

**2014-2023 CULTURE PARKS AND RECREATION INFRASTRUCTURE INVESTMENT PLAN (CPR IIP) AND EMERGENCY RESPONSE INFRASTRUCTURE INVESTMENT PLAN (ERIIP)**

**EXECUTIVE SUMMARY**

This report provides an annual update on the Infrastructure Investment Plans for Culture, Parks and Recreation (CPR IIP) and Emergency Response (ERIIP) prepared in 2013 by the Community Services & Protective Services (CS&PS) department. 2014-2023 CPR IIP/ERIIP plans are strategic, long-range capital planning documents that represent the cultural, social, recreational and safety priorities of Calgarians for the period for 2014-2023, as well as contain the list of flood-related capital projects.

**ADMINISTRATION RECOMMENDATION(S)**

That the Standing Policy Committee on Community & Protective Services recommends that Council receive for information the 2014-2023 Culture, Parks and Recreation Infrastructure Investment Plan (CPR IIP) and Emergency Response Infrastructure Investment Plan (ERIIP) (Attachment).

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2012 December 5, Council approved CPS2012-0832, '2013-2022 Culture, Parks and Recreation Infrastructure investment Plan (CPR IIP) and Emergency Response Infrastructure Investment Plan (ERIIP)'.

On 2013 July 29, Council directed Administration to allocate \$52 million in 2013, funded through provincial tax room, to flood relief and recovery expenses for City and Civic Partner infrastructure not covered by insurance or by the federal and provincial governments, authorize the additional use of these funds for bridge financing purposes for flood relief and recovery expenses, if needed, and utilize surplus funds from this \$52 million, if any, on betterment of disaster mitigation and prevention infrastructure.

**BACKGROUND**

In 2005 Council directed Administration to develop a process for prioritizing and evaluating projects (LAS2005-65). Since then, CS&PS has been creating and reconfirming CPR IIP and ERIIP plans on an annual basis.

The CPR IIP/ERIIP plans are strategic, long-range capital planning documents that reflect citizen and community priorities and represent the cultural, social, recreational and safety needs of Calgarians. CPR IIP/ERIIP support capital and budget planning, as well as advocacy for sustainable funding. All six CS&PS Business Units participate in CPR IIP/ERIIP. As well, since 2010 select Civic Partners have been participating in the CPR IIP/ERIIP.

As a part of the CPR IIP/ERIIP process, business cases are developed for each project and then are reviewed and ranked based on multiple assessment criteria (such as strategic alignment, regulatory compliance, operating and cost benefits, environmental sustainability, project readiness and opportunities to leverage other funding sources). As a result, projects are categorized as high, medium and emerging priority. Such classification informs Council's decision-making, when capital funding becomes available. The resulting lists of the prioritized projects are a reflection of the community priorities for the next 10 years.

**2014-2023 CULTURE PARKS AND RECREATION INFRASTRUCTURE INVESTMENT PLAN (CPRIIP) AND EMERGENCY RESPONSE INFRASTRUCTURE INVESTMENT PLAN (ERIIP)**

---

The CPRIIP/ERIIP process is based on a robust and comprehensive methodology and is subject to continuous improvement through annual reviews. CPRIIP/ERIIP strategically aligns with Council's Fiscal Plan for Calgary, Triple Bottom Line Framework, as well as with business unit, departmental and corporate strategies. In 2013, the CPRIIP/ERIIP methodology and toolkit were updated to align with the requirements of the Corporate Project Management Framework (CPMF) and corporate Growth Management Strategy. As a result of such continuous improvement, CPRIIP/ERIIP have become mature infrastructure investment plans (IIPs).

The CPRIIP/ERIIP plans feature unfunded and partially funded projects that reflect lifecycle, maintenance and growth infrastructure needs. Until 2011, projects in CPRIIP/ERIIP plans were unfunded. However, due to funding from the Community Investment Fund, established in 2011, a number of 2011 CPRIIP/ERIIP projects received much-needed financial support.

In 2013, Calgary experienced a historic flood event. As a result, CS&PS infrastructure was significantly affected. CS&PS identified funding needs specific to flood relief and recovery and the 2014-2023 CPRIIP/ERIIP plans include a list of flood-related projects, for which insurance or federal and provincial funding may be unavailable or insufficient.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

CS&PS continues to advance Council's commitment to creating and sustaining great communities. To deliver on this mandate, it is important to ensure prioritization of capital investments is made throughout the Corporation. As demonstrated in this year's CPRIIP/ERIIP brochure titled 'Investing in Community Priorities', \$2.6 billion over 10 years would be required to support delivery of 156 capital projects (including fully unfunded and partially unfunded projects and not including flood-related projects). While \$1 billion is projected to be available from a variety of funding sources (such as Community Investment Fund (CIF); Community Recreation Levy (CRL); municipal taxes (PayGo); Lifecycle, Maintenance, Upgrade Repair Fund (LMUR); ENMAX Legacy Fund), a funding gap of \$1.6 billion remains. In addition, 30 flood-related projects (estimated at \$88.6 M) may require funding if insurance or federal and provincial funding is unavailable or insufficient.

The City's capital budget relies heavily on grants from the provincial and federal governments. However, projects associated with community infrastructure needs often are ineligible for many of the provincial and federal funding streams available. Today, community infrastructure (including Civic Partners) receives 20 per cent of the total funding allocated for all City infrastructure.

As Calgary continues to grow, having robust and sustainable community infrastructure is an underpinning factor in effective and efficient service delivery and citizens' quality of life. Recognizing that funding sources are limited, innovative strategies are required to ensure citizen and community infrastructure needs are met. Linking growth management principles to better align infrastructure needs provides an opportunity to collectively deliver services across the Corporation in the interest of complete communities and in alignment with the vision of The City of Calgary's Municipal Development Plan. To achieve these outcomes, CS&PS has been

**2014-2023 CULTURE PARKS AND RECREATION INFRASTRUCTURE INVESTMENT PLAN (CPRIIP) AND EMERGENCY RESPONSE INFRASTRUCTURE INVESTMENT PLAN (ERIIP)**

collaborating with other departments and business units as a key participant in the Growth Management Strategy and IIPs Integration projects.

The need to ensure robustness and resiliency of community infrastructure was especially visible throughout the historic flood that Calgary experienced in 2013. Due to Council's foresight in regards to previous infrastructure investments, The City of Calgary was able to effectively operate during and after the flood. The new state-of-the-art Emergency Operations Centre (identified as a priority in former CPRIIP/ERIIP lists) played a vital role during the flood event and many recreational facilities served as temporary shelters for displaced citizens.

With 2014-2023 CPRIIP/ERIIP in place, CS&PS is well-positioned to use this information as part of the 2015-2018 Business Planning and Budget Cycle. 2014-2023 CPRIIP/ERIIP reflects CS&PS' commitment to effective planning, comprehensive prioritization and responsible stewardship and accountability in regards to capital funding.

**Stakeholder Engagement, Research and Communication**

Stakeholder engagement is an important component of CPRIIP/ERIIP. Prior to creation of business cases, consultations with key stakeholders take place and citizen priorities are identified that drive the need to initiate relevant projects. Administration also conducts ongoing research and community needs assessments to generate important information for future program planning and service delivery.

**Strategic Alignment**

CPRIIP/ERIIP plans align with Council's Fiscal Plan for Calgary, The City of Calgary's Municipal Development Plan (MDP), the Triple Bottom Line (TBL) Framework and 2020 Sustainability direction, as well as Council policies. They reflect needs and requirements outlined in corporate, departmental and business unit strategies and business plans.

**Social, Environmental, Economic (External)**

**Social**

Calgarians have indicated that availability of sport, art, culture and recreational opportunities, as well as reliable emergency and disaster response systems, are important quality of life indicators to them. The CPRIIP/ERIIP plans address these requirements through identification of projects that will support service delivery to our citizens. CPRIIP/ERIIP business cases are assessed in regards to alignment with the social dimension of the TBL policy.

**Environmental**

CPRIIP/ERIIP process and methodology address a requirement to consider environmental factors during project identification and selection for future funding. CPRIIP/ERIIP plans support investment in projects that will produce environmental benefits and strengthen Calgary's environmental sustainability.

**Economic (External)**

CPRIIP/ERIIP plans feature projects that contribute to Calgary's economic well-being and promote an environment conducive to economic development and creating a city where people

**2014-2023 CULTURE PARKS AND RECREATION INFRASTRUCTURE INVESTMENT PLAN (CPR IIP) AND EMERGENCY RESPONSE INFRASTRUCTURE INVESTMENT PLAN (ERIIP)**

want to live and do business. In addition, projects are assessed from the point of view of optimization and efficiency through co-location opportunities.

**Financial Capacity**

**Current and Future Operating Budget:**

The CPR IIP and ERIIP priorities identify lifecycle, maintenance and new growth requirements over the next ten years. Addressing the re-investment needs of existing facilities will improve the overall performance of essential facilities and programs which may increase the effectiveness of operating City assets.

**Current and Future Capital Budget:**

\$2.6 billion over 10 years would be required to support delivery of 156 capital projects (including fully unfunded and partially unfunded projects). Administration will continue work on identification of other potential funding sources and will bring these options to Council for consideration.

**Risk Assessment**

CPR IIP/ERIIP plans provide a comprehensive foundation to the long-term strategic capital planning. This minimizes risks of decreased service delivery, increases effectiveness of operating City's assets and results in a cohesive approach towards identification of business and service level improvement opportunities.

Sustaining and enhancing existing funding sources will support community priorities and mitigate risks associated with insufficient funding.

**REASON(S) FOR RECOMMENDATION(S):**

As a result of the 2013 CPR IIP/ERIIP process, Administration has identified community infrastructure priorities over the next 10 years (2014-2023), including priorities where funding is anticipated, and where no funding source is currently identified. This report provides Council with information on these priorities, and guides Administration in its planning and budgeting processes. As such, it is recommended that this report be received for information.

**ATTACHMENT(S)**

Investing In Community Priorities: Infrastructure Investment Plans for Culture, Parks, Recreation (CPR IIP) and Emergency Response (ERIIP) 2014-2023