



Interim Alternative Uses of Blue Line and Green Line LRT Rights-of-Way - Partners

The purpose of this document is to highlight the available tools and guidelines to facilitate the creation of partnerships between The City and external organizations to allow activation and enhancement projects to occur on future Blue Line and Green Line LRT rights-of-way.

The City partners with hundreds of independent organizations across the community to improve the quality of life for Calgarians. These partnerships and collaborations are developed to deliver outcomes that are shared by The City and the Partner and which are characterized both by mutually agreed on results and by the investment of The City including: operating, capital, lifecycle maintenance or other grant funding; access to, or use of City-owned land, facilities, artifacts or other assets; in-kind contributions, staff support; nominal leases; tax exemptions; or debt financing.

These partnerships are characterized by shared results, interdependence, and mutual accountability. Partnering enables The City to leverage community-based subject matter expertise, passion for community, volunteer and additional funding resources.

For the parcels of land that may be available on an interim basis in advance of future transportation infrastructure (See Attachment 2: Parcels), the opportunities for partnership cross a broad range of social, recreational, and environmental projects. The parcels in question are empty grass areas which form a blank canvas upon which different partners could conceivably achieve objectives that provide value to The City and the local community (See Attachment 4: Projects).

It is possible that Community/Resident Associations, cultural and sport associations, business/entrepreneurship organizations, social service organizations, artists collectives, and local cooperatives will all be able to identify opportunities along these rights-of-way where their missions align with City objectives and the needs/desires of the adjacent communities.

In 2017 February, The City of Calgary adopted the “Investing in Partnerships Policy” to encourage and govern the formation of partnerships between The City and other organizations with aligned missions. The Policy provides guidance for a range of partnerships extending from multi-million-dollar service delivery agreements for major recreation centers to small one-time grants to support local activation projects, under the following guiding principles:

- Partnerships will be based on clear and meaningful intent.
- Partnerships will align with the expected Results agreed upon by The City and the Partner.
- Partnerships will create accessible, available, and affordable services, programs, and facilities.
- Partnerships, when possible, will provide innovative service delivery and practice models to meet the changing needs of Calgarians.
- Partnerships will be designed to deliver mutual benefits for Partners, The City and the citizens of Calgary.
- Accountability for all parties will be clearly defined.

Partners

- Stewardship of public Assets is a responsibility of The City and the roles and responsibilities for the stewardship of City resources and Assets will be clearly defined.
- The City and Partners will ensure the communication process is open and transparent.

For the purposes of this report, the anticipated categories of partner organizations involved would be considered Community Partners or Short-term Project Partners. Short-term Project Partners are independent organizations that partner with The City to provide programs and services, deliver strategy or build community infrastructure for the duration of a specific project, through one-time investment. For these sorts of partners, the City of Calgary has a range of legal mechanisms that could be appropriate to govern possible projects, depending on the size and scale of the proposal:

1. A **permit** (such as a Street Use Permit, Parks Permit, or Events Permit) may be issued if a project happens to fall within an existing well-defined scope. The waiving of permit fees may be part of The City's contribution to a partner's event that aligns with city objectives. These permits are best suited to short term (one day or one weekend) events, and require multiple submissions for recurring activities. Example – A senior's organization wants to run weekly yoga classes during the summer
2. A **memorandum of understanding** may be used to govern a project that is relatively short in duration and where the costs and risks are well understood. Example – organization seeking to set up agility track for dog training for spring through fall
3. An **optional amenities agreement** may be an appropriate tool if the partnership is with a community association and where the community is able to own the responsibility to maintain the special features added to the space. Example – community association wants to set up a community garden.
4. A **license of occupation** provides a partner organization with a more formal agreement that provides more clarity around the duration of the agreement and could allow small structures or other physical amenities to be developed on the site. Example – a business improvement area wants to set up a container park to support local entrepreneurs.
5. A **low-cost lease** is a tool The City uses to allow a partner organization much more certainty around the time commitment to occupy a space, and allows the partner to benefit financially from the use of the site. Example – An energy cooperative wants to try running a solar farm along a linear right-of-way for eight years.

The Office of Partnerships provides support to City business units when they are establishing these kinds of partnerships with external agencies. Their tools and frameworks assist in the process of creating and sustaining a partnership and managing risks. The maintenance obligations (and recourse if those are not being met) vary by the tool being used to facilitate the partnership and would be designed on a project by project basis.

For the future Blue Line and Green Line LRT rights-of-way, the Transportation Department would be asset owner for the purposes of entering a formal partnership agreement with an external entity. The Investing in Partnerships Policy provides the following guidance for methods by which partnerships may be initiated:

6.4.2 Partnerships may be developed:

- (a) By Administration, based on a need identified by The City; or

Partners

- (b) By submission based on a need or opportunity identified by external organizations that can support The City in achieving Council priorities, strategic plans and guidelines. Administration will establish an intake process including terms for accepting and reviewing submissions. Any submission meeting the requirements of The City's procurement of goods, services, or construction must follow The City's Administrative procurement and purchasing policies.

For the future Blue Line and Green Line rights-of-way, a hybrid approach is expected to be the most effective. In an initial pilot phase, The City will approach candidate organizations or establish connections through existing networks to find partners willing to experiment in this field and provide insights on the process. This will allow The City to learn and develop a formal process to govern these kinds of projects. During this phase, The City and Partner would be expected to share some of the risks around project success.

As part of creating a formal process to expand interim uses beyond the pilot phase, The City would create an intake process that provided a publicly accessible inventory of parcels available for projects (and the length of time those parcels would be available prior to their future transportation uses) and an application process that clearly outlined the criteria and expectations for partners.

For The City, it is important to understand what characteristics of potential partners will result in strong and successful partnerships. For the pilot phase, the project team recommends assessing candidate partners using the following criteria:

Screening Criteria	
Insurance / Liability	Can the partner provide sufficient insurance / liability protection for any risks of the proposed project that they will own?
Able to enter an agreement	Is there an existing legal mechanism that would allow the City and the proposed partner to work together?
Inclusive, non-partisan, and aligned with Corporate values	Is the partner an inclusive organization or group, and do they align with City corporate values around a safe, respectful, and inclusive workplace? Will the partner be perceived to be driving a social or political agenda that excludes some residents from participating?
Scoring Criteria	
Adaptable	Is the partner open-minded and willing to adjust plans to find a workable project?
Community-minded	Is the partner committed to investing in the community?
Collaborative	Is the partner bringing additional partners to the table to support the proposed project?
Capacity / longevity / sustainability	Does the partner have sufficient people and resources to support the project for its full life?
Experienced	Does the partner have a history of delivering on this type of project?