



Council Policy

Policy Title: Investing in Partnerships Policy
Policy Number: CP2017-01
Report Number: CPS2017-0094
Adopted by/Date: 2017 February 13
Effective Date: 2017 February 13
Last Amended: N/A

1. POLICY STATEMENT

- 1.1 The City of Calgary partners with external organizations in which it makes an Investment, including over 400 Partnerships with not-for-profit organizations, for-profit independent organizations, and Wholly-owned Subsidiaries. Partnerships strengthen economic development, tourism, convention services, cultural attractions, events, and library services; connect communities; support vulnerable Calgarians; and offer Calgarians a wide range of sport, recreation, conservation, arts and cultural opportunities.
- 1.2 Through Partnership and collaboration, The City benefits from Partners' knowledge and expertise to deliver more effective programs and services in targeted areas, develop and advance strategies, and construct and manage Assets. Partnerships leverage and multiply The City's investments through Partners' ability to bring volunteer resources and other funding to the table.
- 1.3 The City recognizes that effective Partnerships are founded on aligned objectives and agreement on mutually agreed upon Results. They are structured to steward public Investment appropriately by balancing interdependence, mutual accountability, and autonomy; and by integrating risk management practices.
- 1.4 The City recognizes that successful Partnerships need a consistent, formal management structure based on best practices to support and strengthen Partners to work with The City to achieve the optimal alignment of Investment, functions, and activities.
- 1.5 The City's management of Partnerships will integrate openness, accessibility, transparency, the sharing of information, two-way communication, and will recognize each party's investments and contribution towards the mutually agreed upon Results.

2. PURPOSE

- 2.1 The purpose of this Council Policy is to:
 - 2.1.1 Define the terms Partner and Partnership;

- 2.1.2 Foster transparency and accountability through the maintenance of a Partnership Inventory and annual reporting on the Investment in, and benefits of Partnering;
- 2.1.3 Define principles and procedures based on best practices to consistently identify, develop, support and conclude Partnerships;
- 2.1.4 Define consistent management practices for Partnerships by Category for Administration; and
- 2.1.5 Manage The City's risk and uphold The City's stewardship role to safeguard its Investment and interests.

3. DEFINITIONS

- 3.1. "Administration" means The City Manager or that person's designate.
- 3.2. "Agreement" means a negotiated and legally binding arrangement between The City and one or more Partner, as to a course of action.
- 3.3. "Asset" means machinery, property, buildings, information technology hardware and software code, and other items and related systems that have a distinct and quantifiable business function or service, and a financial value and economic life greater than one year.
- 3.4. "Category" means a group of Partnerships which share key characteristics including level and type of Investment from The City, function or form.
- 3.5. "City" or "The City" means The City of Calgary, a municipal corporation pursuant to the *Municipal Government Act* (Alberta).
- 3.6. "Council" means the Council for The City constituted pursuant to the *Municipal Government Act* (Alberta).
- 3.7. "Council Policy" means a policy passed by resolution of Council.
- 3.8. "Framework" refers to a practical due diligence guide for The City and its Partners that will support consistent Partnership management practices that align with this policy and describes the expectations, based on a Partner's Category, regarding accountability, including reporting, governance and risk management.
- 3.9. "Guiding Principles" refer to the norms, rules, or ethics that guide the way The City develops and works with Partnerships (see Schedule 1).
- 3.10. "Investment" refers to The City's financial commitment to Partnerships including: operating funds; capital funds; lifecycle maintenance funds; in-kind contribution of City support and/or services, staff support; Assets such as facilities, land, artifacts, or other; subsidies; square footage of space; as well as nominal leases, tax exemptions, or debt financing (see Schedule 2).

- 3.11. "Member of Council" means an elected official including Councillors and the Mayor.
- 3.12. "Memorandum of Understanding" means a non-binding memorandum of shared understanding or intent to undertake or facilitate a Partnership opportunity.
- 3.13. "Partner" means an independent organization that agrees to collaborate with The City to deliver positive Results for Calgarians.
- 3.14. "Partnership" means the working relationship between The City and one or more Partners to deliver positive Results for Calgarians. It is characterized by the Investment of City resources; and mutually agreed upon Results, responsibilities and accountabilities. "Partnership" in this policy does not imply a partnership as defined by the *Partnership Act* (Alberta).
- 3.15. "Partnership Inventory" refers to a register of The City's Partnerships that includes a Partnership's Category, Sector, level and type of City Investment, Results, benefits of partnering, contact information for any assigned Relationship Contacts, and other related information.
- 3.16. "Policy Owner" means The City business unit primarily responsible for the development, maintenance, and review of a Council Policy. For the purpose of administering this Council Policy, Policy Owner also means the Office of the Mayor, Office of the Councillors and the City Auditor.
- 3.17. "Real Property" means any legal or equitable estate, right, title or interest in land including without limitation any infrastructure, buildings, structures, and improvements constructed thereon, therein or thereover.
- 3.19. "Relationship Contact" means the representative assigned by The City to be the primary point of contact between The City and the Partner.
- 3.20. "Relationship Management Plan" refers to a plan based on the expectations set out in Agreements or other relevant documents, and which includes a partnership profile, role map that delineates the roles and responsibilities of each party, and a communication plan to identify all of the relevant stakeholders in the Partnership, their relationship to each other, and how The City and Partner will commit to communicating internally and externally about the Partnership. A Relationship Management Plan may be developed for individual Partners or at the Category level for groups of Partners.
- 3.21. "Result" refers to a specific condition of well-being for children, adults, families, communities and businesses in Calgary. Results may include the positive benefits generated by the activities carried out by The City and Partner(s) during the course of the relationship. Mutually agreed upon Results are a key characteristic of The City's Partnerships.
- 3.22. "Risk Management" means the methods and processes used to manage risks and seize opportunities related to the achievement of objectives. Typically, organizations will identify particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of

likelihood and magnitude of impact, determining a response strategy, and monitoring progress.

- 3.23 “Sector” means the primary area of activity that The City’s Partners operate in, as defined by The International Classification of Non-Profit Organizations (ICNPO 1996) (see Schedule 3).
- 3.24 “The Office of Partnerships” refers to a central, corporate coordinating body within Administration that supports the application of this Council Policy, Framework and any associated procedures.
- 3.25 “Wholly-owned Subsidiary” refers to an organization in which The City is the sole shareholder, governed by an independent board.

4 APPLICABILITY

- 4.1 This Council Policy applies across all departments and business units that enter into Partnerships with external organizations, as defined in this Council Policy.
- 4.2 This Council Policy does not apply to:
 - 4.2.1 Public-Private Partnerships (P3s) or Sponsorships which are governed respectively by the Public-Private Partnership (P3) Policy (CFO011) and the Municipal Naming, Sponsorship and Naming Rights Policy (CP2016-01);
 - 4.2.2 Fee-for-service contracts best described as third party contracts for service at market value;
 - 4.2.3 Partnerships where there is no Investment, including advisory groups and knowledge sharing networks;
 - 4.2.4 Memberships or associations where The City participates as a member of a board, committee or network, unless there is further Investment by The City beyond a membership fee (per capita or other);
 - 4.2.5 Partnerships where The City receives money from another party to provide programs and services; and
 - 4.2.6 Organizations that make decisions independent of Administration, but are not a separate legal entity.
- 4.3 Where this Council Policy is inconsistent or conflicts with one or more provisions of legislation or another Council Policy, the more specific provision of the legislation or policy will prevail.

5 LEGISLATIVE AUTHORITY

- 5.1 This Council Policy complies and is aligned with requirements under the *Municipal Government Act* (Alberta)(MGA) and other applicable legislation.

- 5.2 The City's Partnerships must align with Part 1, Section 3, of the MGA, municipal purposes: The purposes of a municipality are (a) to provide good government, (b) to provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality, and (c) to develop and maintain safe and viable communities.

6 PROCEDURE

- 6.1 The Office of Partnerships will implement, coordinate, and support the consistent management of this policy and related procedures by:
- 6.1.1 Acting as the Policy Owner for this policy;
 - 6.1.2 Developing tools, templates, and processes;
 - 6.1.3 Coordinating the development and maintenance of Frameworks for each Category;
 - 6.1.4 Providing and supporting the provision of consistent relationship management to Civic Partner Category Partners;
 - 6.1.5 Reporting on the aggregate Investment in and Results of Partnerships;
 - 6.1.6 Coordinating opportunity development for new and innovative Partnerships; and
 - 6.1.7 Coordinating orientation and training regarding Partnerships for Administration and Council.
- 6.2 This Council Policy includes three procedures. These procedures will apply to all Partner Categories according to scale, as outlined in the Framework, except Partnerships where the sole Investment is staff support. For these Partners, only section 6.3 will apply, however, adherence to the other procedures is strongly encouraged.
- 6.3 **PARTNERSHIP INVENTORY PROCEDURE:** Regarding the creation, collection, and maintenance of an Inventory of The City's Partnerships and Investments:
- 6.3.1 The Office of Partnerships will create and maintain a Partnership Inventory including information about The City's Investment (Schedule 2), a Partner's Category (Schedule 3), and Sector (Schedule 4);
 - 6.3.2 The Office of Partnerships, working with the Relationship Contact, will determine a Partner's Category, Sector, and Investment using the policy;
 - 6.3.3 The Inventory will be updated annually, or as requested by The Office of Partnerships;
 - 6.3.4 The Office of Partnerships will co-ordinate the collection of information required for the annual reporting of Investment in and benefits of

partnering noted in 2.1.2, along with other information as deemed necessary, or as otherwise directed; and

6.3.5 The Office of Partnerships will annually report the Investment in and benefits of partnering, to demonstrate accountability and transparency.

6.4 **PARTNERSHIP PROCEDURE:** Regarding the process and criteria by which The City enters into, works with, and concludes Partnerships:

6.4.1 Partnerships will be established based on the Guiding Principles for developing Partnerships (Schedule 1);

6.4.2 Partnerships may be developed:

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

(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.

6.4.3 Prior to entering into a Partnership, Administration, with support from the Office of Partnerships, will complete a business case which aligns with this policy including the relevant Framework and other applicable Council Policies, Council priorities, strategic plans, and guidelines. The business case will be approved by the General Managers of all impacted departments of The City;

6.4.4 In the case of a Wholly-owned Subsidiary, a submission will be presented to Council for review and approval that identifies how the proposed Partnership aligns with this policy and other applicable Council policies, Council priorities, strategic plans, and guidelines;

6.4.5 Administration will determine the most appropriate process to identify Partners for each Partnership opportunity. Where appropriate, Administration will publish opportunities on Calgary.ca and other applicable sites;

6.4.6 Following the selection of a Partner, Administration will engage with the Partner using full-cycle Partnership principles (Schedule 5). If appropriate, Administration and the Partner will execute a Memorandum of Understanding;

6.4.7 Administration including Finance, Law, Real Estate & Development Services, Customer Service & Communications, Human Resources, and others as appropriate, will work with the assigned Relationship Contact to negotiate with potential Partners to develop an Agreement;

- 6.4.8 With the exception of transactions, rectifications, approvals, authorizations, or actions relating to Real Property as outlined in the Real Property bylaw 52M2009, Council authorizes Administration to approve Agreements relating to Partnerships provided that any City financial obligations contained in the Agreement are available in a budget approved by Council and the Agreement meets this policy; the Framework; and other Council Policies, procedures, standards, and guidelines approved by Council;
- 6.4.9 Based on this policy and relevant Framework(s) and Agreement(s), the Relationship Contact will work together with a Partner to establish clear guidelines for reporting, including a reporting schedule, report content and format, and identification of whether the report is to be received by Administration or Council;
- 6.4.10 Reporting may include strategic plans, business plans, budgets, performance against objectives, performance measures, actuals against budget, governance, risk management, asset management practices (if applicable) or any other items required under applicable City policies, as requested;
- 6.4.11 The City and Partner will negotiate and enter into mutually acceptable Agreements which will include clear information about purpose, investment, governance, risk management, roles and responsibilities, reporting, agreed upon performance measures, expected Results, compliance with The City's visual identity requirements, and a process to evaluate the Partnership. Agreements should also identify which City policies apply; and appropriate terms, conditions, and procedures for concluding or redefining the Partnership;
- 6.4.12 A Relationship Contact will be assigned by Administration to work as the primary point of contact with the Partner, having the responsibility of managing and building the relationship with the Partner. The Relationship Contact for Civic Partner and Short-Term Project Partner Categories will be assigned by the City Manager or the General Manager responsible for the Partnership. The Relationship Contact for all other Partner Categories will be assigned by the Director of the business unit responsible for the Partnership;
- 6.4.13 Having regard to fiduciary responsibility, Members of Council or Administration may be appointed to a Partner's board of directors where input is important for the Partner organization to achieve its mandate. Where participation by Members of Council or Administration is not central to meeting the Partner's mandate, other forms of board participation (such as adopting the role of an observer), or channels of communication and oversight will be considered and established;
- 6.4.14 Partners will provide information to confirm good governance practices, as requested, such as policies or practices related to:

- (a) Skills matrices for board recruitment;
 - (b) Board diversity;
 - (c) Board orientation and education;
 - (d) Board term limits;
 - (e) Evaluation process for board members and executives;
 - (f) Compensation practices for board members and executives;
 - (g) Codes of conduct for board members and employees; and
 - (h) Protection of whistleblowers.
- 6.4.15 The Relationship Contact will support a Partner's good governance practices, as requested;
- 6.4.16 The Relationship Contact will create and maintain a Relationship Management Plan;
- 6.4.17 Members of Administration connecting or working with a Partner or Partnership will coordinate with the Relationship Contact to provide an integrated and consistent approach to service;
- 6.4.18 For the term of any Agreements, the Relationship Contact will coordinate with Finance, Law, Human Resources, Real Estate & Development Services, Customer Service & Communications, and others as appropriate, to monitor, manage and renegotiate Agreements, prior to conclusion of the term;
- 6.4.19 Where an existing Agreement does not specify that this policy or Partnership-related Council Policy applies, the Partner will not be required to adhere to this policy. Any new or renewed Agreement will specify that this policy applies;
- 6.4.20 Partners will have Risk Management practices that reflect the principles in The City's Integrated Risk Management Policy (CC011);
- 6.4.21 Reporting on Risk Management policies and processes may be included in a Partner's annual reporting process, or as requested by the Relationship Contact;
- 6.4.22 As part of the management of risk related to a Partnership, The City may request information that identifies and assesses risks and opportunities, determines a response strategy, and may request monitoring or progress reports;

- 6.4.23 Reporting on risks associated with a City-owned Asset may be included in a Partner's annual reporting process, or as requested by the Relationship Contact;
- 6.4.24 Upon request, all Partners will provide a copy of their most recent audited financial or similar documentation as required by their governing legislation;
- 6.4.25 As part of the management of financial risk related to a Partnership, The City may conduct an annual financial review of a Partner based on information in its audited financial statements or similar documents;
- 6.4.26 Administration will engage with Partners annually through a Satisfaction Survey, or similar method to check in regarding the performance of The City as it relates to the Partnership;
- 6.4.27 Administration will annually evaluate the Partnership, including confirming that the Partner is in good-standing in terms of obligations and requirements related to its legal structure and the Agreement, reporting requirements, and Asset management practices if applicable;
- 6.4.28 Administration recognizes the role of The City's Investment for Partners but may consider concluding or redefining a Partnership if the following conditions are present:
- (a) The project or work of the Partnership is complete;
 - (b) There is a reduction in or withdrawal of resources from the Partner;
 - (c) The project or work of the Partnership continues beyond the original time scale;
 - (d) The project or work of the Partnership is not successful; or
 - (e) Administration or Partner priorities change; or political, social or economic conditions change.
- 6.4.29 Administration will factor evidence of consistently missed or exceeded performance measures into decisions regarding the type and level of Investment committed by The City; and
- 6.4.30 If it becomes necessary to conclude or redefine a Partnership, the Relationship Contact will work as needed with available support from the Office of Partnerships, Finance, Law, Real Estate & Development Services, Customer Service & Communication, and Human Resources to consult the relevant stakeholders; engage the appropriate resources; and conduct an in-depth evaluation to determine rationale, risks, and next steps.

6.5 **GRANT FUNDING PROCEDURE:** Regarding the process of granting funds to Partners:

- 6.5.1 Upon request, the Relationship Contact will provide the Partner with this policy to better understand The City's funding processes;
- 6.5.2 Partners receiving grant funding will be required to enter into an Agreement with The City;
- 6.5.3 Regarding the process of how requests for operating grants for Partners, except where there is a more specific Council Policy, are evaluated and the requirements for those Partners who receive grants:
 - (a) Operating grant funding for Partners is subject to the approval of Council at the project or program level;
 - (b) Multi-year funding commitments may be adjusted by Council as part of the business planning and budgeting cycle, or annual budget adjustment and approval process;
 - (c) Requirements and responsibilities related to any operating grant funding must be included in an Agreement and may be added as an addendum as needed; and
 - (d) Agreements related to operating grant funding will identify the purpose of the funding, reporting requirements, among other details as identified.
- 6.5.4 Regarding the criteria and process for how requests for investment of capital grant funding for Civic Partner and Short-Term Project Category Partners are evaluated and approved:
 - (a) Capital grant funding for Partners is subject to the approval of Council at the project or program level;
 - (b) Where other government contributions or private donations are being considered, funding for Partner capital requests may be up to 35 per cent of the total capital cost of the project;
 - (c) For City-owned Assets, or to achieve a Council priority or strategic objective, the investment share will be determined based on relevant circumstances;
 - (d) Shared funding and the level of investment must be supported by a business case;
 - (e) Capital Grant Evaluation Criteria (Schedule 6) will be used to evaluate and make recommendations to Council for capital projects.

6.5.5 Regarding the process of how requests for lifecycle grants for all Partners that operate or manage City-owned Assets are evaluated and approved and the requirements for Partners who receive grants:

- (a) Allocation of funding for lifecycle maintenance grants is determined by Administration on a case by case basis;
- (b) Upon request by Administration, the Partner, with the support of the Relationship Contact, will submit a funding application. The application will include an assessment of the condition of the Asset, Asset ownership details, investment required to address the issue identified, and the risk to service if investment is not available. It is subject to a match requirement and City-owned Assets take priority; and
- (c) The Relationship Contact will provide information about the intake process and evaluation criteria to Partners upon request.

7. SCHEDULES

7.1 Schedules:

- 7.1.1 Schedule 1- Guiding Principles for the Development of Partnerships
- 7.1.2 Schedule 2- Types of Investment
- 7.1.3 Schedule 3- Partnership Categories
- 7.1.4 Schedule 4- Partnership Sectors
- 7.1.5 Schedule 5- Full Cycle Partnership Principles
- 7.1.6 Schedule 6- Capital Grant Evaluation Criteria

7.2 Schedules form part of the Council policy. Future change(s) to the schedule(s) require a decision of Council.

8. AMENDMENT(S)

Date of Council Decision	Report/ Bylaw	Description
To be completed by the City Clerk's Office		

9. REVIEW(S)

Date of Policy Owner's Review	Description
To be completed by the City Clerk's Office	

SCHEDULE 1

Guiding Principles for the Development of Partnerships

The following guiding principles will be considered during the development of Partnerships:

- 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.
- 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.

SCHEDULE 2

Types of Investment

The following table includes a list of the types of Investment that The City makes in its Partnerships:

Type of City Investment	How it is Measured
Operating Grant	The grant funds provided to a Partner in one calendar year.
Capital Grant	The amount of one-time capital grant funds provided during a single year or the annual disbursement of a multi-year capital grant provided to the Partner.
Lifecycle Maintenance Grant	The amount of the one-time or annual lifecycle maintenance grant provided to the Partner in a single calendar year.
Assets - City-owned Facilities	The insured value of City-owned Assets operated or managed by the Partner.
Assets - City-owned Land	The book value of City land stewarded by the Partner.
Assets - City-owned artifacts or other Assets	The insured value of artifacts or other Assets stewarded by the Partner.
In-Kind Contributions	The value of the in-kind contribution of City support and/or services to the Partner.
Staff support	Staff support to be expressed through the number of FTEs (Full-Time Equivalents) assigned specifically to support the work of the Partnership, and the approximate annual value of that support.
Office or facility space	The market rental value, per square foot of space, being utilized on a shared or exclusive use basis by the Partner.
Nominal leases, tax exemptions, debt financing, insurance	The value of savings accrued to the Partner, or the opportunity cost incurred by The City, as a result of any of these Investments by The City.

SCHEDULE 3

Partnership Categories

The City's Partnerships vary in terms of Category, size and scope. As a result, a table of Partnership Category definitions is provided. Categories are intended to describe the major themes of Partnerships based on function, with consideration to level and type of City Investment. The City will support consistent partnership management practices that align with this Council Policy by following a clear Framework organized by the following Categories:

CIVIC PARTNER - STRATEGY DELIVERY PARTNERS

Independent organizations that have either been created by The City, or with whom The City Partners to deliver a Council approved strategy or mandate through an operating grant or other form of Investment over \$500,000. This category includes **WHOLLY-OWNED SUBSIDIARIES**.

CIVIC PARTNER - PROGRAM AND SERVICE DELIVERY PARTNERS

Independent organizations that Partner with The City to deliver programs and services; operate major City-owned facilities; or steward land, artifacts or other Assets, through the management or use of a Regional Recreation Centre, a nominal lease, or an operating or capital grant over \$500,000.

COMMUNITY PARTNERS - STRATEGY DELIVERY PARTNERS

Independent organizations that Partner with The City to deliver an approved strategy through an operating grant under \$500,000.

COMMUNITY PARTNERS - PROGRAM AND SERVICE DELIVERY PARTNERS

Independent organizations that Partner with The City to deliver programs and services, through the management or use of a facility owned by The City, a nominal lease, or an operating, capital or lifecycle grant under \$500,000.

COMMUNITY PARTNERS- COMMUNITY ASSOCIATIONS AND SOCIAL RECREATION GROUPS

Independent organizations that Partner with The City to increase the quality of life for Calgarians and provide them with a means of formal representation and advocacy to The City through Leases/Licenses of Occupation or other forms of Investment.

PREVENTIVE SOCIAL SERVICES PARTNERS

Independent organizations that Partner with The City to deliver programs and services to vulnerable Calgarians through grant funding agreements

SHORT-TERM PROJECT PARTNERS

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.

SCHEDULE 4

Partnership Sectors

The City's Investment in Partnerships will be tracked and reported according to Sector to enable The City to understand how much it invests in each Sector as an aggregate.

The Relationship Contact, along with the Office of Partnerships, will determine a Partner's sector using the table below. Sectors are based on *The International Classification of Non-Profit Organizations* (ICNPO). This classification system is widely used by other countries, which allows for international comparison and is also specifically devised to reflect the range and nature of activities undertaken across the community and within each Sector. Although Partnerships are classified according to their primary area of activity, it is understood that some organizations operate in multiple areas.

The City does not have Partnerships operating in all of the ICNPO Sectors, therefore, only the Sectors that The City's Partnerships operate in have been included below:

CULTURE AND RECREATION	Media and communications (including libraries); Visual arts, architecture, ceramic art; Performing arts; Museums; Zoos and aquariums; Sports; Recreation and social clubs; Service clubs; and Membership organizations.
SOCIAL SERVICES	Family services; Services for the elderly; Self-help and other personal social services; Disaster/emergency prevention and control; and Refugee assistance.
ENVIRONMENT	Pollution abatement and control; Natural resources conservation and protection; Environmental beautification and open spaces; and Animal protection and welfare services (includes animal shelters and humane societies).
DEVELOPMENT AND HOUSING	Community and neighbourhood organizations; Economic development; Social development; Housing associations; and Housing assistance.
LAW, ADVOCACY AND POLITICS	Crime prevention, and Public policy.

SCHEDULE 5

Full-cycle Partnership Principles

The Full-Cycle Partnership model was developed by The Partnering Initiative, an independent non-profit organization. The purpose of the model is to provide a set of principles by which the life of a Partnership may be understood, recognizing that Partnerships are evolutionary and no one Partnership conforms precisely to the exact sequence. Administration will use these principles to understand, support, and work with Partners throughout the duration of a Partnership. Activities associated with each stage, by Category, will be included in the *Investing in Partnerships Framework*.

Phase	Stage	Goal
Scoping and Building	Scoping	Understand the need to be addressed or desired Results to be achieved.
	Identifying	Determine what organization would be best suited to Partner to meet the needs and achieve the desired Results.
	Building	Build relationship with prospective Partner.
	Planning	Initial planning towards reaching agreement on desired Results of Partnership and how the Partnership will operate.
Managing and Maintaining	Structuring	Create an agreement(s) that addresses processes related to: relationship management, governance protocols, reporting, evaluation, accountability, risk management, and capital and asset management.
	Mobilizing	Start working toward mutually agreed upon Results through relationship management, business planning and budget process or strategic planning sessions. Ensure Partners are supported to deliver against agreed upon Results.
	Delivering	Partners and Partnerships undertake the day to day operation of the program/service or project and execute against the implementation plan by following agreements and plans.
Reviewing and Revising	Measuring	Assess impact of the Partnership.
	Reviewing	Review efficiency and stewardship of Partner/Partnership.
	Revising	Apply lessons learned and make any necessary changes to program/service or project when possible.
Sustaining Results	Scaling	Work to ensure Results are sustained and sustainable. Manage relationships, expectations, risks and agreements.
	Moving On	Discuss moving on (if applicable, and when required).

SCHEDULE 6

Capital Grant Evaluation Criteria

Capital projects to renovate an existing community facility or to build a new one may be proposed by independent organizations, or by The City.

When a Partner approaches The City for capital grant funding, the criteria detailed below will be used by Administration to evaluate the project and make a recommendation to City Council regarding the project. Following the criteria will provide the evidence required to demonstrate the community need for the facility; the vision and strategies to initiate, manage and develop the project for public use; the organization's capacity to build the facility on time and on budget; and its capacity to sustain the operations and life-cycle needs of the facility in the future.

All Partner capital requests are evaluated and ranked according to The City's infrastructure investment prioritization process.

Project Alignment and Eligibility
Through submission of a business case, projects must provide evidence of community needs supported by market and feasibility studies, demonstrate long-term operational sustainability, realizable benefits, order of magnitude costs and provide evidence of funding and management capabilities to execute the project.
Community support for the project is evidenced through public engagement.
Project proposal aligns with Council priorities, relevant long range and strategic plans of The City.
Organization's business plans, strategic plans and functional plans as well as legal standing to undertake proposed project and operations, and eligibility for a range of government funding are required.
Project Viability
Pre-design work including market feasibility studies, site analysis, land use study, a functional program and a master plan are required
Projects must comply with the applicable Council Policies, and align with the principles outlined in The City's Corporate Project Management Framework.
Overall construction viability, including cost estimates by a qualified cost-consultant specifying the class estimate based on the level of design is required (concept, schematic, or more advanced) along with alignment with The City's Corporate Project Management Framework cost variability guidelines.
Project financing capability including detailed financing plan, contingencies, and cash-flow is required. The City will only commit funding when at least 90 per cent of funding from all other sources is confirmed.
Evidence of construction capability is required: Projects must comply in principle with the applicable Council Policies, align with the principles outlined in The City's Corporate Project Management Framework, and provide evidence of a Project Management Professional (PMP) on contract.
Long-term operating viability/sustainability and life-cycle needs for the facility, including evaluation of operations pro-formas and comparable enterprises are required.
Governance and Risk Management
Project governance must be consistent with The City's Corporate Project Management Framework and PMBOK, including risk evaluation and management.
Land and Permits

Confirmation that Land Use for the proposed site is permitted, is required. .	
Proponent is responsible for all permits based on The City's Development and Building Approvals protocols and standards.	
Council Approvals	
City funding is subject to Administration's due diligence review as outlined above, and is conditional on Council approval through a Funding Report to a Standing Policy Committee.	
Agreements	
Agreements related to capital funding identify project scope; project schedule; total project budget; municipal contribution; The City's right to audit; a statement of public access, project responsibilities, including a risk management plan and communications plan, among other details as identified.	
If actual project costs exceed the approved capital budget, the Partner is responsible for the overage.	
If the actual project costs are less than the approved capital budget, any remaining City funds are returned to The City, or subject to the conditions of the funding source and Council approval, the Partner will invest all savings into a capital replacement reserve.	
Project Communications	
The project proponent is responsible for all external communications.	
The City requires recognition for its Investment.	
Project Management	
Hiring a Project Management Professional is a condition of The City's funding.	
Council Policies and Guidelines (Comply with applicable policies)	
• Sustainable Building Policy • Public Art Policy • Public Use Policy • Corporate Accessibility Policy	• Design Guidelines for City of Calgary Funded Buildings • Access Design Standards • Municipal Naming, Sponsorship and Naming Rights Policy • Government of Alberta Municipal Sustainability Initiative Guidelines
The project budget must include funds for coordinated technical review by City or other experts at various stages of design to confirm adherence to the policies and guidelines noted above.	
Payments and Reporting	
A final report and accounting must be submitted three months following the close of the project.	
The Funding Agreement will specify the amounts and timing of payments.	
The Funding Agreement will specify the nature and frequency of Project Progress Reports.	
Procurement processes must be competitive and transparent and conform to the applicable legislation including the New West Partnership Trade Agreement, and the Agreement on Internal Trade.	
Audit	
All projects are subject to City Audit.	