THE CITY OF
CALGARY
COMMUNITY SERVICES & PROTECTIVE SERVICES

CULTURE, PARKS AND RECREATION INFRASTRUCTURE INVESTMENT PLAN (CPRIIP) AND EMERGENCY RESPONSE INFRASTRUCTURE INVESTMENT PLAN (ERIIP):

AN OVERVIEW

Table of Contents

1. CPRIIP/ERIIP Background

In 2005, Council directed Administration to develop comprehensive infrastructure investment plans to prioritize Community Services and Protective Services (CS&PS) capital needs. Since then, CS&PS has been preparing annual Cultural, Parks and Recreation Infrastructure Investment Plan (CPRIIP) and Emergency Response Infrastructure Investment Plan (ERIIP) lists that provide an overview of the unfunded infrastructure requirements and priority projects.

The CPRIIP and ERIIP are strategic, long-range capital planning documents that reflect citizen and community priorities and represent the cultural, social, recreational and safety needs of Calgarians. CPRIIP and ERIIP support capital and budget planning and are utilized as an advocacy tool for sustainable funding to support continuous service delivery to citizens.

All CS&PS business units (BUs) participate in CPRIIP/ERIIP. Since 2010, select Civic Partners have been participating in CPRIIP/ERIIP as well. CPRIIP and ERIIP are created annually and are based on a robust and comprehensive methodology, subject to continuous improvement through regular reviews.

The CPRIIP addresses the capital initiatives that address our quality of life. These capital initiatives include a prioritized list of needs for Parks, Recreation, Community & Neighborhood Services and Civic Partner organizations and are focused on:

- Building and maintaining great public spaces and places that enrich citizens' lives (such as parks, gardens, playgrounds and pathways).

- New recreational and sport facilities to address growth in demand and support community well-being.

- Collaboration with partners involved in community infrastructure and assets that promote an attractive, livable city (such as recreation facilities, arts, libraries and cultural facilities).

- Lifecycle maintenance, upgrades and improvements to community parks, sports fields, golf courses and recreation facilities.

The ERIIP addresses initiatives that support community safety. These capital initiatives are focused on:

- Infrastructure to ensure quality protective services.

- Investment in new land, stations, infrastructure, equipment and technology.

- Lifecycle maintenance, upgrades and replacement of security systems, technology infrastructure and equipment.

- Replacement of mechanical, electrical and architectural components of facilities.

2. CPRIIP/ERIIP Criteria, Process and Methodology

To qualify for CPRIIP/ERIIP, projects must be capital in nature and have a budget over $200 thousand. As well, projects must be either fully unfunded or partially funded over the next 10-year period.

The CPRIIP/ERIIP process (shown in Appendix A) takes place on an annual basis. Work on CPRIIP/ERIIP starts early in the year, when business units (BUs) and Civic Partners identify and confirm their capital infrastructure needs and projects required to deliver citizen services for the next 10 years.

Once BUs identify projects that qualify for CPRIIP/ERIIP, they prepare business cases, following a comprehensive template (see Appendix B). Business cases are submitted for review by the CS&PS Strategic Capital Planning Team (SCPT) which is comprised of BU representatives (typically at Manager level). Project evaluation is based on a number of assessment criteria (shown in Appendix C).

Each business case is discussed and its rank is reviewed and adjusted during a dedicated peer review session, where a final decision on a business case rank is made by group consensus. As a result, a prioritized project list is created where projects are classified as high, medium or emerging. Typically a combined CPRIIP/ERIIP list features 150 or more capital projects.

The CPRIIP/ERIIP process culminates in December when an annual report is written and submitted together with the CPRIIP/ERIIP list for Council's endorsement. The CPRIIP/ERIIP list is communicated out in an annual brochure which is posted internally and on the web.

3. Stakeholder Engagement

The needs for particular projects are determined as a result of ongoing engagement with the key stakeholders, including the Federation of Calgary Communities, social recreational groups on city-owned land, Civic Partners and the citizens of Calgary. CS&PS BUs also conduct ongoing research (e.g., Recreation's Needs and Preferences Studies) to generate important information for program planning, service delivery and infrastructure capacity. The approved CPRIIP and ERIIP lists are made available to the public and other parties through www.calgaryinfrastructure.ca. CS&PS has implemented a process to respond to citizen inquiries about the projects featured on this site (including CPRIIP and ERIIP) through 311.

4. Types of Projects on CPRIIP/ERIIP Lists

The CPRIIP/ERIIP list features a multitude of projects that are aimed to support existing City facilities or growth-related infrastructure to build complete communities. Such facilities include recreation facilities, parks, emergency response stations, sports arenas, pools, as well as selected favorite Calgary places-to-be (e.g., Calgary Zoo, Heritage Park, Talisman Centre).

The CPRIIP/ERIIP list also has projects to maintain or enhance other elements of Calgary's community infrastructure, such as pathways, parks and natural areas.

The CPRIIP and ERIIP lists feature a complex mix of maintenance and upgrade projects, as well as new growth requirements. The availability of five categories in each plan (Maintenance, Upgrade, Growth, Service Level Improvement, Critical) acknowledges that the needs of new communities must be balanced against The City's lifecycle obligations for existing facilities.

While a great majority of the projects in the CPRIIP/ERIIP are fully unfunded, there are select projects which have partial funding available due to the following reasons:

- Many CS&PS projects have approved funding assigned to a particular phase of the project (such as planning and design), but not to the remainder of the project (such as construction).

- The nature of multi-year lifecycle projects and programs means that they are sometimes partially funded, but only within the existing budget cycle. In such a case, the remaining unfunded portion is still noted on the CPRIIP-ERIIP as requiring funding within a 10-year period.

5. Project Ranking and Position

CPRIIP/ERIIP is created on an annual basis to proactively respond to the changes in regards to capital project needs. This means that project rankings may change due to changes in such annual assessments. The addition of other projects from year to year that are assessed as higher priority can 'push' a project from a previous year down the list. There may be more urgent projects identified in comparison with the pre-existing ones, or some projects may be deemed not as important as in previous years, based on the new realities of business units and Civic partners.

Project placement on the list (its rank) is a result of applying the comprehensive methodology, based on a number of assessment criteria. When business cases for CPRIIP/ERIIP projects are created, they contain self-assessment data. Once the project business cases are discussed during peer reviews, decisions are made on consensus basis to review and adjust the rankings, based on information contained in the business cases and shared during the discussions. Therefore, the final rank is a result of decision by a group of experts, that have a deep understanding of capital planning and needs within their respective business unit.

The resulting CPRIIP/ERIIP list is then divided into high, medium and emerging priorities. The final review and adjustment of ranking is conducted by the CS&PS Leadership team.

The rankings provided are not absolute. They are Administration's recommendations of where Council should apply funding.

6. Continuous Improvement

The CPRIIP/ERIIP process and the supporting documentation were developed in alignment with corporate asset management best practices, Council's Triple Bottom Line Policy, Integrated Risk Management and Council's Fiscal Plan. As CPRIIP and ERIIP continue to evolve, associated business processes, methodologies and toolsets are subjected to continuous improvement through annual quality reviews and adjustments.

In 2013 CPRIIP/ERIIP methodology and toolkit were updated to reflect:

- Requirements of the Corporate Project Management Framework (specifically, a Project Business Case standard). The CPRIIP/ERIIP project business case underwent significant changes where a number of additional sections were added to comply with this standard. As a result, business cases went from about 4 pages to over 10 pages in length. This allowed not only supporting strategic alignment, but also improving the data quality.

- Alignment with the draft Corporate Growth Management Strategy. Projects received an additional score if they were in one of the 10 top priority growth areas, as defined by draft Growth Management Strategy (available as of July 2013).

- Adjustment of select existing criteria and associated scoring.

The following process improvements are being considered for the 2014 CPRIIP/ERIIP iteration:

- Better alignment with existing budget timelines;

- Alignment with the Corporate Growth Management Strategy; and

- Improvement of the CPRIIP/ERIIP brochure formatting and layout and providing more information about projects featured in the brochure (such as project descriptions).

Appendix A. CPRIIP/ERIIP Business Process
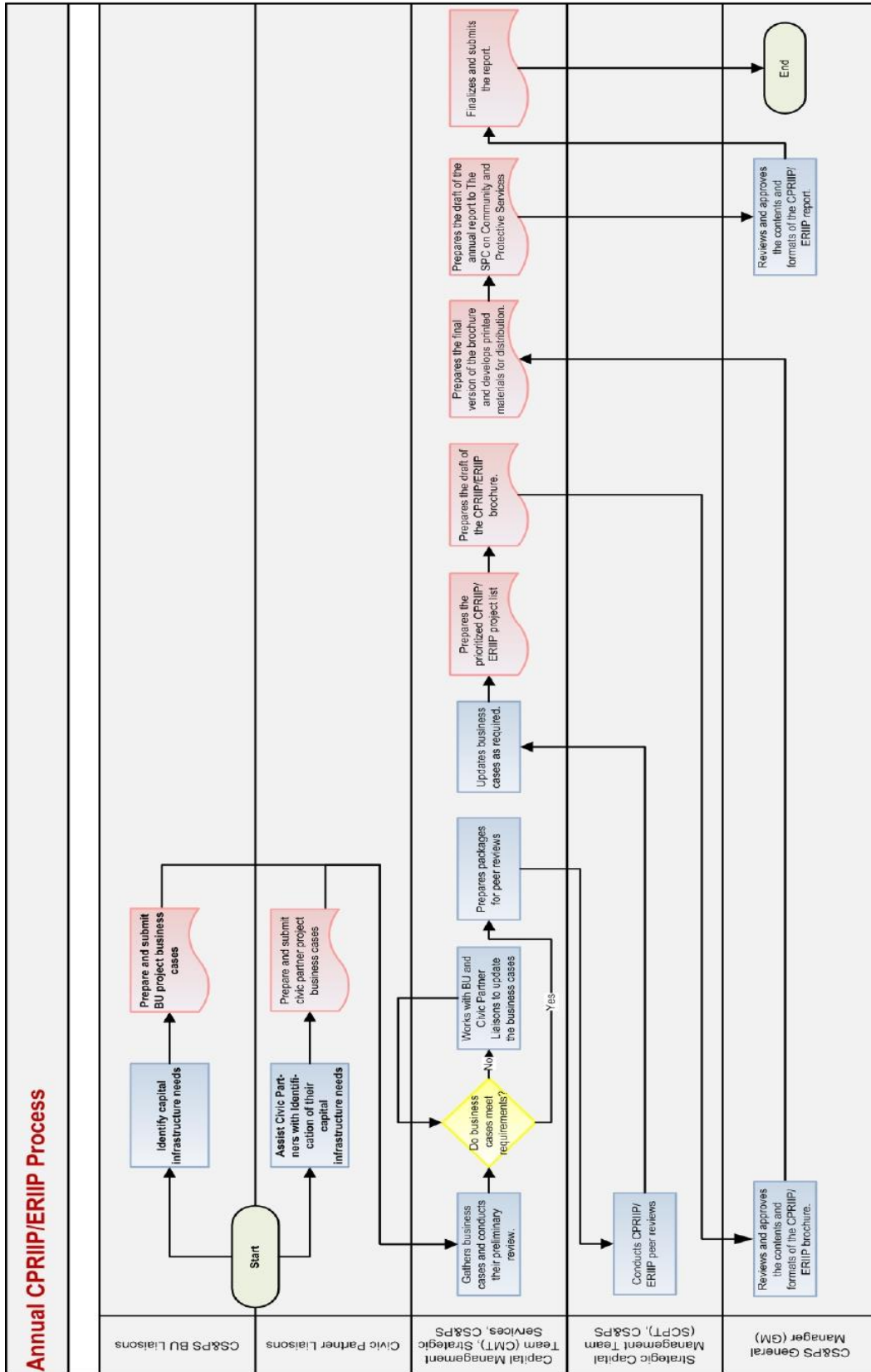
Appendix B. 2013 CPRIIP/ERIIP Business Case

CS&PS PROJECT BUSINESS CASE – [insert project name here] – [insert BU name here]

1. PROJECT / PROGRAM OVERVIEW

Executive Summary

Provide a brief description of the project and what it is expected to deliver. Capture only the essential elements of the business case, including most pertinent facts, in a clear, concise and strategic manner.

Project / Program Identification

Program Name (if applicable)		
Program Number (if applicable)		
Project Name		
Project Number		
CPRIIP/ERIIP Project Number		
Project Location	Address	
	Ward and/or Catchment Area	
Type of Project (MUGSC)		
Business Case Author(s)		
Business Unit Contact(s)		
Business Unit		
Date Prepared		
Date Last Modified		

2. PROJECT / PROGRAM OPPORTUNITY DESCRIPTION

Project / Program History and Background

Provide an outline of the project or program background, as well as whether other solutions have been considered.

Business Need / Opportunity Statement

Provide reasons for the project and its mandate.

Expected Key Deliverables

List key deliverables expected as a result of the project.

Expected Key Results / Benefits

List key results expected as a result of the project.

Alignment to Council's Fiscal Plan

State which specific priority/element of the Fiscal Plan is supported by this project.

Alignment with Corporate, Departmental and BU Goals / Strategies

List strategies being advanced by this project. Be as specific, as possible. Identify specific departmental outcomes, BU strategies and/or actions, if applicable. List documentation that supports such goals, strategies and actions.

Triple Bottom Line Alignment

Social	
Economic	
Environmental	

Indicate how the project will support the social, economic and environmental dimensions as per City's Triple Bottom Line Policy.

Preliminary Stakeholder Identification

No	Stakeholder Group	Internal or External?	Role	Impact / Interest	Comments
1.					
2.					
3.					
4.					

Identify stakeholder groups in the project, what role they perform, and how they may contribute to the project and how they will be impacted by the project.

Timeline

Planned Start Date	
Planned Completion Date	
Expected Duration (years/months)	

Indicate the project planned start and completion dates, as well as project duration in years/months.

New Full-Time Equivalent (FTE) / Full-Time Capital (FTC) Resources Required

Indicate number of Full Time Equivalent/Full Time Capital staff required for own business unit, other business unit(s); recoverable or not recoverable. This can be fraction equivalent (i.e., 3.5 FTE employees). This includes seasonal and limited term employees in addition to FTEs.

Impacts to City's Tangible Capital Assets (TCA)

If applicable, state what kinds of new TCAs the project will deliver, whether existing TCAs will be decommissioned or betterment will be provided to the existing TCAs as result of the project. Identify TCA-related stakeholders. Only impacts to City's TCAs should be considered.

3. PROJECT / PROGRAM DECISION

Assumptions

Document project / program assumptions.

Constraints

Document project / program constraints.

Dependencies

Document project / program dependencies and their impact.

Options / Alternatives Considered

No	Option	Description	Pros	Cons	Comments
1.	'Do Nothing'				
2.					
3.					

Provide a description of options considered and indicate associated cons and pros. Options can include different funding levels and/or different outcomes achieved. Must include a "do nothing" option analysis.

Options Risk Analysis

No	Option	Risk Description	Impact Severity	Risk Likelihood	Risk Assessment	Mitigation Strategy
1.	'Do Nothing'					
2.						
3.						

Provide a high-level risk analysis of options considered. Must include a "do nothing" risk analysis. Must include mitigation strategy.

Recommended Option

Provide the recommended option statement and include the deciding factors.

Success Criteria

Include key performance criteria that will be applied towards evaluation of the recommended option. This should include the key performance measures that may be evaluated to determine the project's success. Also include what level of performance should represent success for the project. These can be high-level measures or detailed metrics, depending on business unit preference.

Benchmark Industry / Municipal Standards

If applicable, indicate what benchmark standards will be applied to assess the outcomes of the recommended option.

4. PROJECT / PROGRAM FINANCIAL SUMMARY

Estimated Project / Program Capital Budget

Provide the estimated capital budget for the project / program, based on current dollars.

Project / Program Cost Estimate Classification Class

Provide project / program cost estimate classification class based on the City's Project Management Estimating and Contingency Standard.

Project / Program Contingency Classification Level

Provide project / program contingency classification level based on City's Project Management Contingency Classification Tool.

Proposed Spending Plan[1]:

Total Capital Costs ('000s)	Year										Total
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Land Acquisition											-
Planning											-
Design											-
Construction											-
Rehab / Replacement											-
Other (specify)											-
Total Capital Budget	-	-	-	-	-	-	-	-	-	-	-

Provide an estimate of the total capital costs for the program/project. Add additional categories if required.

Total Operating Costs ('000s)	Year										Total
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
One-time Operating											-
Ongoing Operating											-
Maintenance Costs											-
Other (specify)											-
Total Operating Budget	-	-	-	-	-	-	-	-	-	-	-
FTEs/FTCs											-

Provide an estimate of the total operating costs related to the program/project. Add additional categories if required.

Proposed Funding Sources ('000s)	Year										Total
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Grants											-
Corporate funding - PAYGO											-
Corporate funding - LMUR											-
Debt – Tax Supported											-
Debt - MSI											-
Levies - CRL											-
Reserves - CIF											-
Funding External to City											
Other											-
Total Funding	-	-	-	-	-	-	-	-	-	-	-

Indicate what sources of funding can be used for the project / program financing. Add sources not listed, if required.

---

[1] Must include cost escalations, contingency and overhead costs, other estimates as appropriate (e.g., amounts for public art, project management, etc.).

Cost Impacts to Other BUs

Impacts to Other BUs ('000s)	Year										Total
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Finance & Supply											-
CPB											-
CSC											-
ESM											-
Fleet Services											-
Human Resources											-
IT											-
IIS											-
LUPP											-
Law / Security											-
Other (specify)											-
Total Cost Impact(s) to	-	-	-	-	-	-	-	-	-	-	-

Indicate impacts to other city BUs that will result from the project / program. Add additioanl stakeholders if required.

5. PROJECT ASSESSMENT CRITERIA

Primary Assessment Criteria

	Criterion	Description	Score
1	Strategic Need and Alignment	Does the funding request align with or support Council, departmental or BU priorities and direction, business plans, and / or service level requirements?	0
2	Public / Staff Safety	What is the probability and impact of imminent damage to people, animals or property if the project does not proceed?	0
3	Social Impact	Does the project provide social value? Does it support inclusion, culture, physical activity and / or strengthens neighborhoods?	0
4	Economic Impact	Does the project contribute to Calgary's economic well-being, promoting an environment conducive to economic development and creating a city where people want to live and do business?	0
5	Environmental Impact	Does the project contribute to Calgary's environmental sustainability and / or support protection of water resources, waste reduction, improvement of air quality and energy consumption, or a positive cumulative effect on the environment?	0
6	Request Type	Which MUGSC category does the request fall into (Maintenance, Upgrade, Growth, Service, Critical)?	0
7	Implications to the Operating Budget	What is the ongoing financial cost / benefit of the request?	0
8	Readiness	What is the readiness status of the request (concept, planning, design, construction / implementation)?	0
		Total Primary Assessment Criteria Score	**0**

Additional Assessment Criteria

Criterion	Yes / No	If Yes, Explain	Score
Does this project have potential sources of funding external to City of Calgary, which are not streamlined through City's processes?			0
Does this project have co-location opportunities?			0
Can this request support repurpose of an existing asset? If so, does the repurpose result in improvement of the public-facing service to citizens?			0
Does this request satisfy an audit recommendation?			0
Is the project in one of the top 10 priority			

Criterion	Yes / No	If Yes, Explain	Score
areas, as identified by the draft Corporate Growth Management Framework?			
		Total Additional Assessment Criteria Score	**0**

	Total Project Score	**0**

6. POST-PRIORITIZATION SUMMARY

Project Prioritization Rank (IIPs)	
CCBS Project Category (A / C / D)	
GL Project Activity Number	
BU Reference Number	
Additional Information (if applies)	

Provide information, as appropriate, taking into consideration whether the project funding is approved.

Appendix C. 2013 CPRIIP/ERIIP Assessment Criteria

Primary Assessment Criteria	Description
Strategic Need and Alignment	This criterion recognizes that requests that have different or multiple driving factors (corporate, business unit, public or external) are considered more desirable than projects that only support the goals of one business unit. This criterion considers whether the funding request for the unfunded project aligns with or supports Council, departmental or business unit priorities and directions, business plans, and/or service level requirements. The lowest score is given to an emerging or topical need that is not an enhancement to pre-existing priorities, core business, or direction. These can be projects that are a result of an emerging corporate strategy, recommendation or emerging public need still under analysis. The highest score is assigned to projects that are required to deliver on a specific Council directive or address a documented requirement by a federal, provincial, or other governmental body. This can include projects that will support legal or compliance requirements (e.g. agreements, governmental regulations).
Public /Staff Safety	This criterion considers safety considerations, as well as the probability and impact of imminent damage to people, animals or property, if a project does not proceed. The lowest score is given to projects with a low risk of impacting public or staff safety. If damage has not occurred in the last three years and likely will not occur in the next three years, or if damage occurs, the impact will be minimal. The highest score is given to projects with a high risk of impacting public or staff safety, if damage is likely to occur in the next year or impact of the damage is significant (e.g. ,roof failure).
Social Impact	This criterion addresses the social dimension of the Triple Bottom Line. Scores are awarded based on the degree of social impact the project may have. This criterion considers the project's overall social value and whether it supports inclusion, cultural enhancement, physical activity and/or strengthening of neighborhoods. The scores are awarded based on a degree of overall social impact the project may provide.

Primary Assessment Criteria	Description
Economic Impact	This criterion addresses the economic dimension of the Triple Bottom Line, based on whether the project will contribute to Calgary's economic well-being, promoting an environment conducive to economic development and creating a city where people want to live and do business. The scores are awarded based on the degree of economic impact the project may create from minimal to significant.
Environmental Impact	This criterion addresses the environmental dimension of the Triple Bottom Line, based on whether the project will contribute to Calgary's environmental sustainability and/or support protection of water resources, waste reduction, improvement of air quality and energy consumption, or will have an overall positive cumulative effect on the environment. The scores are awarded based on the degree of environmental impact the project may create.
Request Type	The project request type is used to recognize funding urgency and commitment to ongoing investment over growth project. The following project request types (also referred to as MUGSC) are used: - Maintenance - Upgrade - Growth - Service Level Improvement - Critical. New infrastructure projects associated with growth or service level improvement are awarded the lowest scores. Critical projects resulting from a legislative change or responding to the requirement to manage a high public and/or employee safety risk obtain the highest scores.
Implications to the Operating Budget	This criterion considers analysis of the project's overall value for dollar and financial cost/benefit of the request. The lowest score is assigned to projects that will result in a business unit budget increase of more than 5%.The highest score is assigned to projects that generate revenue or operating cost savings.
Readiness	This criterion considers readiness status of the request based on the project stage (concept, planning, design, construction/implementation). The lowest score is assigned to projects that are in the concept phase, where a concept or general requirements have been identified. The highest score is assigned to projects that can proceed immediately as soon as funding is approved.

Additional Assessment Criteria	Description
	There are five additional assessment criteria that are used to further assess a project business case: **External Funding Sources** An additional point is awarded to a project that potentially qualifies for funding sources external to the City of Calgary, which are not streamlined through the City's processes. Examples of such funding include Joint Emergency Preparedness Program (JEPP), Recreational Infrastructure Canada Program (RInC), and a Community Revitalization Levy (CRL). **Co-Location Opportunities** If a project has a potential for a co-location with other City services, an additional point is awarded. It must be demonstrated that co-location commitments are in place or discussions are being held with relevant parties. **Asset Repurpose** If the project supports repurposing of an existing asset, an additional point is awarded. If asset repurposing results in an improvement of public facing services (e.g., a building repurposed to be a library, rather than a warehouse), two points are awarded. **Audit Compliance** If the request is supported by an audit recommendation, an additional point is awarded. **Growth Management Alignment** If the project is in one of the top ten priority areas identified by the draft Corporate Growth Management Framework[1], an additional point is awarded.

[1] Assessment on the criterion 'Growth Management Alignment' was based on the list of priority areas available as of July 2013.