

Kemptville Campus OPERATIONAL POLICY	
Subject: Tenant Selection	Policy No.: F2
Policy Objective(s): <ul style="list-style-type: none"> • To ensure consistency and transparency in selecting Campus tenants. • To ensure alignment of tenants, and their activities, with the Campus Master Plan, including its three pillars and the focus on environmental sustainability. • To ensure that tenants do not place undue financial risk on the Campus. • To ensure that, where the Campus does accept some financial risk or burden in entering into a lease agreement, it is doing so to support or promote the kinds of tenants and activities that are aligned with the Campus Master Plan. 	Date Approved: April 20, 2022
	Review/Revision Dates:
Applies to: Board, Executive Director, Campus tenants	Approved by: Board of Directors

Policy Statement

Kemptville Campus has adopted the following criteria, as outlined in the Master Plan, to assist with identifying and selecting tenants and other users of the Campus buildings:

- Ideally the tenant / user should be directly or indirectly related to the Campus' **three pillars** of: education and training; health and wellness; and economic development. Major facilities and prominent buildings should be reserved for tenants / users whose mandates and operations are **directly** related to the pillars.
- Prospective tenants / users should have corporate policies in place that address **environmental sustainability** or are able to demonstrate that sustainability is a core part of their operations or mandate.
- Proposed uses that assist in diversifying the use of the Campus and **avoid the overconcentration** of specific users or types of uses should be preferred.
- Prospective tenants / users who propose **unique or 'destination' uses** that provide opportunities to attract visitors and businesses from outside the community should be preferred.
- Prospective tenants / users should demonstrate they have a **viable business case** for their proposal. To that end tenants / users should be able to pay rents and fees to the Campus that will, at minimum, contribute to covering the Campus' operating and capital costs and support the viability of the Campus organization.

- Tenants / users that **partner with local institutions and non-profits** should be preferred, along with those whose work supports the wellbeing and economic development of **Indigenous communities, people with disabilities, or other identifiable groups and minorities.**
- Tenants must abide by the Acceptable Use Policy that outlines prohibited activities on Campus.

The Executive Director is authorized to select tenants for a term length of up to two years (including option to renew). For tenancies longer than two years, the Executive Director will make a recommendation and the Board of Directors will make the final selection. The Board of Directors may, but is not required to, direct the Executive Director to commission an independent third party to evaluate proposals/expressions of interest for large or prominent facilities.

The Board of Directors, or the Executive Director in the case of tenancies up to two years, has the option to negotiate elements of partnership/enterprise development into leases, including profit-sharing, services in lieu of rent (e.g., consulting), and/or shared program management.

Implementation guidelines

The Executive Director is primarily responsible for interpreting and implementing this policy, as well as communicating it to prospective tenants and other stakeholders.

The Executive Director will incorporate reporting under this policy (e.g., on the balance of tenants under the Master Plan pillars and the adherence to sustainability) into broader periodic reports to the Board of Directors and the Municipality of North Grenville.

Sources

With the exception of the final bullet point, the selection criteria are taken (verbatim) from the Kemptville Campus Master Plan (2021), p. 52.