



Edmonton's Joint Use Agreements

ANNUAL REPORT

Executive Summary

The City of Edmonton and local school boards have been collaborating to benefit Edmontonians since 1959. The Joint Use partners (Edmonton Public School Board, Edmonton Catholic School Board, Conseil scolaire Centre-Nord and the City of Edmonton) work together to optimize the benefits of shared use by regular communication of development information, providing updates on ongoing projects and identifying opportunities for partnerships and other strategic alignments. This has resulted in joint use sites that are collaboratively planned, developed and operated. Such collaboration between the City and school boards is beneficial to the city as a whole.

2014/2015 has been a very successful year for Edmonton's Joint Use Agreements. The work of the Steering Committee focused on setting the strategic direction for the committees, raising awareness of Joint Use and advocating for Joint Use at all levels of government.

In February 2015, the Joint Use Steering Committee presented the Joint Use annual report to an informal joint meeting of city councillors and school trustees. This provided an opportunity for elected officials to learn more about the Joint Use Agreements and ask questions about ongoing Joint Use initiatives.

This year, the Joint Use Steering Committee conducted a comprehensive environment scan. The key trends identified included population growth, economic outlook, municipal role in recreation, school/park planning, immigration and diversity. This information provided the basis for discussions at the Steering Committee and subcommittee strategic planning sessions, and strategies are being developed to address the key trends.

The innovative Joint Use Summer Access Program continues to be a success story for all Joint Use partners. In the summer of 2015, nine new and emerging community groups with over 1,070 children and youth had access to 625 hours of school time over the summer to hold education support programs. This is a 25% increase in the amount of participants over last year. This included over 400 Indigenous youth attending the Alberta Indigenous Games.

The Facilities Management Committee (FMC) is pleased to report that 55,000 hours of gymnasium use and over 96,000 hours of sport field use were booked this year by not-for-profit community groups. In addition, close to 25,500 hours of school time was booked in pools and arenas coordinated through the schools and the City.

The Facilities Management Committee conducted an in-depth review of the cost model to ensure the equitable sharing of costs for administering the agreement. Steering Committee agreed joint use costs will remain the same for the coming year in an effort to keep costs to citizens as low as possible.

The Land Management Committee (LMC) facilitates cooperative planning of school and park sites and is pleased to report Conseil scolaire Centre-Nord (the Francophone Board) is formally included in the circulation process for new and amended statutory plans.

Communication among all joint use partners on the collaborative planning of school and park sites has improved greatly with the sharing of information on capital planning priorities. The established joint use processes are especially important with planning and construction of 21 new schools including two replacement schools expected to open in 2016 and 2017.





LMC representatives were involved in community consultation processes for their respective organizations and shared information on best practices and issues encountered at sessions. This collaboration improved community consultation processes for all partners.

About This Report

The Joint Use Agreement (JUA) Annual Report is intended for Edmonton City Council, the Boards of Trustees of the three school districts, senior management, government officials and the general public.

This report covers the period from July 1, 2014 to August 31, 2015. It describes the activities and accomplishments of the Joint Use Agreements, highlights school/park site status changes, provides statistical information on the shared use of facilities and identifies priorities for 2015/2016.

The Joint Use Agreements

About the Joint Use Agreements

The Joint Use Agreements (JUA) are formal agreements among the City of Edmonton, Edmonton Public School Board, Edmonton Catholic School Board and Conseil scolaire Centre-Nord (Greater North Central Francophone School Board.) The original JUA was signed in 1959; it was split into two agreements in 2007 when the Facilities agreement was signed, followed by the Land Agreement in 2009.

The Joint Use Agreements are principle-based agreements that focus on collaboration and cooperation. The spirit of the Agreements is fully supported by all four partners.

Joint Use Agreement Vision:

Edmonton is an active, engaged and inclusive community enhanced by the provision and shared use of schools, parks and recreation facilities

Joint Use Agreement Mission:

The Joint Use partners accomplish the vision through collaboration, innovation, commitment to sustainability and cooperative planning.

Joint Use Agreement: Facilities

It is through the Joint Use Agreement: Facilities that arenas, pools and other City facilities are made available to students during the school day, and school facilities are made available to community groups after school hours. Sport fields are shared among school and community groups.





Joint Use Agreement: Land

The Joint Use Agreement: Land guides the planning, assembly, design, development and maintenance of Joint Use sites for school, recreation and park purposes, and provides the framework for decision-making related to surplus reserve and non-reserve sites, as well as the reserve account. This has resulted in joint use sites that are collaboratively planned, developed and operated.



Governance

The Joint Use Agreements are managed by a Steering Committee comprised of representatives from each of the parties. The Steering Committee maintains a strategic leadership role, advocating the principles of the agreement and recommending policy to the Superintendents of the school districts and the City Manager. The Steering Committee supports and coordinates the activities of two subcommittees, the Facilities Management Committee and the Land Management Committee, whose membership is constituted from the respective partners. Operational matters are delegated to the subcommittees.

Members of the JUA Steering Committee are:

- ■ Lorne Parker (Chair), Edmonton Public Schools
- ■ Roland Labbe, Edmonton Public Schools
- ■ Christopher Wright, Edmonton Public Schools
- ■ Jennifer Thompson, Edmonton Public Schools (Steering Committee Liaison)
- ■ Heather McRae, City of Edmonton
- ■ Peter Ohm, City of Edmonton
- ■ Boris Radyo, Edmonton Catholic Schools
- ■ Rob Tarulli, Edmonton Catholic Schools
- ■ Henri Lemire, Conseil scolaire Centre-Nord
- ■ Craena Coyne, Joint Use Coordinator

There have been several changes in membership for the committee in the past year and the Steering Committee would like to thank Heather McRae (City) and Peter Ohm (City) for their hard work for Joint Use in Edmonton.



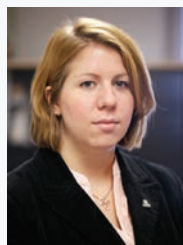
Lorne Parker



Roland Labbe



Christopher Wright



Jennifer Thompson



Heather McRae



Peter Ohm



Boris Radyo



Rob Tarulli



Henri Lemire



Craena Coyne



Steering Committee Highlights for 2014/2015

Cooperating for Edmonton – Achievements

The Steering Committee met six times over the past year, working collaboratively to share information and resolve joint use related issues. Some of the achievements in 2014/2015 included:

- ■ A Joint Use information session was held with city councillors and school trustees in February 2015, to present the Joint Use Annual Report and to provide information on Joint Use initiatives.
- ■ A comprehensive environmental scan was conducted highlighting the economic and community environment in Edmonton and current trends that impact joint use. This information provided the basis for discussions as part of the Joint Use strategic planning processes.
- ■ A working group was formed to develop appraisal principles for the sale of reserve and non-reserve surplus school building sites. Draft principles were approved and will be piloted in 2016/17.
- ■ Information was shared between JUA partners on:
 - JUA Partner Capital Plans
 - Monitoring Status of Ongoing School Construction
 - Community Consultation Processes on School Consolidations
 - Big City Charter Updates
 - MGA Review Updates
 - Development of the Open Space Master Plan
- ■ Steering Committee provided continued oversight of the Land Management Committee (LMC) and the Facilities Management Committee (FMC) on the application of the agreements in daily operations.
- ■ Steering Committee worked to nourish and expand JUA relationships established over 55 years ago.



Summer Access Program

The Summer Access Program had a very successful year in the summer of 2015. Nine community groups with over 1,070 kids had access to 625 hours of school time in ten schools over the summer to offer education support programs. While there were fewer community groups than in 2014, there was a 25% increase in the number of children and youth who attended the summer camps. A highlight for the Summer Access program was the Alberta Indigenous Games organized by the Edmonton Native Basketball Association. The volleyball and basketball component were held at Eastglen High School and attended by over 400 Indigenous youth. This event was highlighted in local media. The Summer Access Community School Coordinator, funded in partnership with REACH Edmonton, played a crucial role in the success of the program by networking with the Out of School (OST) Secretariat, connecting with emerging community groups and providing support in developing their capacity to deliver programs.





Joint Use Relationship Survey

As required in the Joint Use Steering Committee terms of reference, a survey of the joint use committees on the relationship between joint use partners was conducted. This survey was distributed electronically to all Joint Use members. The results indicated that the majority of respondents chose a rating of *very satisfied* or *satisfied* in the following categories: overall relationship, execution of JUA Vision/Mission, alignment of actions of the committees and JUA principles.

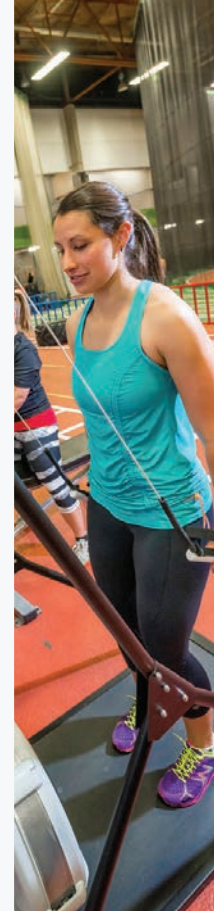
Steering Committee Priorities for 2015/2016

- Communicate the benefits of the Joint Use Agreements and advocate for Joint Use at all political levels
- Review surplus vacant schools sites by the end of 2015
- Strengthen partner relationships and develop proactive, coordinated efforts on Joint Use issues
- Orientation for new committee members on ongoing Joint Use issues
- Monitor emerging trends that may impact Joint Use
- Adapt to situations and opportunities to deliver more services to community and schools
- Collaboration between JUA and ELEVATE committees on initiatives involving school sites
- Prepare for review of the JUA: Facilities agreement in 2016/17
- Continue the oversight of FMC and LMC subcommittees
- Monitor development of new Joint Use sites and facilities
- Ensure consistent application of JUA principles

Steering Committee Performance Measures

Monitor and evaluate the progress made towards strategies established in the Steering Committee Action Plan.

Strategies	Progress	Status
1) Joint Use Communication	Strategic communication plan implemented	Ongoing
	Joint Use representatives presented the Joint Use Annual Report in an information session to Councillors and Trustees. The session provided an opportunity for elected officials to learn more about Joint Use and ask questions about ongoing initiatives. The session proved to be very helpful to all parties.	Completed
	Presentations on Joint Use were delivered at a luncheon for the Alberta Professional Planners Institute (APPI) and at a conference for Ever Active Schools.	Completed
	A Joint Use Newsletter was developed and issued in Spring of 2015. This information was distributed widely within partner organizations highlighting Joint Use activities.	Ongoing
2) Alignment between JUA and Elevate	Elevate members provided updates to the Joint Use Steering Committee at each meeting. The Steering Committee agreed that Joint Use is a collaborative entity supporting the work of Elevate. JUA Coordinator met with the new Elevate project manager to share information.	Completed
3) JUA Surveys	Information provided in surveys collected by the City of Edmonton was outlined in the environmental scan as noted below.	Completed
4) Environmental Scan	A comprehensive environment scan highlighting the economic and community environment in Edmonton with additional information related to joint use was included. This report provided a basis for discussions at the Steering Committee strategic planning session in May 2015.	Completed
5) Appraisals	A working group with representatives from each partner was formed to develop appraisal principles in the sale of non-reserve and reserve school building sites. Steering Committee has approved the principles in draft and agreed that a pilot project involving both reserve and non-reserve sites proceed. This will be the first instance where the Joint Use process will involve a sale of reserve surplus school land including a building.	Ongoing
6) Land Allocation to Franco-phone Board	The francophone board has been added to the circulation process for new area structure plans and neighborhood structure plans. Details of their school site requirements have been outlined to the City.	Ongoing
7) Discussion of New Models and JUA Scope	Discussions held throughout the year on scope of the JUA and how the agreement can be improved. Notations have been made for the upcoming review of the Facilities agreement.	Ongoing





Strategies	Progress	Status
8) Joint Use Zone	A LMC working group was formed to determine the scope of work and process for developing a Joint Use Zone. LMC will bring a briefing note forward to Steering Committee in early 2016	Ongoing
9) Information Sharing	The capital plans of all JUA partners were shared at LMC, FMC and Steering Committee. The Land committee worked on a month-to-month basis to ensure that the work required was aligned in various partner work plans. Since there are a large number of schools being constructed, this sharing was helpful to move projects along.	Ongoing
	Updates were also provided on progress being made with the Big City Charter as well as the Municipal Government Act and School Act reviews. This provided an excellent opportunity for all partners to provide informal feedback.	Ongoing
10) Summer Access	The summer access project had a very successful year with over 1,070 kids from new and emerging immigrant communities participating in summer camps. With the continued success of the program, Steering Committee has directed that a long term strategy for the program be developed before summer 2016.	Completed
11) FMC Follow-up	There were extensive discussions held about cancellation of gym time. School boards are taking significant steps to address the issue. The City is working to obtain new booking software which will improve the booking process. Additionally, a surplus funds policy was developed for joint use bookings.	Ongoing
12) Facilities Agreement Review	A timeline for the review process was created and a working group has been formed. The working group will commence the review in 2016.	Ongoing
13) Charter Schools	Steering Committee held an in-depth discussion regarding Charter School participation in joint use and agreed that separate agreements between the City and the Charter Schools for shared use should be drafted. These agreements are prepared and ready for signature.	Ongoing
14 a) Oversight of FMC and LMC subcommittees	The Steering Committee received annual reports from both subcommittees along with regular updates and briefing notes from each subcommittee throughout the year.	Completed
14 b) Consistent application of JUA principles	The Steering Committee monitored cancellations of joint use bookings and any bookings that bypassed the booking process through regular updates from the FMC.	Completed

Facilities Management Committee

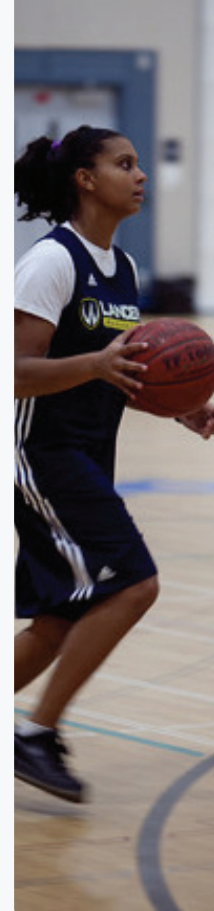
Introduction

The Facilities Management Committee (FMC) was inaugurated in February 2008, and is focused on the implementation of the Joint Use Agreement: Facilities. The Facilities Management Committee consists of representatives from each of the joint use partners with the position of Chair rotating among partners every two years. Representatives have significant expertise on joint use matters and have worked diligently both at meetings and between meetings to implement new procedures and processes. Nine FMC meetings were held.

Members of the Facilities Management Committee for 2014 to 2015 are:

- ■ Jenifer Elliott, Edmonton Public Schools (Chair)
- ■ Jane Crowell-Bour, Edmonton Public Schools
- ■ Pete Millar, City of Edmonton
- ■ Shauna Richard, City of Edmonton
- ■ Michelle Brodie Carter, City of Edmonton
- ■ Jennifer Thompson, Edmonton Public Schools (Steering Committee Liaison)
- ■ Cheryl Shinkaruk, Edmonton Catholic Schools
- ■ Rob Tarulli, Edmonton Catholic Schools
- ■ Nicole Bugeaud, Conseil scolaire Centre-Nord
- ■ Craena Coyne, Joint Use Coordinator

Tim Harris with the City of Edmonton served with the committee for nine months and FMC would like thank him for his contributions during that time. Nicole Bugeaud from CSCN retired in the summer of 2015 and FMC would like to extend appreciation for her contributions to joint use over the years and congratulate her on her retirement.





Achievements

The FMC held a strategic planning session overlapping with the LMC for a half-day session in September 2014. As a result, the FMC worked collaboratively to develop a strong action plan for the year. The FMC is working more cohesively with greater understanding and realization of ongoing issues. They are improving communication with user groups on efforts made to mitigate those issues and this is reflected in the results of the Joint Use relationship survey.

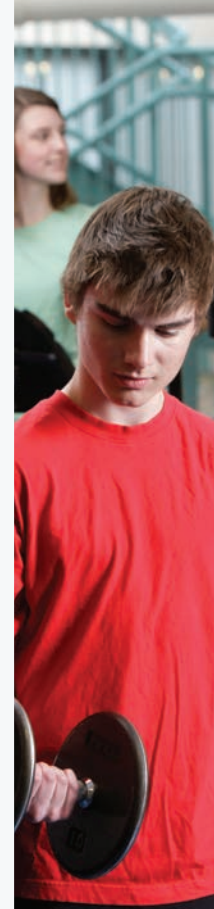
FMC is pleased to report the following achievements resulting from the JUA: Facilities and the work of the partner representatives on the Facilities Management Committee:

- ■ Close to 55,000 hours of community time were booked in school gyms coordinated by the three school boards and over 25,500 hours of school time were booked in pools and arenas coordinated through the schools and the City. Close to 96,000 hours of community time was booked on sports fields by over 630 groups.
- ■ The FMC conducted an in-depth cost model review that examined the costs of providing joint use in all of the facilities. There were some marginal cost increases found for specific items, such as additional flooding at arenas which the committee agreed should be billed to the users. Two of the key principles of the agreement are to keep the costs as low as possible and to collaborate for community benefit. FMC confirmed that there was no indication from any of the joint use partners of a need to increase the cost model rates and recommended that the costs remain the same.
- ■ Two new recreation centres were opened by the City this year. The Meadows Recreation Centre in the south-east and Clareview Recreation Centre in the north-east. Schools regularly access the active living school program as well as arenas, pools, libraries and spray parks at these locations

FMC Performance Measures

To monitor and evaluate the progress made towards strategies established in the FMC Action Plan.

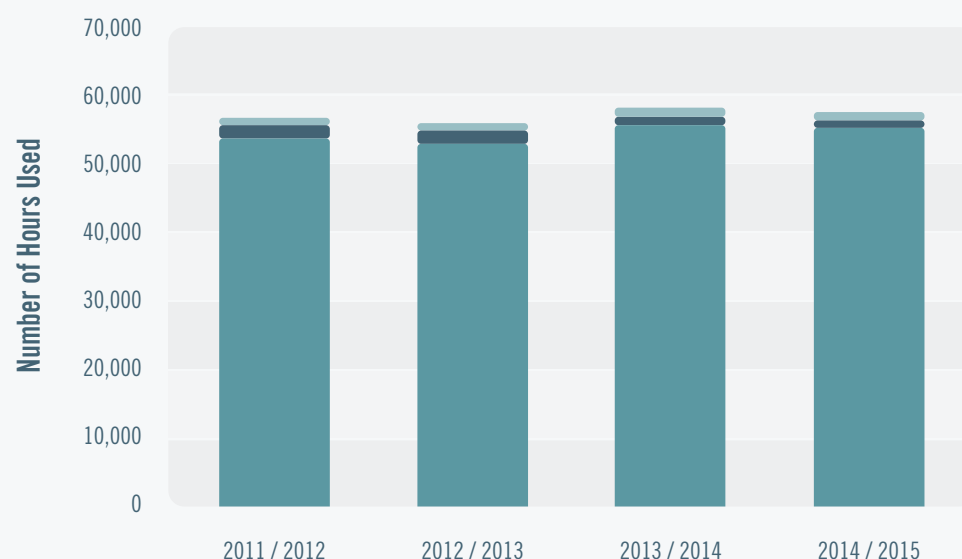
Strategies	Progress	Status
1. Cost Model Review	Working group for the FMC conducted an in-depth cost model review. FMC recommended to Steering Committee that the costs remain the same for the coming year.	Completed
2. Communication	Communication between partners regarding cancellations has improved. Thank-you letters and impact letters have been sent to schools when appropriate. A one-page notice to principals was also issued. A Joint Use Newsletter was issued for Winter 2015.	Several key tasks completed and additional work in progress
3. Technology	An online pool booking process has been developed for schools to streamline the process. City staff is in the process of replacing the booking system technology and are keeping FMC updated when possible.	Several key tasks completed and additional work in progress
4. Summer Access	The summer access program was successfully completed for 2015, with 1,070 participants from nine groups using 625 hours of school time. REACH provided funding for the summer coordinator position and strong connections were made with the Out of School (OST) Secretariat representing numerous community groups offering summer programs.	Completed
5. Cancellations	Cancellations were closely monitored and information was distributed to inform senior administration and principals of the impact of cancellations on community groups.	In Progress
6. Prepare for Review of Facilities Agreement	Initial meetings of a working group were held to discuss scope of review and what input was needed. Additional meetings will be held in the new year.	In Progress
7. Annual Requirements	Annual requirements and operating guidelines for FMC as outlined in the terms of reference have been met	Completed



Shared Use of Joint Use Facilities

Community Use of School Facilities

■ Gymnasium Use ■ Classroom Use & Ancillary Space Use ■ Summer Access

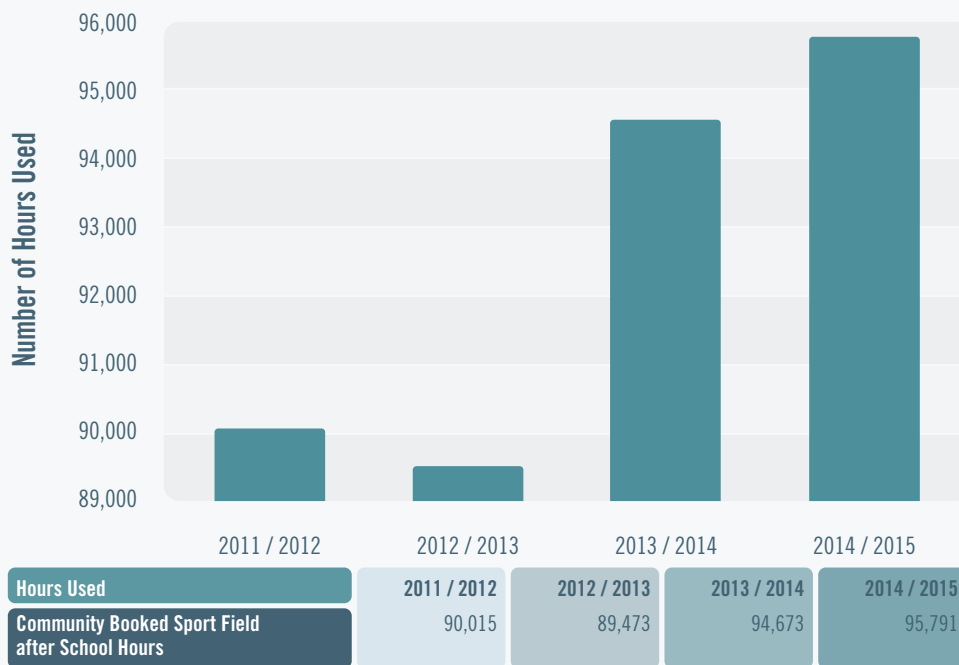


Hours Used	2011 / 2012	2012 / 2013	2013 / 2014	2014 / 2015
Gymnasium Hours	53,739	53,068	55,146	54,912
Classroom / Ancillary Space Hours	2,480	2,170	603	381
Summer Access Hours	430	550	759	626

Note:

Gymnasium hours include both available and additional hours. Booking of classrooms/ancillary spaces decreased significantly in the 2013/2014 year due to a change in how spaces were booked. In 2014/2015 one community group was moved to another location outside of Joint Use.

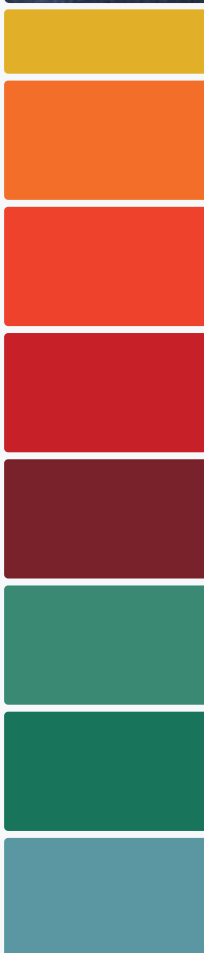
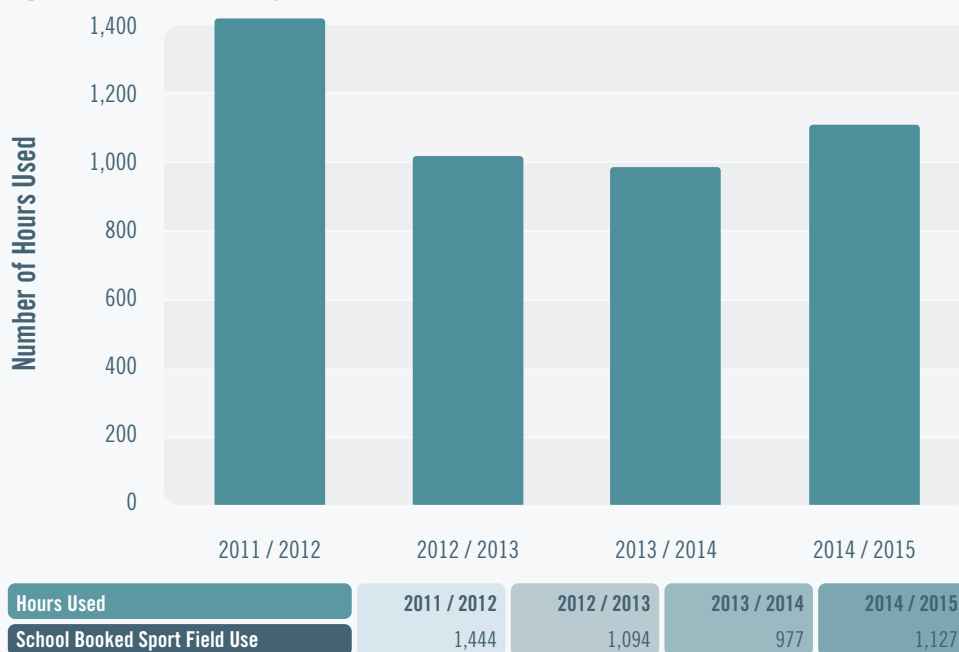
Community Booked Sport Field Use



Note:

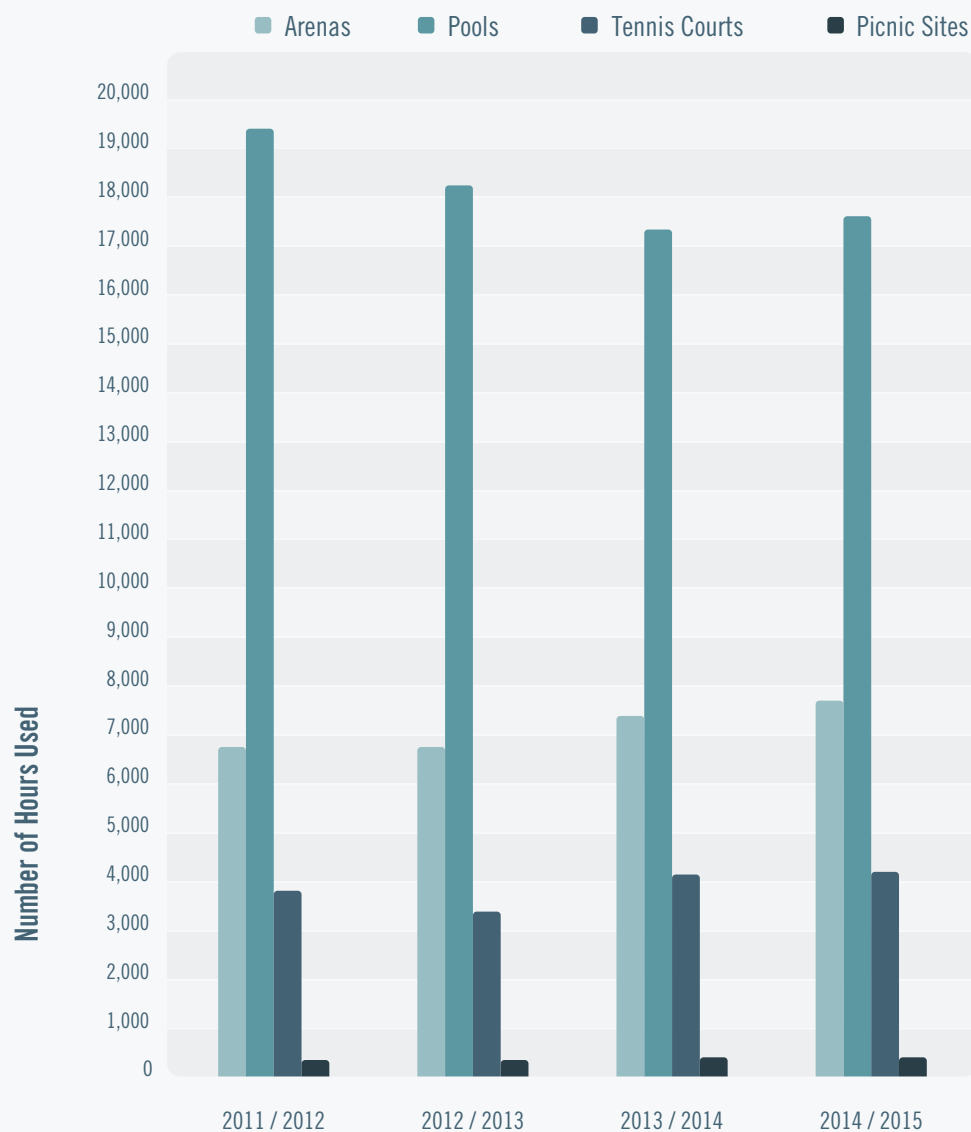
Community use of outdoor facilities is impacted by weather conditions

Sport Field Use By Schools





School Use of City Facilities

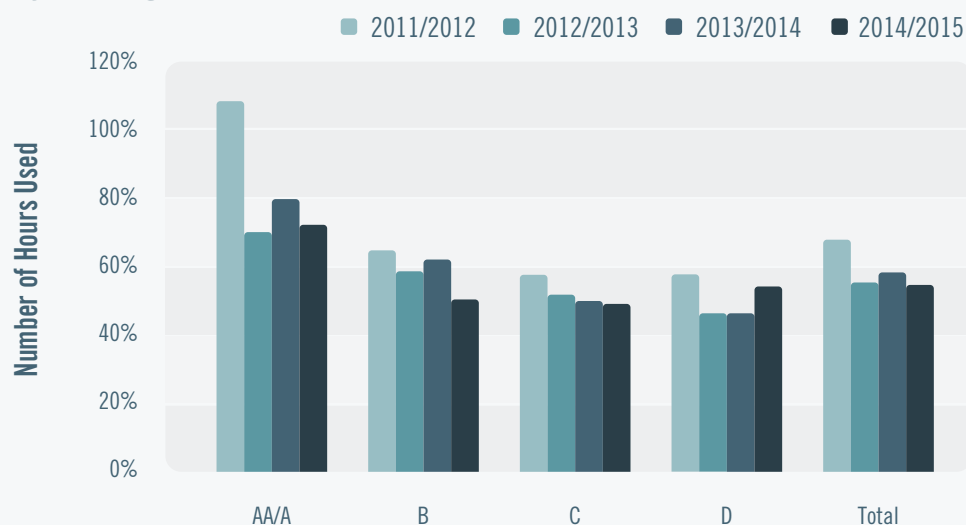


Hours Used	2011 / 2012	2012 / 2013	2013 / 2014	2014 / 2015
Arenas	6,670	6,660	7,290	7,876
Pools	19,446	18,204	17,303	17,665
Tennis Courts	3,944	3,257	4,136	4,188
Picnic Sites	344	330	412	440

Note:

School use of outdoor facilities is impacted by weather conditions and school programming schedules.

Gym Usage



Hours Used	2011 / 2012	2012 / 2013	2013 / 2014	2014 / 2015
Percentage of Hours Used (All gym types)	67%	55%	57%	54%

Gym Usage – All Boards

Gym	Available		Booked		Utilization	
	2013 / 2014	2014 / 2015	2013 / 2014	2014 / 2015	2013 / 2014	2014 / 2015
AA/A	15,819	17,855	12,726	13,246	80%	74%
B	34,807	36,712	21,290	19,722	61%	54%
C	16,649	20,945	8,374	9,864	50%	47%
D	28,959	26,629	12,756	12,081	44%	45%
Total	96,234	102,142	55,146	54,912	57%	54%

Utilization by gym type

* Indicates available and additional time



Land Management Committee

Introduction

The Land Management Committee (LMC) was formed in 2009 to manage the implementation of the JUA: Land Agreement. The Land Management Committee consists of representatives from each of the Joint Use partners with the position of Chair rotating among partners every two years. Representatives have significant expertise on joint use matters and worked diligently both at meetings and between meetings to implement new procedures and processes, and to resolve issues. Nine LMC meetings were held.

Members of the Land Management Committee are:

- Tim McCargar, City of Edmonton (Chair)
- Geoff Smith, City of Edmonton
- Paul Foster, City of Edmonton
- Rob Tarulli, Edmonton Catholic Schools
- Josephine Duquette, Edmonton Public Schools
- Jon Dziadyk, Edmonton Public Schools
- Jennifer Thompson, Edmonton Public Schools (Steering Committee Liaison)
- Henri Lemire, Conseil scolaire Centre-Nord
- Craena Coyne, Joint Use Coordinator

Achievements

LMC is pleased to report the following achievements resulting from the JUA: Land agreement and the work of the partner representatives on the Land Management Committee:

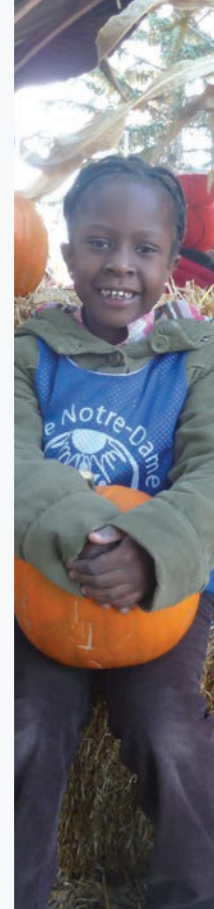
1. LMC is positioned to resolve long-standing title transfer issues as an extensive review of outstanding title transfers was completed. Transfers will be completed subject to available resources.
2. Twenty-one new schools including two replacement schools have funding announced and LMC is monitoring the progress on these projects at each meeting.
3. Increased collaboration and information sharing at LMC to improve effectiveness by JUA partners in achieving joint use principles. Two examples of this are sharing best practices on community consultations and discussion of capital plans and priorities.
4. The Francophone Board was formally included in the circulation process for new and amended statutory plans.
5. Two school boards conducted community consultation processes in existing neighbourhoods for replacement schools. The community viewed this process in a positive light and the process was shared with the joint use partners.
6. LMC received presentations regarding the Blatchford Redevelopment project and the Community Energy Transition Strategy.



LMC Performance Measures

Monitor and evaluate the progress made towards strategies established in the LMC Action Plan.

Strategies	Progress	Status
Goals Met:		
Annual Requirements	Annual requirements for LMC as outlined in the terms of reference have been met.	Completed
New Site Planning	Site Readiness – Parks + Biodiversity and Park & Facility Development are working closely with the school boards to ensure appropriate zoning and approvals are in place and ready for school construction. Capital plans for all partners were shared and aligned when possible. No technical reviews were required this year.	Completed
Naturescapes	LMC met with representatives of the Naturescapes committee to clarify request to become a subcommittee of LMC. Recommendations made to Steering Committee.	Completed
UPMP review, Sports field Strategy review, Needs Assessment, PIA and CKC Terms of Reference updates	The progress of these ongoing reviews were monitored and updates received as they became available.	Completed
Focused Communication Efforts	Joint Use communication plan implemented with the updated Joint Use News being distributed to partners and stakeholders in Spring 2015. The newsletter highlighted joint use related work being done by each committee and partner.	Completed
Goals Partially Met:		
MSR sites / Transfer of Land	Working groups completed a full review of requirements for all outstanding sites. A proposal is in progress to prioritize the list and obtain resources needed to complete the transfers.	Several key tasks completed and additional work in progress
Site Functionality	Site functionality issues were discussed and a working group was formed to propose solutions. A briefing note has been drafted for Steering Committee review.	Several key tasks completed and additional work in progress
Zoning	Zoning text amendment to AP /US zones. A joint use zone was discussed and it was agreed that it should be further explored. A working group has been formed to move this issue forward.	Several key tasks completed and additional work in progress
Process Review	The process review chart has been drafted and updates will be completed and implemented in the coming year.	Several key tasks completed and additional work in progress
Servicing Costs	The details required to confirm the services costs are being reviewed.	Additional work is needed

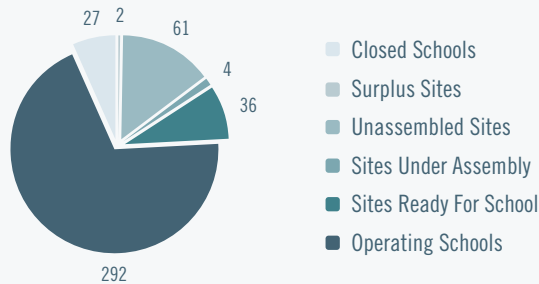


Cooperative Planning of Joint Use

Sites

The following summary chart illustrates the status of school sites in Edmonton along the lifecycle continuum from unassembled sites through to sites that are surplus to the school board's needs.

2015 School Site Status Summary



2013-2014

2014-2015

Planning & Collaboration Efforts (JUA: Land Sec. 4): (Snapshot of the status of Joint Use school sites for current year)

Annual sharing and review of Partner Capital plans	Yes	Yes
# Joint Use sites in approved plans (unassembled)	57	61
# Joint Use sites under assembly for future needs	4	4
# Joint Use sites ready for school construction	35	36
Innovative projects that occur on Joint Use sites each year	3	2

Development & Maintenance (JUA: Land Sec. 5):

# Joint Use sites developed each year	4	4
# School sites maintained each year	368	364
# Joint Use site servicing costs resolved each year	0	0

Inventory Review (JUA: Land Sec. 6-9)

Annual review of inventory changes	Done	Done
# of school sites declared surplus	2	2
# of surplus sites new use determined (JUA use)	0	0
# of surplus sites new use determined (non-JUA use)	0	0

Reserve Accounts (JUA: Land Sec. 12)

Annual reporting of reserve account information	Yes	Yes
---	-----	-----

Dispute Resolution (JUA: Land Sec. 13)

# Requests to Steering Committee for clarification	2	3
# Requests resolved by Steering Committee	1	3

2014/2015 School/Park Site Status Changes

School Board	School Site	Neighbourhood	Status Change	#
ECSD	St Andrew	Inglewood	Surplus	2
ECSD	St Bernard	Ottewell	Surplus	2

Appendices

Principles of the Joint Use Agreement: Facilities

The Parties agree that the Principles will be considered when any Party enters into an arrangement with another public or private entity for the development of facilities. The Parties are committed to the following Principles with respect to the shared use of Joint Use Facilities:

School Board	School Site
ACCESS	Subject to available resources, the Parties will make available their respective facilities for use by the other Parties and the community.
AUTONOMY AND ORGANIZATIONAL INTEGRITY	<p>The Parties honour their respective organizational cultures, mandates, budget and administrative process.</p> <p>Each of the Parties is an independent, autonomous entity and has the right to determine which of their facilities shall be made available as Joint Use Facilities based on what the Boards and Council believe to be in the best interests of the people they serve.</p>
CONFLICT RESOLUTION	When difficulties arise between the Parties, the Parties shall work together to resolve such difficulties in a respectful way and with a spirit of cooperation and collaboration.
COOPERATION	The Parties shall work together to ensure that the rights of each are respected and that the Operating Guidelines are followed.
COMMUNICATION	The Parties will undertake ongoing dialogue and communication with Parties and User Groups during the term of the Agreement.
COSTS TO PARTIES	Every effort will be made to keep the costs as low as possible.
COLLABORATION FOR COMMUNITY BENEFIT	The Parties shall work together as partners, recognizing that the needs of the community for educational and recreational opportunities can best be achieved through a combination of their respective resources.
EQUITY OF DECISION-MAKING	There shall be equal authority among the Parties to the Agreement with respect to decision-making.
TRANSPARENCY AND OPENNESS	The Parties shall make available to each other such information as is necessary to ensure the Principles and Operating Guidelines of this Agreement are being observed.





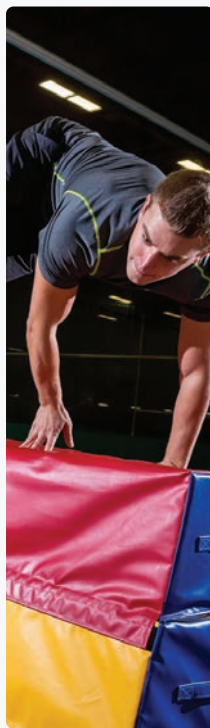
Principles of the Joint Use Agreement: Land

The Parties are committed to the following Principles with respect to the acquisition, planning, development, maintenance and disposition of Joint Use school/park sites.

School Board	School Site
COOPERATIVE PLANNING	Joint Use Sites shall be cooperatively planned and managed. The parties shall work together to ensure that the rights of each are respected.
EFFICIENCY AND PLANNING	The resources of the four parties shall be efficiently used for the maximum benefit of the community.
SHARED COSTS	Costs associated with the administration of the Agreement be fairly and equitably shared among the four parties to the Agreement.
EQUAL PARTNERSHIP	There shall be equal authority among the parties to the Agreement with respect to decision-making.
RESERVE DEDICATION	All Reserve Land and Reserve funds provided, dedicated or obtained after the Effective Date shall be used, where appropriate, for the purpose of creating and developing sites for such uses as are allowable pursuant to the Municipal Government Act.
TRANSPARENCY AND OPENNESS	The Parties shall make available to each other such information as is necessary to ensure the Principles of this Agreement are being observed.
CONFLICT RESOLUTION	When difficulties arise among the parties, the parties shall work together to resolve such difficulties in a respectful way and with a spirit of cooperation and collaboration.
AUTONOMY AND ORGANIZATIONAL INTEGRITY	The parties honour the respective organization cultures, mandates, budget and administrative process of the other parties.

[illegible]

This image shows a full page of blank, lined paper. It features approximately 28 horizontal blue lines spaced evenly across the page, typical of standard notebook paper. The lines are thin and light blue, set against a plain white background. There are no margins, text, or other markings on the page.



JOINT USE AGREEMENTS

7th floor, CN Tower
10004 -104 Ave, P.O. Box 2359
Edmonton, AB T5J 2R7

jointuse@edmonton.ca
Phone: (780) 496-3090
www.edmonton.ca/jointuse

2014 / 2015