting other activities which are outside the scope of this Agreement, including community advocacy.

6. POLICIES AND PROCEDURE**6.1 Corporate and Governance Policies**

The Association will adopt and adhere to good governance policies, including policies that address conflict of interest, audit, responsible use of funds, and succession planning for Association Board members. The Association will conduct regular reviews of its Association Board function and compliance.

The Association will also adopt and adhere to up-to-date corporate policies and standards, appropriate and commensurate with the Association's roles and responsibilities under this Agreement and to the public including, without limitation, policies with respect to occupational health and safety, respectful workplace, risk management and human resources management.

For the purposes of carrying out its roles and responsibilities under this Agreement, the Park Board and Park Board Personnel will adhere to Park Board and City corporate policies and processes, including financial, risk management, information security risk management, privacy and security and conflict of interest, as may be amended from time to time.

The City and the Park Board are subject to certain laws, and have policies in place, that are applicable to the operation of the Entire Facility, such as procurement policies, and the City and the Park Board are party to a collective agreement for labour and employment matters. The Association acknowledges that the Park Board and Park Board Personnel must comply with such laws, policies and agreements, when and where appropriate.

The Park Board will offer regular training sessions for the CCAs on elements of good governance, or other topics as may be agreed to by the Park Board and the CCAs from time to time.

6.2 Changes to Public Policy

The Association acknowledges and agrees that the Park Board is responsible for the development and implementation of Public Policy as it pertains to the Community Centre Network and that Public Policy may be updated or amended from time to time to address, among other things, statutory or regulatory changes, risk management, financial constraints or to ensure better health or quality of life outcomes for the residents of the City of Vancouver.

If Public Policy is changed, amended, revised or updated during the Term of this Agreement or if new Public Policy is developed and planned for implementation then, prior to implementing any amendments to Public Policy or new Public Policy that affect the operations of the Association pursuant to this Agreement, the Park Board will clearly explain the context and rationale for the new or amended Public Policy, review any potential impacts to the CCAs and the Community Centre Network and plan for implementation of any changes with Input from the affected CCAs. The Park Board will develop an implementation plan that minimizes disruption or financial impact to the CCAs, to the extent reasonably possible. The Park Board agrees that any new Public Policy initiatives for implementation at the Jointly Operated Facilities will not expressly contradict the terms of this Agreement, unless agreed to by the parties in advance.

7. PROGRAMMING

7.1 Access to Programming and the Jointly Operated Facilities

The Association acknowledges that the scope of Public Policy includes policy regarding access to the Jointly Operated Facilities and Programming or services offered from the Jointly Operated Facilities. Access policy may address issues such as reducing barriers to participation, universal access, leveraging the capacity of the Community Centre Network, and such other matters that the Park Board deems to be of public importance from time to time. The current policy with respect to access is attached to this Agreement as Appendix B, and the Association agrees that this policy is acceptable to and binding upon the Association.

7.2 Programming Responsibilities

Subject to Sections 7.1 and 7.3, Programming is the responsibility of the Association, including scheduling, fees, quality control and evaluation. The Association may use Outdoor Areas or other areas of the Entire Facility outside of the Jointly Operated Facilities for the purposes of Programming or special events in accordance with the Park Board permitting process, or with the prior written approval of the Park Board.

The Association's responsibilities for Programming include, without limitation:

- (a) development of the Programming list and schedule;
- (b) production and circulation of promotional materials such as the Programming brochure;
- (c) hiring and contracting with instructors/contractors to deliver Programming, including the System-wide Programs;
- (d) oversight and management of instructors/contractors who are delivering Programming;

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- (e) providing and being responsible for adequate supplies to operate Programming;
- (f) oversight, screening and management of any volunteers involved with delivery of Programming and Association services and events;
- (g) assessment of credentials and compliance with any statutory obligations when recruiting instructors, contractors or volunteers;
- (h) ensuring Programming is offered safely with proper risk-management and in a safe, inclusive environment;
- (i) management of Programming-related risks and issues;
- (j) subject to the Park Board's involvement in System-wide Programs, evaluation of Programming in accordance with Section 7.4; and
- (k) the purchase, maintenance, repair and replacement of minor capital equipment and any specialized equipment used or required for Programming or other Association operations (such as fitness centres or Licensed Childcare), as further detailed in Section 14.2(b),

unless any such responsibilities are formally delegated to the Park Board in accordance with Section 12.2.

The Park Board shall provide the Association with available resources, such as demographic information, reports, and best practice information, to support the Association's Programming responsibilities.

7.3 System-wide Programs

System-wide Programs are standardized programs to be offered across the Community Centre Network. System-wide Programs will be designated by the Park Board and implemented in collaboration with the Association. These programs will be based on leading practices and aimed at achieving outcomes that the Park Board has identified as priorities. The Association acknowledges and agrees that System-wide Programs may be offered at the Jointly Operated Facilities in accordance with the following practices:

- (a) the Park Board may designate up to five programs each year as System-wide Programs, which programs may be offered at each community centre in the Community Centre Network;
- (b) the Park Board programming staff will determine if some or all of the System-Wide Programs are appropriate for offering at the Jointly Operated Facilities;
- (c) the Association will be responsible for appropriate scheduling and administration of the System-wide Programs and will include the System-wide Programs in the Programming schedule for the Jointly Operated Facilities;
- (d) System-wide Programs are not intended to duplicate other Programming offered by the Association at the Jointly Operated Facilities, and in cases where the System-wide Programming is similar to Programming offered by the Association, the Association's Programming may remain in place, at the option of the Association;

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- (e) required qualifications for instructors offering System-wide Programs will be set by the Park Board;
- (f) where possible, the Park Board will provide the Association with sufficient notice of which System-wide Programs are selected for offering at the Jointly Operated Facilities for a particular Programming registration cycle to allow the System-wide Programs to be scheduled and implemented through the normal Programming committee process;
- (g) up to all five System-wide Programs may be offered during each Programming registration cycle/season; and
- (h) the parties agree that the Park Board may determine it is more appropriate to offer some System-wide Programs at a community centre that serves a region of the City of Vancouver (eg. East/West, North/South), such as in a hub-based model; and
- (i) the offering of System-wide Programs to the public will not commence prior to the beginning of the second year of the Term.

The Park Board acknowledges that the Association will not be required to incur additional costs to fund the System-wide Program and the Park Board agrees that, on an annual basis, it will reimburse the Association for any out-of-pocket costs incurred by the Association to run the System-wide Programs which are not offset by revenue from the System-wide Programs. The Park Board will reimburse the Association within a reasonable period of time after receipt of financial statements or records that detail the annual revenues, expenses and losses resulting from the System-wide Programs. If the Association incurs up-front costs for equipment or supplies that are required to offer a System-wide Program, the Park Board will reimburse the Association within a reasonable period of time after receipt of the invoices detailing the out-of-pocket costs incurred by the Association for equipment or supplies. If the Park Board determines that a System-wide Program should be offered free of charge, the costs to run the System-wide Program will be paid for by the Park Board, and the Park Board may use funds from the Community Centre Investment Fund for such purpose.

The Park Board will undertake a regular review of outcomes associated with System-wide Programs in collaboration with the CCAs. The Park Board may decide to replace a System-wide Program from time to time, including if such program underperforms or becomes redundant.

7.4 Quality Control and Evaluation

The parties will work together to implement a system-wide quality control mechanism for Programming and the Association will review Programming using the results from the quality-control system and on an as-needed basis.

The Park Board and Association will meet to review System-wide Programs at regular intervals.

8. ASSOCIATION MEMBERSHIP

The Park Board acknowledges that the Association, as a registered society, requires active membership for governance purposes and to ensure active involvement of the community in the Association; however, the parties agree that membership in a CCA is not a pre-requisite and will not be required for the public to access, register for or participate in any Programming or services provided by the Association at or from the Jointly Operated Facilities. All users may

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register for any Programming or other Association service offered at or from the Jointly Operated Facilities without being a member of a CCA.

At the election of the Association, membership in the Association will be offered to patrons of the Jointly Operated Facilities when registering for Programming or services. The Association may offer free or paid membership at its discretion, but acknowledges and agrees that membership must be elected by a patron on an opt-in basis. At the Association's option, the Park Board will load memberships on to a user's OneCard. Optional membership in the Association may be made available independent of registration for Programming or services at the Jointly Operated Facilities and the Association may charge for such membership, at its discretion.

The Association agrees that membership in the Association will not provide discounts or priority registration for room rental, Programming or other uses of the Jointly Operated Facilities.

The Association will have direct access to membership and user data information for the Jointly Operated Facilities (including Programming registration information and other data the Park Board collects through the Registration System regarding users of the Jointly Operated Facilities or Satellite Locations) for the purposes of marketing, planning, Association Board governance (including voting) and grant applications. The use and distribution of all such data by the Association must be in compliance with Applicable Laws (and specifically, all privacy and anti-spam legislation).

9. USE ALLOCATION FOR JOINTLY OPERATED FACILITIES

The Association will have responsibility for allocating the use of Jointly Operated Facilities for the purpose of providing Programming and services. The Association agrees that, at the time of booking, priority in the allocation of space in the Jointly Operated Facilities will be given to:

- (a) Association offered Programming and services as a first priority;
- (b) use by not-for-profit community organizations for the purposes of recreation, culture or arts as a second priority;
- (c) use by other not-for-profit community organizations for purposes other than recreation, culture or arts as a third priority; and
- (d) private rentals as a fourth priority.

Notwithstanding the above priority allocation, from time to time, the Park Board may require first priority short term, reasonable use of space within the Jointly Operated Facilities for Park Board or City civic priorities such as special events (e.g., municipal, provincial and federal elections, major sporting or cultural events) or short term use for urgent or emergency purposes. The use of space in the Jointly Operated Facilities by the Park Board or the City will be free of charge, but the Park Board or City will be required to pay for additional out-of-pocket expenses incurred by the Association in respect of such usage.

The Park Board will provide the Association with as much notice as reasonably possible in the circumstances of any such use of space by the Park Board or the City within the Jointly Operated Facilities. The Park Board will work diligently to mitigate any negative impacts to

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users of the Jointly Operated Facilities resulting from such use. Where possible, the Park Board will assist the Association to locate alternative space to accommodate any Programming or events that may be displaced as a result of the Park Board or City's use. For greater certainty, the Park Board and City will not be required to compensate the Association for lost opportunity or revenue as a result of such usage, unless agreed to by the parties in advance.

Subject to long-term agreements for periods of one year or greater, the Association will have control of room rentals in the Jointly Operated Facilities and will set pricing for such rentals. Any long-term agreement (for periods of one year or greater) for use of space in the Jointly Operated Facilities must be approved in writing and in advance by the Park Board. Any long-term agreements approved after the Effective Date will be noted in Appendix C, as it is updated from time to time.

The Association will have access to administrative office space in the Jointly Operated Facilities, including storage space, which may be used for storing the Association's files and equipment.

10. CHILDCARE

The Association will ensure that all Licensed Childcare operated in the Jointly Operated Facilities will meet the standards set by the Park Board and City and will be in compliance with any other relevant standards and Applicable Laws, including the *Community Care and Assisted Living Act* (BC), as it may be amended or replaced from time to time.

11. AFFILIATED GROUPS

In accordance with the Association's responsibility for allocating the usage of space in the Jointly Operated Facilities, the Association may, at its discretion, enter into arrangements for use of space with other community groups or clubs focused on recreation, culture or arts and which wish to operate out of the Jointly Operated Facilities. The Association acknowledges and agrees that it may not grant rights to use space that is located outside of the Jointly Operated Facilities or commit to any arrangement that places an obligation on the Park Board, without the prior written consent of the Park Board. All requests from a club or group that involve use of space outside of the Jointly Operated Facilities or which may place any obligation on the Park Board (for example, indemnity) must be brought to the Park Board for consideration. Any arrangements entered into by the Association with an affiliated group are subject to the terms and conditions of this Agreement and may not contradict or conflict with this Agreement.

12. HUMAN RESOURCES

12.1 Association Personnel and Volunteers

The Association is and shall continue to be the employer or contracting party, as applicable, of all personnel retained by the Association to provide services on behalf of the Association, including for Programming delivery (collectively, the "Association Personnel"). The Association is and will continue to be responsible for all associated employer and contractor related liabilities and legal obligations regarding Association Personnel. The Association will retain final authority over matters related to employment or service contracts with Association Personnel, including conditions of work, remuneration, evaluation, direction and termination.

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The Association will be responsible for all volunteers engaged to support Association activities, and will be responsible for all related liabilities and obligations, including appropriate screening and oversight (e.g., obtaining criminal record checks, checking references, and interviewing potential volunteers), unless formally delegated to the Park Board in accordance with Section 12.2.

The Association acknowledges and agrees that the City and Park Board will not indemnify the Association for liabilities or Breaches arising in relation to the Association's relationships and obligations to Association Personnel or Association volunteers, including statutory and regulatory liabilities. The Association agrees to obtain, maintain and pay for the insurance coverages required under Section 14.6 of this Agreement.

The Association hereby agrees to indemnify the City and the Park Board for Breaches relating to employment or service contracts with Association Personnel or Association volunteers, and for non-compliance with any statutory or regulatory obligations or screening or oversight obligations related to Association Personnel or Association volunteers (including liability, court-ordered costs, damages etc.), excluding only those Breaches that are caused by the negligence or willful misconduct of the Park Board or Park Board Personnel.

The City, through the Park Board, hereby agrees to indemnify the Association for Breaches relating to employment or service contracts with Association Personnel or Association volunteers, and for non-compliance with any statutory or regulatory obligations or screening or oversight obligations related to Association Personnel or Association volunteers (including liability, court-ordered costs, damages etc.) that are caused by the negligence or willful misconduct of the Park Board or Park Board Personnel.

12.2 Delegation of Responsibility to Park Board

Subject to the prior agreement of Park Board, the Association may delegate responsibilities related to the engagement or management of Association Personnel or volunteers to Park Board Personnel. The responsibilities and functions being delegated must be detailed in writing and confirmed by the parties in writing. The Park Board will accept responsibility for costs, damages or other amounts payable arising from such responsibilities to the extent they are the result of the negligence of the Park Board or Park Board Personnel in the conduct of the accepted responsibilities delegated by the Association.

12.3 Park Board Personnel

The Park Board/City will employ and pay for Park Board Personnel required and assigned to operate and maintain the Jointly Operated Facilities, subject to the Association's obligations to pay the Staffing Cost Recovery Payment. The Association and the Park Board will develop a process to review staffing levels at the Jointly Operated Facilities to consider the unique requirements of the Jointly Operated Facilities. The final authority for staffing decisions resides with the Park Board. The Park Board and CCAs will also review staffing across the Community Centre Network on a system-wide basis to identify any gaps or inequities in staffing and consider options to address identified issues.

The Association may provide an orientation to new regular full time, regular part time, and temporary full time Park Board Personnel with information on Association operations, policies and roles.

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The Park Board will notify the Association of staff vacancies for Park Board employed regular full time, regular part time, and temporary full time positions. In the event of staff vacancies, the Park Board will develop a plan for interim coverage and permanent recruitment and share the plan with the Association.

The Association acknowledges that the Park Board and Park Board Personnel are subject to collective agreements and individual employment contracts, City policies, and applicable legislation. The Park Board will share the relevant collective agreements and policies with the Association.

12.4 Role of Recreation Supervisor

The Recreation Supervisor is Park Board Personnel and is accountable to the Park Board. The Recreation Supervisor is the management representative of the Park Board at the Jointly Operated Facilities and the local contact for the Association with respect to matters under this Agreement. Among other responsibilities as may be determined by the Park Board from time to time, the role of the Recreation Supervisor is to:

- provide official oversight for the Jointly Operated Facilities;
- provide support to the Association Board to assist with the delivery of Programming and services offered at or through the Jointly Operated Facilities;
- assist the Association as needed to ensure the successful operation of the Association Board, including by providing support on board recruitment, retention, training and governance;
- work with the Association on the planning, delivery, evaluation and administration of all Programming and Association services offered at or through the Jointly Operated Facilities;
- maintain effective communication with the Association President and Association Board, and regularly attend Association Board meetings (excluding *in camera* meetings); and
- perform other duties which may be necessary to address the unique needs of the Jointly Operated Facilities, provided such additional duties are approved by the Director of Recreation.

The Recreation Supervisor will work cooperatively with and on behalf of the Association to support the Association with delivery of its services and Programming at or through the Jointly Operated Facilities. For requests which may impact unionized staff or operations of the Jointly Operated Facilities (for example, concerns regarding hours or duties of staff), the Association must give reasonable advanced notice to the Recreation Supervisor to consider any such request.

12.5 Hiring Decisions

The Association will have Input into the selection of key Park Board Personnel at the Jointly Operated Facilities, including the community centre recreation programmer, youth worker and

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new hires to fill the Recreation Supervisor position. Input will also include the opportunity to participate in interviews with shortlisted candidates and to make recommendations for consideration by the Park Board. The Association may provide a description of the unique attributes, needs and nature of the Jointly Operated Facilities and the neighbourhood being served to accompany the job description and posting for a Recreation Supervisor position. For lateral transfers of a Recreation Supervisor, the Park Board will engage in discussions with the Association and consider the views of the Association on the proposed transfer.

The Park Board will take into account the unique attributes, needs and nature of the Jointly Operated Facilities and the neighbourhood being served, when considering the qualifications, knowledge and skills of the Recreation Supervisor selected for the Jointly Operated Facilities. The full and final authority on staffing decisions (including hiring selection and work assignments) will rest with the Park Board.

12.6 Feedback and Issue Management

The Association and the Park Board will each ensure its respective Personnel and volunteers conduct themselves in a professional and respectful manner and in compliance with all Applicable Laws.

The Park Board and the Association agree that communications between the parties and Input given by one party to the other regarding day-to-day operations at the Jointly Operated Facilities will be constructive, respectful and aimed at supporting the best provision of services to the community.

The Park Board will provide the Association with the opportunity to provide feedback on the performance of the Recreation Supervisor when deemed necessary by the Association and on an annual basis. The Association may also share feedback on other Park Board Personnel (other than the Recreation Supervisor) with the Recreation Supervisor at any time.

If either party has concerns with the conduct of the other party's respective Personnel and volunteers, they may bring issues to the attention of the Recreation Supervisor or the Association President, as applicable, at any time. Unresolved matters may be escalated by either party in accordance with the dispute resolution process outlined in Section 18.

13. RENOVATIONS AND MAINTENANCE

13.1 Renovations, Upgrades and Maintenance of Jointly Operated Facilities

The Association acknowledges that its purpose is not to carry out upgrades (including renovations), maintenance or repair to the Jointly Operated Facilities or Common Spaces, and that all upgrades, maintenance or repair are the responsibility of and will be carried out by the Park Board, unless the Park Board, in its sole discretion, provides the Association with express written approval to carry out work. All approvals for work must be requested in advance and will be considered on a project by project basis.

The Park Board, through the City, has conducted building condition assessments for assets under the control of the Park Board, including the Entire Facility, which assessment reports are updated periodically and on a scheduled basis. Maintenance, repair, replacement and upgrade plans developed for buildings, including the Entire Facility, are based on the outcome of the

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building condition assessments, service delivery needs, priorities for health and safety, state of repair of the buildings and availability of resources.

The Association may provide suggestions to the Recreation Supervisor, with a copy to the Director of Recreation, for consideration by the Park Board regarding what maintenance, repair or upgrades may be the most beneficial to the Jointly Operated Facilities and community and to suggest priorities for maintenance, repair or upgrades to the Jointly Operated Facility or Common Spaces. The Park Board will use reasonable efforts to engage the Association as a stakeholder when making decisions about priorities for maintenance, repair or upgrades to the Jointly Operated Facility or Common Spaces. The parties will agree on a more detailed process through which the Association may provide suggestions.

When determining the annual priorities for maintenance, repair and upgrades of the Jointly Operated Facilities and Common Spaces, the Park Board will consider any suggestions provided by the Association to the Recreation Supervisor. The Association acknowledges that the Park Board makes decisions regarding priorities for repair, maintenance and building upgrades on a system-wide basis considering, without limitation, health and safety, state of repair and the availability of resources, and the final decision with respect to all maintenance, repair and upgrade work for the Jointly Operated Facility and Common Spaces will rest with the Park Board.

The Park Board will share with the Association the list of annual priorities and anticipated maintenance, repair and upgrade work to be carried out for the Jointly Operated Facilities and Common Spaces. The Park Board will work with the Association to determine appropriate scheduling of the planned work and to manage any impacts of the work in order to minimize disruption to the public.

If the Association wishes to promote projects, enhancements or improvements to the Jointly Operated Facilities, Common Spaces or Outdoor Areas which are not within the scope of the annual repair, maintenance and upgrade plans for the Entire Facility, the Park Board will work with the Association to facilitate the optional enhancement projects, considering availability of resources and system-wide priorities; however, the Association acknowledges that the final decision regarding such optional projects or enhancements rests with the Park Board. If the Park Board approves of the optional project or enhancement, the Park Board will use reasonable efforts to facilitate any such project, and if the Association is concerned that the Park Board is not using reasonable efforts, then they may escalate the matter to the Director of Recreation. If the Association is still unsatisfied after discussions with the Director of Recreation and both parties using reasonable efforts to resolve the matter at that level, the Association may further escalate the matter to the General Manager of the Park Board.

If standards for Licensed Childcare change such that maintenance or renovations are required to the Jointly Operated Facilities for existing Licensed Childcare facilities to meet the updated standards, the Association will identify the required maintenance, upgrade or renovation required and provide a list of required work to the Park Board for final review and approval. The parties will share in the cost of the required work and a cost-sharing arrangement shall be negotiated and agreed upon for the required work. Any disagreement on the cost-sharing agreement will be resolved in accordance with Section 18. Once the cost-sharing arrangement is agreed to, the Park Board will be responsible to carry out the work within a reasonable period of time, or such shorter period of time as is required by the licensing authority for the

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Community Care and Assisted Living Act, SBC 2002 c. 25 to ensure on-going compliance of the Licensed Childcare facility with Applicable Laws.

13.2 Maintenance of Other Assets

With respect to equipment, appliances and other assets used in the Jointly Operated Facilities or Common Spaces that are not expressly identified as the responsibility of the Association or the Park Board elsewhere in this Agreement (such as in Sections 13.3, 14.2(b) and 16.2), those equipment, appliances or other assets (such as kitchen appliances, furniture, Programming equipment etc.) will be maintained and repaired in accordance with the current practices of the parties, and at that parties cost, regardless of whether the particular piece of equipment, appliance or other asset is determined to be Association Equipment or is owned by the Park Board. For all new equipment, appliances and assets purchased after the Effective Date, the parties will agree on maintenance, repair and cost responsibilities in writing before the asset is purchased and installed. In the absence of agreement, the owner of the asset will be responsible to carry out and pay for all maintenance and repair.

13.3 Planning for Surrounding Areas

When planning for parks and recreational amenities in the vicinity of the Jointly Operated Facilities, the Park Board agrees that it will use reasonable efforts to engage with the Association as a stakeholder, where appropriate, and seek its feedback.

13.4 Art Installations and Murals

All art installation and murals proposed for the Jointly Operated Facilities, Common Spaces or Outdoor Areas require the prior written approval of the Park Board. If an art installation or mural is purchased or commissioned by the Association, the Association will be responsible for the upkeep and maintenance (including all costs) of the art installation or mural and the eventual removal of the art installation or mural (including all costs), if and when required by the Park Board. The Association may request, on a case by case basis, a relaxation of these requirements if they cause financial hardship. All relaxations must be requested prior to the purchasing or commissioning of the art installation or mural.

13.5 Vehicles

All vehicles owned by the Park Board or the Association used in connection with the provision of Programming or services from the Jointly Operated Facilities must be maintained by Park Board fleet management and in accordance with Park Board standards. All maintenance and repair costs will be the responsibility of the owner of the vehicle. Any costs that will be responsibility of the Association will be discussed in advance and before they are incurred.

14. FINANCE

14.1 Revenue

(a) Revenues and Cash Flow

The Association will receive the following revenue: (i) all Facility-Generated Revenue; (ii) all Association membership fee revenue; and (iii) all grant, bequest, fundraising or donation funds directed to the Association.

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Unless otherwise agreed to by the parties, all Centrally Processed Revenue will be collected by the Park Board using the Registration System. The sources of revenue included in “Centrally Processed Revenue” may be amended by the parties from time to time and any amendments will be noted in Appendix C, as updated from time to time. Authorized Deductions will be deducted from the Centrally Processed Revenue, and any other revenue that the Association elects to have processed through the Registration System (for example, membership or donation revenue), before it is paid to the Association. The Park Board will pay all Centrally Processed Revenue, less Authorized Deductions, to the Association on a bi-weekly basis, unless otherwise agreed to by the parties. Authorized Deductions will be processed on the same schedule as the payment schedule. The Park Board will provide the Association with a bi-weekly payment report which include an itemized list of all deductions. The Park Board will not withhold payment of any Centrally Processed Revenue collected through the Registration System, other than for Authorized Deductions, without the Association’s prior written consent.

(b) Vending Machine Revenue

The Association acknowledges that the Park Board may enter into vending and supplier contracts (“**Vending Contracts**”) for vending machines or food and beverage distribution rights that apply to the Community Centre Network (such as the current contract between the Park Board and the Coca-Cola Bottling Company dated December 1, 2006). The Park Board agrees that any revenue from vending machines located in the Jointly Operated Facilities which are under a system-wide Vending Contract and received by the Park Board may be shared by the Association and the Park Board at a percentage split agreed upon by the parties. The Association further acknowledges and agrees that Vending Contracts may contain exclusivity clauses which prohibit the sale of competitor’s products in the Jointly Operated Facilities and Common Spaces. If the Park Board enters into a Vending Contract which contains an exclusivity clause, the Park Board will share the exclusivity clause with the Association. The Association agrees it shall abide by the terms of any exclusivity clause in the Vending Contract, and shall require its Personnel or those with whom it contracts to do the same. The Association is also permitted to independently operate vending machines in the Jointly Operated Facilities provided they do not violate the terms of any such exclusivity clause. Revenue from any vending machines in the Jointly Operated Facilities that are under contract with the Association (and not part of Vending Contracts) shall be for the benefit of the Association. Subject to the following, vending machines located outside the Jointly Operated Facilities are solely controlled by the Park Board and revenue shall be for the benefit of the Park Board. Any vending in Common Spaces will be considered on a case by case basis.

Any additional financial issues specific to the Association or the Jointly Operated Facilities are addressed in Appendix C to this Agreement.

(c) Use of Revenue

As a registered society, the Association acknowledges that its goal and purpose is not to generate and retain large financial surpluses.

All Facility-Generated Revenue or other revenue generated through the use of the Jointly Operated Facilities, Common Spaces or with the assistance of the Park Board or Park Board Personnel that is received by the Association will be used by the Association to directly benefit the public through the provision of Programming and services at or from the Jointly Operated Facilities, the acquisition of equipment, minor capital and supplies used for the provision of such Programming and services, or for the payment of expenses incurred in respect of the

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Association's operations pursuant to this Agreement, unless otherwise agreed to by the Park Board.

The Park Board also acknowledges that the Association may use reasonable and appropriate amounts of Facility-Generated Revenue to cover necessary expenses (for example, rent payments or janitorial costs) and minor maintenance at the existing Satellite Locations used for Programming.

14.2 Expenses

(a) Park Board Expenses

Except for expenses that are the responsibility of the Association under this Agreement, the Park Board is responsible for all costs and expenses associated with the operation, maintenance, repair and any upgrade of the Jointly Operated Facilities and Common Spaces, including the following costs and expenses:

- (i) the wages, salaries and benefits of Park Board Personnel required and assigned to operate and maintain the Jointly Operated Facilities;
- (ii) assessment, upgrade, operation, maintenance and repair of the Jointly Operated Facilities building, Common Spaces and Outdoor Areas and related building systems (such as mechanical, electrical, structural), including the building envelope and core infrastructure (such as roof, walls, foundation, paint and standard flooring and lighting), subject to funding allocated and approved by the Park Board;
- (iii) subject to arrangements made in accordance with Section 13.2, the upkeep, maintenance, repair and replacement of equipment in the Jointly Operated Facilities and Common Spaces that is not Association Equipment;
- (iv) utilities, waste/recycling removal, access control systems, security and janitorial services for the Jointly Operated Facilities and Common Spaces; and
- (v) all other equipment required to operate the Jointly Operated Facilities, such as computers and point-of-sale equipment.

(b) Association Expenses

The Association shall be responsible for the following costs and expenses:

- (i) all costs and expenses incurred to operate or administer the Association;
- (ii) all costs and expenses incurred to purchase, maintain, operate and replace computers and equipment purchased by the Association for its own use;
- (iii) all costs and expenses incurred to maintain and repair any Association-owned vehicles;
- (iv) all costs and expenses associated with the provision of Programming or Association services offered at or from the Jointly Operated Facilities, including without limitation, expenses associated with Association Personnel, and equipment, supplies and promotional materials for Programming;

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- (v) all costs and expenses incurred to purchase, maintain, repair or replace any specialized equipment (such as ballet bars, fitness centre flooring or mirrors) used to offer Programming, to equip and operate Association run fitness centres or Licensed Childcare operated by the Association or under a rental agreement with the Association, or for any other service for which the Association receives the revenue, and provided always that all work involving repairs or alterations must be in accordance with Section 13.1;
- (vi) the purchase, maintenance, repair and replacement of minor capital equipment (such as pottery kilns and woodworking shops) used for Programming or other Association operations, unless the parties agree in writing that the Park Board will pay for or maintain any such equipment in accordance with Section 13.2, and provided always that all work involving repairs or alterations must be in accordance with Section 13.1;
- (vii) subject to arrangements made in accordance with Sections 13.2 or 13.3, the supply, upkeep, maintenance and replacement of Association Equipment, including any art installations or murals purchased or commissioned by the Association;
- (viii) all costs and expenses in respect of any Satellite Locations, including any costs of renting, leasing, maintaining or repairing any Satellite Location;
- (ix) the Staffing Cost Recovery Payments, in accordance with Section 14.2(c);
- (x) costs to maintain the insurance required under Section 14.6;
- (xi) the Authorized Deductions; and
- (xii) any other costs incurred by the Association that are not in respect of the Association's roles and responsibilities under this Agreement.

The Park Board may estimate components of Authorized Deductions if they do not align with the payment schedule agreed upon by the parties, with a reconciliation of Authorized Deductions to be provided by the Park Board to the Association at a minimum of once annually. The Park Board shall provide notice to the Association for any anticipated or actual increases to the Authorized Deductions with as much notice as reasonably possible in the circumstances.

(c) Staffing Cost Recovery Payment

The Association acknowledges and agrees that it is responsible for the payment of the Staffing Cost Recovery Payment.

The Park Board shall obtain the Association's approval for the Staffing Cost Recovery Payment costs and the positions to be covered on an annual basis in alignment with the Park Board annual budgeting cycle, including any salary or wage increases negotiated under the collective agreement annually, and the Association will advise the Park Board of its decision to approve or not approve the costs within 60 days of such request for approval from the Park Board. The Association acknowledges that, if it chooses to not approve all or any portion of the Staffing Cost Recovery Payment costs, the Park Board has the right to adjust staffing levels to reflect the lack of funding, up to and including elimination of the position that was formerly covered by the Staffing Cost Recovery Payment.

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Once approved by the Association, the Association acknowledges it is responsible to pay the full actual costs of the Staffing Cost Recovery Payment for the full year, or portion thereof, as applicable. The Park Board will invoice the Association for the costs on a quarterly basis, unless otherwise agreed to by the parties, and the Association agrees to pay the Park Board the amount of the Staffing Cost Recovery Payment in full within 30 days of delivery of the invoice by the Park Board. Association challenges of the amounts billed for Staffing Cost Recovery Payments will be handled in accordance with the dispute resolution process set out in Section 18.

14.3 Budgets and Records

(a) Operating Budget

The Association will, on an annual basis, prior to the end of a Fiscal Year, develop all budgets required for the Association's operations, roles and responsibilities at or from the Jointly Operated Facilities for the Association's upcoming Fiscal Year, including its estimated payment to the Community Centre Investment Fund. The Association will share its budgets with the Park Board prior to the beginning of the Association's upcoming Fiscal Year. If requested by the Association and agreed to by the Park Board, Park Board staff and/or the Recreation Supervisor will support the Association in the creation of these budgets.

The Park Board will, on an annual basis, develop an operating and capital budget for the Community Centre Network. The Park Board's budget shall be subject to approval of the Park Board Commissioners. Park Board staff will review the operating budget of each facility in the Community Centre Network and, in its sole discretion, reserves the right to make adjustments to increase or decrease the operating budget for all or any part of the Community Centre Network, including by increasing or decreasing the budget for the Jointly Operated Facilities.

The Park Board, to the best of its ability, will provide a copy of the annual operating budget for the Jointly Operated Facilities to the Association. The list of maintenance, repair and upgrade items prioritized for the Jointly Operated Facilities and Common Spaces for that given year's annual budget in accordance with Section 13.1 will be included. The Association acknowledges that some amounts in the Park Board budget are centrally budgeted for and will not be broken out on a facility by facility basis.

The Association acknowledges and agrees that the Park Board budget, including allocations to operating and capital resources for the Jointly Operated Facilities, Common Spaces and the Community Centre Network, are in the sole discretion of the Park Board.

(b) Capital Budgets

The Park Board will develop, for recommendation to City Council, annual capital budgets and future forecasting plans, such as longer term capital plans and capital outlook plans for the Community Centre Network or specific to the Jointly Operated Facilities. The Park Board will seek and consider Input from the Association when determining priorities for capital investment in the Jointly Operated Facilities.

The Park Board and the CCAs shall discuss priorities for capital investment in the Community Centre Network, including renewals and replacements of specific community centre facilities, in the System-Wide Planning Sessions, or in such other meetings as the parties may agree to.

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The Association acknowledges and agrees that all final decisions regarding capital budgets and expenses are in the sole discretion of the Park Board.

(c) Record Keeping

The Association will establish and maintain books of account relating to its activities at or from the Jointly Operated Facilities (including at Satellite Locations or as otherwise contemplated by this Agreement) in accordance with sound financial policies and procedures.

If the Association conducts activities that are outside the scope of this Agreement, the Association will maintain separate records regarding the other income, expenses, operations or business of the Association.

(d) Financial Statements

The Association will provide audited financial statements for each Fiscal Year within the earlier of: (i) one week after the audited Financial Statements have been presented to the membership of the Association at its Annual General Meeting, or (ii) within 180 days of the completion of the Association's Fiscal Year. The Association will post audited financial statements online in a prominent location on the Association's website to report on any Facility-Generated Revenue, grants, donations, bequests, and fundraising and membership-fee revenue. The statements will include reports on savings, statement of Surplus Revenue, expenditures, expenditures of Surplus Revenue, transfers to foundations or other organizations and revenue generated in respect of Licensed Childcare that is processed outside of the Registration System.

Within 30 days of a request by the Park Board, the Association shall provide to the Park Board an accounting of the Association's income, expenditures and account balances for the last Fiscal Year, or such other period of time as specified in the request.

Notwithstanding the foregoing, the Park Board may audit the Association's books, financial records and accounts regarding operations at the Jointly Operated Facilities upon request at any time and with reasonable notice.

(e) Surplus Revenue

Prior to the end of the first year of the Term, the Association will develop a plan to spend its Surplus Revenue and will update that plan on an annual basis to reflect amounts actually spent in the past year, use of funds, the current balance of Surplus Revenue and any revised plans for future spending of the Surplus Revenue. The Association will make its plan publically available and will post its plan and all updates online in a prominent location on the Association's website. As part of this plan, the Park Board acknowledges and agrees that the Association may allocate up to a total of 3 months operating costs, or \$300,000, whichever is greater, as an operating contingency that may be retained by the Association and carried forward (on a non-cumulative basis). Any funds allocated as operating contingency are subject to the terms of Section 14.1(c). The Association will use its best efforts to execute on its plan and shall make expenditures of Surplus Revenue in accordance with the plan, as it is updated from time to time. Subject to the foregoing, the Association agrees that Surplus Revenue may only be spent on physical improvements to or capital projects within the Community Centre Network or for the direct provision of Programming or services to the public at or from the Jointly Operated Facilities.

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The Association acknowledges and agrees that the buildings and Fixtures comprising the Entire Facility are and will continue to be owned by the City and Park Board, notwithstanding any contribution of funds (including Surplus Revenue and grant revenue) by the Association.

14.4 Grants

The Association may, at their discretion, apply for grants from third parties or the City for initiatives. If the grant application is in respect of an activity or program that will be conducted at or from the Jointly Operated Facilities, the grant application, administration, and oversight must be done in collaboration with the Recreation Supervisor and with support of Park Board staff. All new programs and/or capital projects at or through the Jointly Operated Facilities, including those funded by grants, require the prior review and written approval of the Park Board for indemnity purposes pursuant to the Indemnity Agreement.

Where required, Park Board staff will receive training in evaluation methods and grant writing in order to provide support to the Association for grant applications.

If the Park Board receives information about grant programs offered by other government bodies, it will provide that information to the Association to support the Association's initiatives.

All grant revenue will be paid to the Association without any deduction by the Park Board or as otherwise expressly agreed to by the parties in advance, unless grant revenue is processed through the Registration System, in which case the grant revenue will be subject to Authorized Deductions.

14.5 Community Centre Investment Fund

(a) Payment to Community Centre Investment Fund

The Association will provide an annual payment to the Community Centre Investment Fund in an amount equivalent to a percentage of the Association's gross prior year Facility-Generated Revenue and any gross revenue generated in respect of Licensed Childcare that is processed outside of the Registration System. Notwithstanding the foregoing, the Association will not be required to make any payment to the Community Centre Investment Fund in respect of revenue generated from Programming and services at Satellite Locations offered independently by the Association without the involvement or assistance of the Park Board or Park Board Personnel.

The Association will pay its annual payment to the Park Board within 3 months of the end of the Association's Fiscal Year. The percentage applicable for each year of the Term shall be as set out in the following table:

Year of Term	Percentage of Gross Revenue for Payment
1	0%
2	1%
3	2%
4	2%
5	2%
Renewal Terms	2%, or such greater amount as may be agreed to prior to a Renewal Term in accordance with Section 3.2.

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The purpose of the Community Centre Investment Fund is to facilitate reinvestment in the Community Centre Network to achieve the Public Policy goals of the Park Board and/or increase equity across the Community Centre Network. The Community Centre Investment Fund will not be used to finance capital projects or provide supplemental funds to the budget of the Park Board.

In situations of financial hardship, the Association may request that the Park Board permit a partial or total exemption from that year's payment to the Community Centre Investment Fund. The Park Board will have the right to review the Association's books of account and other related financial information to assess claims of financial hardship. For the purposes of this Section, "financial hardship" shall mean when an Association has encountered unforeseen circumstances which have strained the Association's financial capacity such that payment to the Community Centre Investment Fund by the Association will:

- (i) result in the Association being unable to pay its normal and reasonable operating expenses and compromise the ability of the Association to provide Programming and services at the Jointly Operated Facilities; or
 - (ii) otherwise reasonably be seen to create a threat to the viability of the Association.
- (b) **Allocation of Community Centre Investment Fund**

The Community Centre Investment Fund will be held by the Park Board and the funds will be allocated exclusively to achieve Public Policy goals within the Community Centre Network, including by enhancing access to, quantity and/or quality of Programming and services delivered throughout the Community Centre Network or to increase equity across the Community Centre Network.

The Park Board will consider any Input provided by the CCAs regarding the use of the Community Centre Investment Fund, but in all instances the Park Board will retain decision-making authority.

The Park Board will prepare an annual report describing the use and allocation of the Community Centre Investment Fund and related outcomes, and will make the report public.

14.6 Insurance

The Association, at its sole cost and expense, will ensure all Association directors and officers maintain director and officers' liability insurance, including coverage for employer liability where available, and shall provide proof to the City or Park Board upon request.

The Association agrees to obtain, maintain and pay for, for the entire duration of the Term, Employment Practices Liability coverage, with the City and Park Board as an additional named insured, and provide evidence of this coverage to the Park Board. Insurance coverage must be appropriate to the circumstances and acceptable to the Park Board and/or City, acting reasonably. If the requirements for insurance coverage change during the Term, the City and/or Park Board will provide reasonable notice to the Association of the amended insurance coverage requirements, and the Association shall ensure its coverage meets the amended requirements, as applicable.

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14.7 Miscellaneous Operations

Subject to any written agreement between the parties, any and all parking revenue collected at the Entire Facility shall be for the sole benefit of the Park Board.

The revenue from any new commercial operation or concession at the Jointly Operated Facilities shall be allocated to the Park Board; however, the Park Board will discuss the new arrangement with the Association to consider a different allocation of revenue on a case by case basis. The revenue allocation for all commercial operations and concessions existing as of the Effective Date shall be in accordance with the practices detailed in Appendix C.

15. COMMUNICATIONS AND PLANNING

15.1 Communications Between Parties

All communications between the parties shall be respectful and constructive and will be in line with the parties' acknowledgement and respect of their distinct roles and shared objectives.

The Park Board and Association shall maintain regular communications regarding the operation of the Jointly Operated Facilities, provision of Programming and the roles and responsibilities of each party under this Agreement, including through regular meetings between Park Board staff and the Association. In addition to regular meetings, the parties will participate in the System-wide Planning Sessions described below.

The Park Board will advise the Association in a reasonable timeframe of any plans, including building repair or maintenance projects, which may impact the use of or access to the Jointly Operated Facilities. Except in the case of an emergency, the Park Board will provide reasonable advance notice in writing to the Association when such a disruption is likely. The Park Board will use reasonable efforts to minimize the adverse effects of any such plans.

15.2 System-wide Planning and Communication Sessions

To facilitate system-wide planning, communication and outcomes measurement across the Community Centre Network the Park Board and representation from all CCAs will meet a minimum of twice annually (each, a "**System-wide Planning Session**"). The System-wide Planning Sessions will be scheduled by the Park Board and the Park Board will use reasonable efforts to select dates that work for the greatest number of CCA representatives. The Park Board will give a minimum of 30 days' notice of a date that is selected for a planning session. If a director of a CCA is not able to attend, they will select a suitable delegate to attend the applicable System-wide Planning Session.

The System-wide Planning Sessions will be used to review or develop proposed Park Board policies that affect the Community Centre Network, share research and demographic information conducted by any of the parties that is relevant to the Community Centre Network, review or conduct capital planning, hold governance training sessions, discuss and consider any changes to this Agreement prior to a Renewal Term, and address any other topics that are of interest to the CCAs or the Park Board. Topics for discussion may be proposed by the Park Board or any of the CCAs. The System-wide Planning Sessions will be focused on topics that are applicable system-wide to the Community Centre Network. Issues that are specific to a particular facility (e.g., facility maintenance and upgrades, marketing and communication plans, and staff training) are not appropriate for discussion at the System-wide Planning

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Sessions and will be addressed locally with the respective Recreation Supervisor and respective individual Association, as is currently the practice.

The System-wide Planning Sessions are not intended to replace Park Board participation in other regular meetings with the Association.

System-wide Planning Sessions may be held more than twice annually if agreed to by the Park Board and the majority of the CCAs.

16. INFORMATION AND BUSINESS SYSTEMS, TECHNOLOGY & TELECOMMUNICATIONS

16.1 Registration System

The Association acknowledges and agrees that a common recreation and registration management system which is designated, owned and operated by the City/Park Board will be exclusively used for all administrative functions at or related to the Jointly Operated Facilities and that no other system may be used for those functions. Administrative functions include processing, recording and storing all Programming, registration and rental information, preparing instructor contracts, processing and recording all payments for Centrally Processed Revenue, customer account inquiries and providing front desk and customer service. Payment in all forms will be processed through the Registration System. The Registration System may also be used to process donations, Association memberships, fundraising revenue, bequests and/or grants at the election of the Association. All transaction processed using the Registration System will be subject to Authorized Deductions.

The Registration System will be used to generate reports that detail all funds received, payment information, registration statistics, and provide information for measuring program performance. The reports will be generated on a schedule agreed to by the parties and will be made available to both the Association and the Park Board. The Association will also have direct access to other information from the Registration System relating to Association programs/services and membership. The Park Board will conduct regular reviews of the Registration System for accuracy.

As required, the Park Board will meet with the Association to resolve non-technical issues regarding the Registration System and will provide or seek technical support as required.

At the election of the Association, the Park Board will work with the Association to develop and implement a new process to secure rental and damage deposits so that deposits may be secured with a credit card or cheque on file and not be processed through the Registration System such that transaction fees are avoided for refundable deposits.

The Registration System in use as of the Effective Date is “Activenet”, a recreation management software provided by by Active Network Ltd. (“ActiveNet”). The Park Board and the CCAs have agreed to more specific details regarding the use of Activenet, which are detailed in Appendix D to this Agreement.

16.2 Ownership of Systems

All information technology software, business systems, hardware, data, wireless hardware and software, information technology infrastructure, and telecommunications equipment installed or utilized in the Entire Facility with connection to City Networks (collectively, the “IT

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Assets”) will be owned, supplied, managed, maintained and repaired by the City on behalf of the Park Board.

If the Association wishes to install any Association-owned software on City or Park Board computers, it must first obtain the prior written approval of the Park Board and, if such software will connect to the City Network, the prior approval of the City IT department.

The Association may purchase its own computer equipment, provided that the Association equipment is not connected to the City Networks or other internet service, except for City public wifi, or used for any business function associated with the Jointly Operated Facilities, and all uses must comply with the terms of this Agreement. The Association will be responsible for all maintenance, repair and replacement of its own equipment.

16.3 Security Systems

All existing or future surveillance systems, security systems and security monitoring will be the sole responsibility of the Park Board. The Association may not install any surveillance, security or monitoring systems or technology in the Jointly Operated Facilities or Common Spaces.

16.4 Management of Data

Both parties acknowledge the unique nature of their relationship and operations at the Jointly Operated Facilities and commit to the cooperative and proper joint management of data and personal information obtained through the operations contemplated by this Agreement. The parties acknowledge and agree that that all data and other personal information collected in the course of their operations at or from the Jointly Operated Facilities or otherwise administered using IT Assets will be managed in compliance with all Applicable Laws and will only be used for the original intent for which it was collected.

16.5 Use of Business Systems and Information Technology

The parties use of the IT Assets, including the Registration System, will be subject to the following conditions:

- (a) **Applicable Laws:** Usage of all IT Assets must be in compliance with Applicable Laws including, for greater certainty, all privacy legislation and the *Freedom of Information and Protection of Privacy Act* (FOIPPA), RSBC 1996 c. 165, as such laws may be amended or replaced from time to time;
- (b) **Security:** Usage of all IT Assets will be in accordance with City information technology security policies and standards;
- (c) **PCI:** All IT Assets will be maintained in compliance with the current Payment Card Industry (PCI) standards, as applicable;
- (d) **Access Rights:** Network and software access will be granted in accordance with City information technology Identity Management, network access, and applications access policies and standards; and
- (e) **Hardware:** Usage of information technology hardware will be in accordance with City information technology “acceptable use” policy,

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as all such policies and standards may be amended or replaced from time to time.

17. OWNERSHIP OF COMMUNITY CENTRE ASSETS

17.1 Community Centre Facility

The Association acknowledges and agrees that the City is the sole owner of the Entire Facility, including the Jointly Operated Facilities. The City is also the sole owner of all other improvements and Fixtures, unless otherwise agreed to by the parties in writing. Jurisdiction for managing the Entire Facility resides with the Vancouver Park Board. The Association acknowledges and agrees that it has no interest, right or title in the Entire Facility and, except for the rights expressly granted to the Association under this Agreement for the Term, it has no independent license, lease or other right to occupy the Entire Facility, now or in the future, whether written or implied.

The Association further acknowledges and agrees that no licence, lease or other right to occupy all or any portion of the Entire Facility will arise or has arisen by virtue of the Association's occupation or operations at all or any part of the Entire Facility, including the Jointly Operated Facilities, or by the past or future conduct of the parties and that any past or future funds contributed by the Association towards the Jointly Operated Facilities or any other infrastructure comprising the Entire Facility, including towards the base building, building additions, capital infrastructure or improvements to the Lands, do not give rise to any interest, right or title in all or any portion of the Entire Facility in favour of the Association. All rights of the Association for the use of or access to the Jointly Operated Facilities and Common Spaces arise solely under this Agreement.

Other than items that are agreed to be Association Equipment, all items that are purchased by the Association for the Jointly Operated Facilities or Common Spaces shall be for the benefit of the Entire Facility and are being contributed as an unconditional and irrevocable donation to the Park Board and the City for the purposes of enhancing the Entire Facility. The Association will remain as the owner of all the Association Equipment, as such inventory is updated from time to time.

[FOR LEASED CENTRES ONLY -THE FOLLOWING PARAGRAPH WILL BE INCLUDED IN THE JOA INSTEAD OF THE FOREGOING]

The Association acknowledges and agrees that the Park Board is the sole lessee of the Entire Facility, including the Jointly Operated Facilities pursuant to the lease dated ____, between ____ and ____ (the "Lease"). Ownership of the Entire Facility is in accordance with the Lease and the Park Board is the sole beneficiary of any ownership and lease rights pursuant to the Lease. To the extent permitted under the Lease, the Park Board/City is also the sole owner of all other improvements and Fixtures, unless otherwise agreed to by the parties in writing. Jurisdiction for managing the Entire Facility resides with the Vancouver Park Board. The Association acknowledges and agrees that it has no interest, right or title in all or any portion of the Entire Facility or the Lease and, except for the rights expressly granted to the Association under this Agreement for the Term, it has no licenses, leases or other right to occupy the Jointly Operated Facilities, now or in the future, whether written or implied.

The Association further acknowledges and agrees that no licence, lease, sub-lease or other right to occupy all or any portion of the Entire Facility will arise or has arisen by virtue of the Association's occupation or operations at all or any part of the Entire Facility, including Jointly

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Operated Facilities, or by the past or future conduct of the parties and that any past or future funds contributed by the Association towards the Jointly Operated Facilities or any other infrastructure comprising the Entire Facility, including towards the base building, building additions, capital infrastructure or improvements to the Lands, do not give rise to any interest, right or title in all or any portion of the Entire Facility or the Lease in favour of the Association. All rights of the Association for the use of or access to the Jointly Operated Facilities and Common Spaces arise solely under this Agreement.

Other than items that are agreed to be Association Equipment, all items that are purchased by the Association for the Jointly Operated Facilities or Common Spaces are for the benefit of the Entire Facility and are being contributed as an unconditional and irrevocable donation for the purposes of enhancing the Entire Facility, and the ownership of such items will be determined by the Park Board in accordance with the Lease. The Association will remain as the owner of all the Association Equipment, as such inventory is updated from time to time.

17.2 Equipment and Assets

The Park Board acknowledges and agrees that the Association is the owner of personal property other than Fixtures and easily removable equipment that were donated to the Association or purchased 100% by the Association using funds at its disposal or which were directed to the Association, unless the parties have agreed otherwise in writing (“Association Equipment”). The Park Board and the Association will create and maintain an up to date inventory of Association Equipment, and any changes, additions or deletions to the inventory must be agreed to by the Association and the Park Board. Disagreements on the ownership of an item will be resolved using the dispute resolution process set out in Section 18.

Other than Association Equipment, or any equipment or assets that were purchased by an affiliated group, 3rd party contractor or arms-length leasing party, as of the Effective Date, the parties agree that all property and equipment located in or at the Entire Facility is owned by the Park Board and/or the City.

18. DISPUTE RESOLUTION

18.1 Dispute Resolution Process

It is the belief of both parties that issues should be ideally resolved constructively at the local community centre level. All disputes between the Association and the Park Board must first be discussed by the Recreation Supervisor and/or the Manager of the Jointly Operated Facilities and Association representatives who will attempt to resolve the dispute in a respectful and constructive manner.

If disputes cannot be resolved at the local level within fifteen (15) business days of the matter first being raised in writing or in person, then either party may refer the dispute to the Director of Recreation and the Association representative for further discussion and attempt at a resolution.

If the dispute is not resolved by the Director of Recreation and Association representatives within another fifteen (15) business days of when the issue was raised to the Director of Recreation, then either party may refer the dispute to the General Manager of the Park Board for further discussion and the parties will attempt to resolve the dispute. If a dispute is referred to the General Manager, the Association and Park Board management staff must each

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submit a written summary of the dispute to the General Manager, including all relevant facts and any applicable policies, prior to the dispute being reviewed.

If discussions between the Park Board and Association do not resolve the dispute within thirty (30) business days of the General Manager's receipt of the written summaries of the matter, then:

- A. for matters subject to arbitration, the dispute may be resolved by binding arbitration at the election of either of the parties, pursuant to Section 18.2. If agreed to by the parties, the parties may also decide to refer any arbitral issues to mediation or another form of dispute resolution before pursuing arbitration; and
- B. for matters not subject to arbitration, the dispute may be referred to the Park Board Commissioners for further consideration and a final decision. The Park Board Commissioners will render a decision within 2 months of the dispute being referred and receipt of the written summaries of the matter.

The parties agree that the following matters are not subject to arbitration:

- (a) matters under the sole jurisdiction of the Park Board, including:
 - (i) policies and standards established by the Park Board or the City, including Public Policy, provided such policies and standards do not directly contradict the express terms of this Agreement; and
 - (ii) allocation of Park Board budgets and resources;
- (b) compliance with Applicable Laws and corporate policies; and
- (c) the ownership of the Entire Facility, including the Jointly Operated Facilities.

18.2 Arbitration

All disputes subject to arbitration under this Agreement, including disputes concerning the interpretation of this Agreement and accounting and payment disputes, may, at the election of either of the parties, be referred to and finally resolved by binding arbitration. Matters to be resolved by arbitration will be subject to arbitration in accordance with the *Arbitration Act*, R.S.B.C. 1996, c. 55. Unless the parties otherwise agree in writing, the dispute will be referred to and finally resolved by arbitration administered by the British Columbia International Commercial Arbitration Centre, pursuant to its Rules for the conduct of domestic commercial arbitrations. The place of arbitration shall be Vancouver, BC. The arbitration will be conducted before a single arbitrator and shall be final resolution for the matter being referred. The administrative fees for the arbitration and the arbitrator's fees and expenses (collectively, the "Arbitration Fees") will be split equally between the Park Board and Association but the ultimate allocation of Arbitration Fees between the parties will be determined by the arbitrator in apportioning costs between the parties at the conclusion of the arbitration.

19. BRAND AND BRAND PROTECTION

The parties acknowledge that they are cooperating to provide valuable services to the public, and that the reputation and public image of both the Park Board and the Association is important to both parties. To ensure the integrity of this Agreement, the parties agree to respect each other's brand and public image and to communicate about each other in a constructive and respectful way in all public materials or forums.

Programming materials (such as the program brochure for the Jointly Operated Facilities) and all signage at the Jointly Operated Facilities will be co-branded and feature the logos of both the Park Board and the Association.

20. CHANGES TO JOINTLY OPERATED FACILITIES

20.1 Additions to Entire Facility

If additions or renovations adding space are made to the Entire Facility, and the new space is to be used for purposes consistent with the scope and offerings of the existing Programming provided by the Association, then this Agreement will be amended as required to include the new space within the scope of the Jointly Operated Facilities. Notwithstanding the foregoing, if the Association is or has been in sustained breach of this Agreement or if the Park Board holds reasonable concerns regarding the Association's ability to operate the new space in a safe, professional and compliant manner, then the new space will not be automatically included in the scope of Jointly Operated Facilities and the Park Board may elect to operate the new space itself or with the assistance or another partner organization.

If, at any time during the Term or any renewal term, other major changes are made to the Jointly Operated Facilities or Common Spaces, such as the addition of significant new facilities (such as a café or concession), or additions or renovations adding space that is to be used for purposes that are not consistent with the the scope and offerings of the Association's existing Programming or services, then the parties will negotiate an amendment to this Agreement to clarify the roles and responsibilities of the parties with respect to the new facilities. The final decision with respect to any new facilities or space will rest with the Park Board.

20.2 Reduction in Jointly Operated Facilities

If, during the Term, any space in the Jointly Operated Facilities needs to be closed for reasons of safety (for example, removal of asbestos) or is unused by the Association for the purposes contemplated under this Agreement for a sustained period, then such space may be removed from the scope of the Jointly Operated Facilities, as identified in Appendix A.

20.3 Replacement of Jointly Operated Facilities

If, during the Term, the Jointly Operated Facilities are to be closed and directly replaced with another facility, and the new facility is to be used for purposes consistent with the scope and offerings of the existing Programming provided by the Association, then this Agreement will be amended to contemplate any changes to the operations at the new facility and the term shall continue unaffected. Prior to the closure of the Jointly Operated Facilities, the Park Board and Association will discuss the arrangements for the new or replacement facility and enter into a modification to this Agreement to addresses any changes to the facilities or the operating arrangements.

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Notwithstanding the foregoing, if the Association is or has been in sustained breach of this Agreement or if the Park Board holds reasonable concerns regarding the Association's ability to operate all or any component of the replacement facility space in a safe, professional and compliant manner, then the Park Board may elect to terminate this Agreement and not extend this Agreement to all or any portion of the replacement facility.

20.4 Closure of Jointly Operated Facilities

If, during the Term, the Jointly Operated Facilities are closed *[or the Lease is terminated]* then this Agreement will terminate and any remaining term shall expire.

[If the facility is leased by the Park Board, the following section 20.5 is to be included]

20.5 Renewal and Termination of Lease

The Association acknowledges that the Jointly Operated Facilities are leased by the Park Board from _____ pursuant to the Lease and that, if the Lease is terminated this Agreement will terminate, and any remaining Term of this Agreement shall expire, on the day that is one day prior to the date that the Lease is to terminate. The Association further acknowledges and agrees that the Park Board has no obligation to renew the Lease, extend the term of the Lease or enter into a new lease for the Jointly Operated Facilities (or replacement facilities) and that, if maintaining the Lease becomes financially unfeasible for the Park Board, the Park Board may terminate the Lease in accordance with the provisions of the Lease.

21. TERMINATION OR NON-RENEWAL

21.1 Breach by Association and Park Board's Right to Terminate

In addition to the Park Board's rights of termination or non-renewal set out in Sections 3.2, 20.3, 20.4 and 20.5, the Park Board may terminate this Agreement with a minimum of 90 days prior written notice in the event of a sustained, material, un-remedied breach of this Agreement by the Association; provided that, the right to terminate will be subject to the following:

- (a) the termination notice must specify the breach in reasonable detail;
- (b) the Association will have a cure period of 60 days to remedy the breach, except in the case of emergency, in which case a shorter cure period may be specified. In the event of emergency, the Park Board may take reasonable action to cure the breach on behalf of the Association at the expiry of the notice period, or sooner as may be specified in the notice of breach;
- (c) the Association must make reasonable and diligent efforts to resolve the breach in a manner satisfactory to the Park Board in a timely manner;
- (d) If the Association does not satisfactorily remedy the breach in the cure period, the notice to terminate will be deemed effective and the Agreement will automatically terminate at the end of the 90 day notice period; provided that, if more than 60 days is required to remedy the breach (using reasonable resources and acting diligently), then the Association will not be considered to be in breach after 60 days (except in the case

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of emergency) if, immediately after receiving the notice of breach, the Association commenced the remedy of the breach, immediately notifies the Park Board of the steps it will take to remedy the breach, and has proceeded to diligently and continuously remedy the breach so that the breach is cured as soon as reasonably possible; and

- (e) If the Association fails to continuously and diligently work towards resolving the breach, the Park Board may terminate this Agreement with no further notice required.

If the Association disagrees that the action or event specified in the notice constitutes a material breach of the Agreement, the Association may invoke the dispute resolution mechanism. If the alleged breach is of a serious nature, in the reasonable opinion of the Park Board, the Park Board may elect to expedite the dispute resolution mechanism and refer the dispute directly to the Park Board General Manager or arbitration, if applicable.

For the purposes of this Agreement, “material breach” of the Association shall include failure of the Association to comply with Public Policy, breach of Applicable Laws, fraudulent conduct, misappropriation of funds, financial wrongdoing or criminal activity on the part of the Association, use of funds for purposes not permitted under this Agreement, sustained failure of the Association to provide financial information required under this Agreement, discrimination or human rights violations on the part of the Association or any conduct by the Association which is directed against the public interest.

In the event of termination of this Agreement, all outstanding payments between the parties will become immediately due and payable and subject to withholding, and the parties will work cooperatively to transition operations to the Park Board or its designate to ensure minimal disruption to the public.

21.2 Breach by Park Board and Association’s Right to Terminate

In addition to the Association’s rights of non-renewal set out in Section 3.2, the Association may terminate this Agreement with a minimum of 90 days prior written notice in the event of a sustained breach of this Agreement by the Park Board.

If the Association considers the Park Board to be in breach of this Agreement at any time, the Association must provide a notice to specify the breach in reasonable detail. The Park Board will use reasonable and diligent efforts to resolve any breach of this Agreement in a timely manner. If the Park Board does not satisfactorily remedy the breach within 60 days, the Association may terminate this Agreement at the end of the notice period for termination (if notice of termination was provided). In the event of termination of this Agreement, all outstanding payments between the parties will become immediately due and payable and subject to withholding, and the parties will work cooperatively to transition operations to ensure minimal disruption to the public.

22. NOTICES

Any notice, approval or request required or permitted to be given under this Agreement shall be in writing and may be given by delivering such notice, approval or request to a representative of the party for whom it is intended or by mailing such notice, approval or request by prepaid registered mail from any post office in British Columbia:

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(a) to the Park Board:

Board of Parks and Recreation
 2099 Beach Avenue
 Vancouver, British Columbia
 V6G 1Z4
 Email: _____

Attention: General Manager

(b) to the Association:

[Insert contact details]

Attention: President

or at such other address as the parties may from time to time advise by notice in writing. Any such notice, approval or request shall be deemed to have been received on the date of delivery of such notice, approval or request or, on the third business day next following the date of such mailing if mailed as aforesaid, provided that if mailed should there be, between mailing and the actual receipt of such notice, approval or request, a mail strike, slowdown or other labour dispute which might affect the delivery of such notice, approval or request, such notice, approval or request shall only be effective if actually delivered.

23. TERMINATION OF PRIOR JOA

The Association and the Park Board hereby acknowledge and agree that this Agreement replaces the Prior JOA, and the Prior JOA is hereby terminated with effect on the Effective Date, and shall be of no force and effect from and after the Effective Date.

24. MISCELLANEOUS

24.1 Governing Laws

This Agreement, regardless of where executed or performed, will be governed by and construed in accordance with the laws of the Province of British Columbia.

24.2 Enurement

This Agreement shall enure to the benefit of and be binding upon the Park Board and the Association and their respective successors and permitted assigns.

24.3 Severability

All the obligations and covenants contained in this Agreement are severable, so that if any one or more of the obligations or covenants are held by or declared by a court of competent jurisdiction to be void or unenforceable, the balance of the obligations and covenants shall remain and be binding.

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24.4 Non-Derogation

Nothing contained or implied in this Agreement will derogate from the obligations of the Association under any other agreement with the City or the Park Board or, prejudice or affect the City or Park Board's rights, powers, duties or obligations in the exercise of its functions pursuant to the *Vancouver Charter* as amended from time to time and the rights, powers, duties and obligations of the City and Park Board under all public and private statutes, by-laws, orders and regulations, which may be as fully and effectively exercised in relation to the Jointly Operated Facilities as if this Agreement had not been executed and delivered by the Association and the Park Board.

24.5 Time of the Essence

Time shall be of the essence of this Agreement.

24.6 Captions

The captions and headings throughout this Agreement are for convenience and reference only and the words and phrases contained therein shall in no way be held or deemed to define, limit, describe, explain, modify, amplify or add to the interpretation, construction or meaning of any provision of or the scope or intent of this Agreement nor in any way affect this Agreement.

24.7 Interpretation

Words importing the singular will include the plural and vice versa, and words importing gender will include the masculine, feminine and neutral genders.

24.8 Waiver

The parties acknowledges and agrees that no failure by either party to exercise and no delay in exercising any right or powers of enforcement under this Agreement by either party shall operate as a waiver thereof. The remedies herein provided shall be cumulative and not exclusive of any other remedies provided by law or equity.

24.9 Entire Agreement

This Agreement constitutes the entire agreement and understanding between the parties hereto with respect to the subject matter hereof, and supersedes all previous communications, representations and agreements, whether oral or written, with respect to the subject matter hereof. All amendments to this Agreement must be made in writing and signed by both parties. For greater certainty, the parties acknowledge and agree that the Indemnity Agreement continues to be in full force and effect, subject to the terms and conditions of that agreement, and has not been modified in any way by this Agreement.

24.10 Assignment

The Association shall not assign its rights or obligations hereunder without the prior written consent of the Park Board, which consent may be withheld in the sole discretion of the Park Board.

24.11 Independent Legal Advice

Each of the parties acknowledge that they have been advised to obtain and have been afforded sufficient opportunity to obtain independent legal advice prior to entering into this Agreement.

24.12 Collective Agreements

The Association acknowledges and agrees that nothing in this Agreement supersedes any duties and responsibilities of the Park Board or the City under any and all collective agreements with trade unions certified to represent employees of the Park Board/City.

24.13 City as Public Body

The parties to this Agreement each acknowledge that the City is subject to the provisions of the *Freedom of Information and Protection of Privacy Act* (British Columbia), as the same may be amended or superseded from time to time ("FOIPPA") and that as a public body under FOIPPA, the City may be requested to disclose confidential information provided to it by the Association and other CCAs, including budgets and records of revenue and expenses. The Association agrees that any such disclosure by the City will not constitute a breach of the City's obligations hereunder.

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24.14 Permanent Public Park

Notwithstanding anything contained in this Agreement, if the Jointly Operated Facilities are part of a permanent public park within the meaning of section 490 of the *Vancouver Charter*, S.B.C. 1953, C. 55, as amended, and ceases to be part of such a permanent public park pursuant to section 488 of the *Vancouver Charter*, then this Agreement and the licence granted hereunder will be terminable at the option of the Park Board but all obligations of the Association up to the date of any such termination will survive such termination. Upon termination pursuant to this Section, at the option of the Association and subject to any required approval of Vancouver City Council or the Park Board, the Park Board shall enter into a separate licence agreement with the Association on the same terms and conditions of this Agreement for the remaining balance of the Term.

TO EVIDENCE THIS AGREEMENT the authorized signatories of each of the parties have executed this Agreement to be effective as of the Effective Date.

CITY OF VANCOUVER as represented by its
BOARD OF PARKS AND RECREATION
 by its authorized signatory:

 Signature

 Print Name and Title

[ASSOCIATION]
 by its authorized signatories:

 Signature

 Print Name and Title

 Signature

 Print Name and Title

Approved by resolution of the Board of Parks and Recreation on <📅 insert date>.

APPENDIX A

Jointly Operated Facilities

[List of rooms/ areas included in the Jointly Operated Facilities to be inserted]

Common Spaces will continue to be used jointly by the parties in accordance with current practices.

The Park Board and the Association acknowledge and agree that, from time to time, Common Spaces such as hallways may be used for registration, ticket sales, informal recreation activity, special events, informal meeting and socialization areas and program participant assembly. Furthermore, these Common Spaces may host art displays, art sales and performance installations, provided they do not interfere with the accessibility, safety and proper functioning of the Entire Facility. Common Spaces frequently host showcases, commemoration plaques and art installations including secure display cases such as award cases and art display cases. Common Spaces can host vending machines, seasonal displays, community bulletin boards, marketing materials and brochure racks. The definition of “Common Spaces” does not preclude that space from being programmed or booked in some circumstances, if appropriate.

APPENDIX B**Access Policy**

Policy for public access to the Jointly Operated Facilities is set by the Park Board. The current policy, which may be amended or updated from time to time through the Term of this Agreement at the discretion of the Park Board, is set out below.

OneCard

- OneCards issued from the Jointly Operated Facilities will be co-branded with the Park Board logo and Association logo and all access and use products (i.e. Flexipass, LAP, etc.) will be loaded on to a user's OneCard.

Flexipass

- The Association will accept Flexipasses loaded onto the OneCard at the Association - run fitness centre.
- The Park Board will provide a share of Flexipass revenue to the CCA as per the reimbursement rates provided in Appendix 1 attached. The reimbursement rates will be reviewed in the first year of the joint operating agreement.
- The Association may continue to sell their own products (eg. fitness centre cards), but will not require their products to be used.

Leisure Access Program

- The Association will accept the Leisure Access Program ("LAP") passes (for fitness and all Programming) loaded onto OneCards of residents approved by the Park Board.
- The Park Board will accept LAP for swimming, skating and fitness programs and other Park Board services, as determined by the Park Board.
- The current LAP subsidy consists of:
 - 50% off the daily Park Board drop-in fee for all fitness centres and 50% off the adult Flexipass rate for all fitness centres; and
 - 50% off the Programming rate for one program per person, per season, per centre so long as a program's minimum registration is met;
- The LAP does not apply to private lessons, special events, or Licensed Childcare.
- The LAP does not preclude other subsidy programs.
- The Park Board agrees to financially compensate the Association for any registration in excess of the current LAP subsidy listed above.

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Reimbursement to CCA for Flexipass Use at CCA-Run Fitness Centre

The Park Board collects the revenue when a pass is purchased. Each time the card is used at a CCA-run fitness centre, the below amounts will be reimbursed to the applicable CCA, notwithstanding any discounts that the Park Board may have applied to the purchase of the Flexipass.

ADULT	10 visit	1 month	3 months	12 months
Adult Prices as per Vancouver.ca May 2016	\$46.86	\$45.28	\$120.05	\$382.67
Cost per use assuming pass used every day		\$1.51	\$1.33	\$1.05
Cost per use assuming pass used every other day		\$3.02	\$2.67	\$2.10
Cost per use assuming pass used every other three days		\$4.53	\$4.00	\$3.15
Reimbursement amount per use (average)	\$4.69	\$3.02	\$2.67	\$2.10

YOUTH	10 visit	1 month	3 months	12 months
Youth Prices as per Vancouver.ca (May 2016)	\$33.52	\$31.70	\$84.05	\$267.86
Cost per use assuming pass used every day		\$1.06	\$0.93	\$0.73
Cost per use assuming pass used every other day		\$2.11	\$1.87	\$1.47
Cost per use assuming pass used every other three days		\$3.17	\$2.80	\$ 2.20
Reimbursement amount per use (average)	\$3.35	\$2.11	\$1.87	\$1.47

SENIOR	10 visit	1 month	3 months	12 months
Senior Prices as per Vancouver.ca (May 2016)	\$33.52	\$31.70	\$84.05	\$267.86
Cost per use assuming pass used every day		\$1.06	\$0.93	\$0.73
Cost per use assuming pass used every other day		\$2.11	\$1.87	\$1.47
Cost per use assuming pass used every other three days		\$3.17	\$2.80	\$2.20
Reimbursement amount per use (average)	\$3.35	\$2.11	\$1.87	\$1.47

- The methodology used for calculating the “cost per use” above is as follows:
 - (1) divide the price of the pass by the number of days (30 days/month, 90 days/3 months, 365 days per year), then
 - (2) multiply the result by the assumed frequency of use (daily, every other day, every three days).
- The “reimbursement amount per use (average)” is an average of the three cost per use calculations above.
- The reimbursement amounts will increase as the price of the pass increases using the associated calculations as outlined above.
- If there is a new pass offered (i.e., 2 month, 2 years, etc.) the above formula will apply.

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CCAs operating a CCA run fitness centre retain the right to continue to sell passes to access their site specific fitness centre. Prices of these passes will continue to be set by the CCA.

Park Board agrees to the following:

- Reimbursement rates for LAC usage are at a 50% discount from the above rates.
- Reimbursement rates and the above transactional fees will apply exclusively to CCA-run fitness centres.
- Association-run fitness centre usage passes will not be called Flexipasses.
- Reimbursement and usage reporting is conducted on a quarterly basis by the Park Board.

APPENDIX C

Issues and Financial Matters Specific to Association

[to be inserted]

APPENDIX D

Operational Details for ActiveNet

The parties agree the ActiveNet will be used at the Jointly Operated Facilities in accordance with the following practices:

- (a) ActiveNet will be used at the Jointly Operated Facilities for administrative functions, including to process, record, and store registration information for Programming, to process and record payments of Centrally Processed Revenue, customer account inquiries, and front desk and customer service administration. The functions and modules currently processed through ActiveNet (and previously processed through the Safari system) will continue to be processed through ActiveNet, consistent with the existing practices of the parties;
- (b) the City/Park Board will collect Centrally Processed Revenue on behalf of the Association through ActiveNet;
- (c) payment in all forms (cheques, cash, credit, debit) for Programming, services, rentals, childcare, memberships and any other activity provided by the Associations and administered with the support of Park Board or City staff will continue to be processed through ActiveNet, as is currently the case;
- (d) the Park Board/City will remit the Centrally Processed Revenue to the Association, subject only to Authorized Deductions, on the current bi-weekly schedule of payments unless a different schedule of payments is agreed to by the parties;
- (e) except for the Authorized Deductions, the Park Board/City will not withhold payment of any Centrally Processed Revenue to the Association through ActiveNet for any reason without the Association's written consent;
- (f) within the limits of ActiveNet functionality, the City/Park Board will provide to or make available to the Association timely ActiveNet reports on Centrally Processed Revenue, payments, deductions, refunds, and taxes by providing ActiveNet logins and training to Association and/or by scheduling reports to be automatically sent to Association;
- (g) the Association will meet with the Park Board and/or City to resolve non-technical issues within 15 business days of a request by the Park Board;
- (h) the City/Park Board meet with the Association within 15 business days of a request by the CCAs to resolve non-technical issues and make changes to resolve the issues raised by the CCAs or any of them, unless the Park Board and/or City provides written reasons as to why the requested change is not practically feasible;
- (i) the Park Board/City will continue to provide technical support to the Association for ActiveNet and work with ActiveNet to ensure technical support is available to resolve any issues;

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- (j) the parties will meet and provide regular and ongoing feedback to each other on how ActiveNet is working, reporting needs, financial and bookkeeping needs, and other topics;
- (k) either party will meet and review the payment schedule for Centrally Processed Revenue within a reasonable period of time, if requested by the other party;
- (l) all receipts generated through ActiveNet will bear the name of the Association and the Park Board in equal prominence, except for debit and credit card slips, which bear the name of the account and the name of the Jointly Operated Facilities;
- (m) individuals registering for or purchasing Programming through ActiveNet in person or online will be able to, in person and online, purchase a membership in the Association offering the Programming; and
- (n) The insufficient fund (“NSF”) fees, if any, currently charged by Association will be maintained. The City/Park Board will collect and retain those fees, except in instances where a particular NSF fee has been waived by an Association. Each Association may waive an NSF fee on a case by case basis according to the financial needs of the individual incurring the NSF fee.
- (o) The Park Board and the City agree that any limitations of ActiveNet shall not constitute grounds for the Park Board or the City to interfere with the current Association practices for determining and implementing fees to be charged to patrons for Programming, services, rentals, childcare, memberships, and any other activity provided by the Association; and
- (p) The City and Park Board agree that, if the Association wishes to explore the option of no longer using ActiveNet for childcare administration, the City and/or Park Board will meet with the Association to discuss the implications of the Association no longer administering childcare payments and childcare registration in ActiveNet.