

The Link Business Plan

Council Meeting
August 12, 2015



Mission Statement

*'WE ARE A PARTNERSHIP OF COMMUNITY MEMBERS
AND AGENCIES WORKING TOGETHER TO EXPLORE
AND CREATE NEW OPPORTUNITIES FOR EVERYONE IN
GEORGINA. WE WILL DO THIS BY LINKING PEOPLE
AND SERVICES TO UNLOCK AND PROMOTE
INNOVATION AND COMMUNITY POTENTIAL.'*



Georgina's Community Connection Centre

Business Plan Highlights

Financial

- As Licensor and owner, the Town provides core funding for The Link at a rate of subsidization that decreases from Year 1 to Year 5 (licence agreements are for a five year term)
- 1.76% tax is applied to all items except insurance (which includes the mandatory 8%), salaries and administration fee
- Each subsequent year's licensee expenses (2017-2020) have been increased 3% annually to reflect the rate of inflation
- Internal Borrowing is not included in licensee costs but remains a Town expense from Year 1 to Year 5

Business Plan Highlights

Financial continued

- Other income (aside from licensee revenue) has been included in each year's spreadsheet (e.g. from programs, event and meeting space rentals, grants etc.)
- Staff developed square footage rates based on a real estate professional's assessment of current market value
- In addition to common area costs, The Link includes flat rate costs for shared expenses
- These expenses would not typically be included in a normal commercial lease agreement

Business Plan Highlights

Financial continued

- Licensee per square foot building costs range from \$12.77 in Year 1 (2015) to \$9.28 by Year 5 (2020). The reduction is due to increased efficiencies and savings that are a result of increased occupancy
- Property taxes are based on a \$2 million valuation of The Link property
- It is likely MPAC will reassess the property value prior to Year 5, which will result in an increase in property taxes and may impact insurance rates

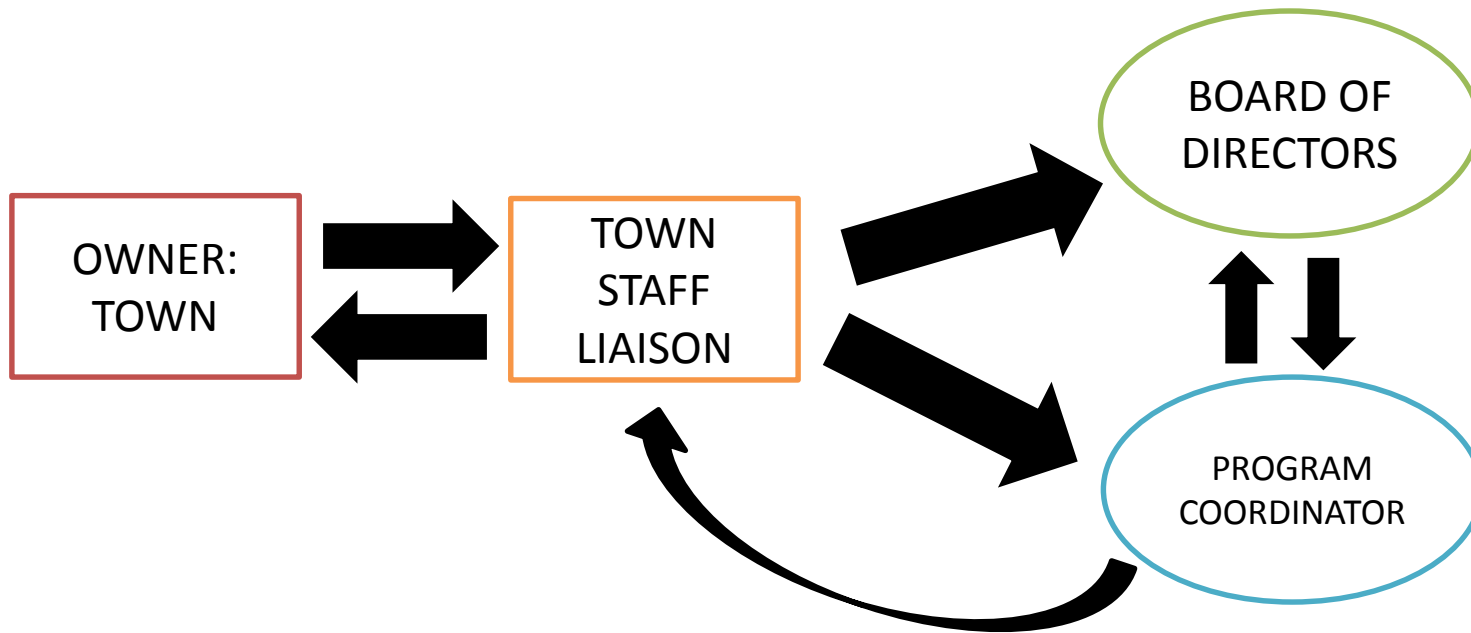
Business Plan Highlights

Capital Investment Credit

- In order to incentivise future licensees to invest capital costs to complete their space, the Town could implement a credit program
- For every capital dollar invested by licensees, a credit will be provided to the licensee to offset space use costs
- The credit program and credit amount requires Council approval
- If approved the credit amount will be reflected in the licence agreements

Business Plan Highlights

Governance, Management & Operations



Business Plan Highlights

Relationship Framework-Responsibilities of the Board

- Provides guidance to staff regarding management, operations and programming
- Approves annual report for submission to Council
- Appoints Board members
- Makes recommendations regarding licensee selection
- Make recommendations regarding annual budget
- Prepare Board financial statements
- Host Annual General Meeting of the Board

Business Plan Highlights

Relationship Framework-Responsibilities of the Town

- Provides corporate and staffing support
- Provides core budget
- Maintains the facility
- Manages all capital work
- Appoints a staff liaison as a non-voting member of the Board

Business Plan Highlights

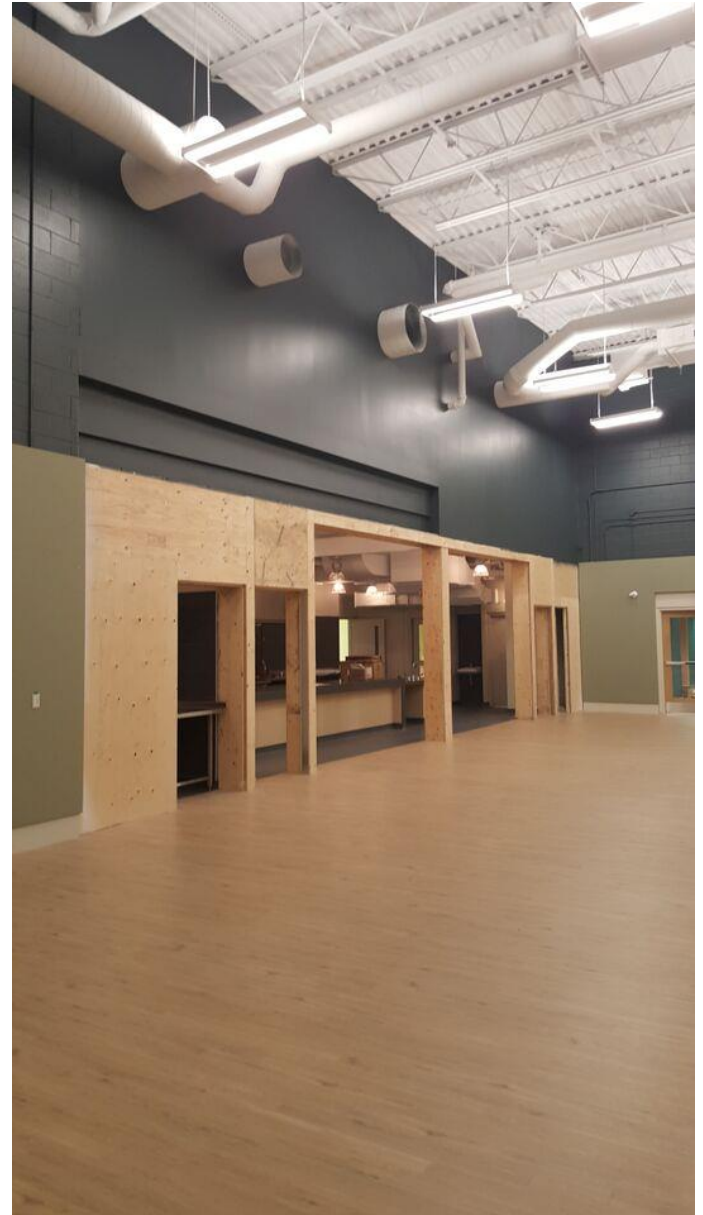
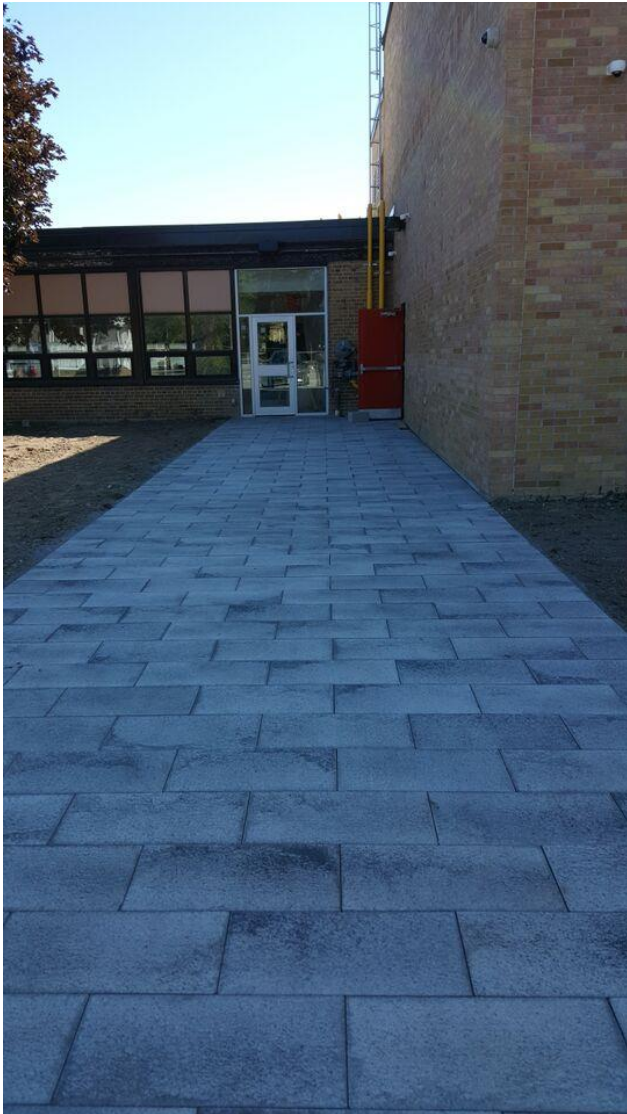
Relationship Framework-Responsibilities of the Ward Councillor

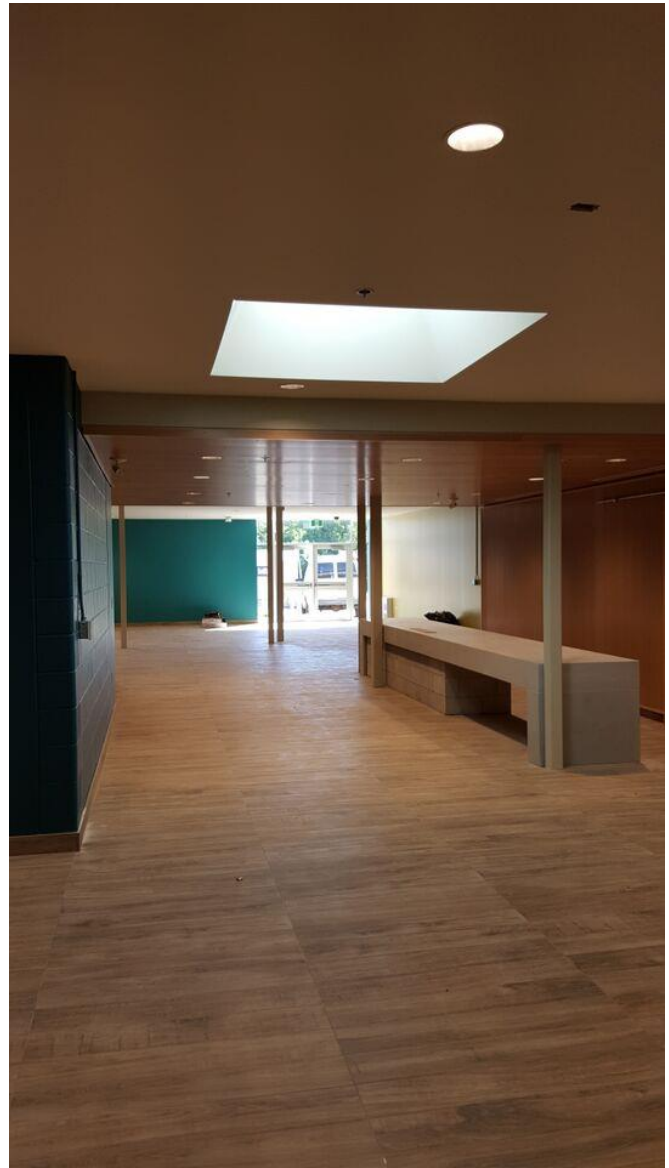
- Ward 4 Councillor serves as member of the Board
- Provides advice and expertise in decision making
- Provides a link between the Board and Council

Business Plan Highlights

The Link Charges and Fees – 2016 to 2018

- Fees and charges were based on current rates offered at other Town facilities
- Other fees are in line with the Town's Fees By-law
- Staff are recommending that Council approve The Link fees and charges for 2016-2018, as presented, and that the revisions be published in accordance with the provisions of the Municipal Act





Business Plan Next Steps

- Launch the Call for Proposal process for new licensees
- Finalize licence agreements with GTTI, The Georgina Community Food Pantry and Hospice Georgina for Council approval on October 7, 2015
- In consultation with The Link Steering Committee, return to Council with a final Business Plan for approval on October 7, 2015
- Launch new programs at The Link

Business Plan Highlights

Questions?