

**Community Services Response to  
Regular Meeting of Council  
2024 July 30**

**ISC: UNRESTRICTED  
C2024-0910**

## **Community Association and Social Recreation-operated facilities**

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This is a response to the Administrative Inquiry submitted by Councillor Penner at the 2024 March 19 Regular Meeting of Council requesting an update on a new and sustainable approach for Community Association and Social Recreation Organization operated facilities on City-owned land. The Administrative Inquiry requested updates in three areas: the work plan, next steps for community engagement, and future budget considerations.

### **Background**

Community Associations and Social Recreation Organizations are valued partners, delivering programs and services to Calgarians that promote inclusion and animate community. There are over 120 Community Associations and almost 60 Social Recreation Organizations operating a portfolio of City-owned facilities through leases or licenses of occupation on City-owned land.

Administration currently supports Community Associations and Social Recreation Organizations in two key ways: through City liaisons who collaborate with and support these partners to increase their capacity and deliver their mandates; and through the Capital Conservation Grant, a facility lifecycle grant funding program.

While each Community Association and Social Recreation Organization is unique, nearly all are challenged by aging facilities requiring more investment. In addition, board members, staff, and volunteers may have limited capacity. Financial and operational risks for The City and these partners increase as facilities age and capacity is constrained, and program and service delivery is negatively impacted.

### **Work plan**

A multi-disciplinary team is developing a community spaces investment program, a comprehensive new approach that balances current budget constraints with The City's risk management and engineering oversight requirements for the facility portfolio, and the unique and important function these 180+ partners provide to their communities. This program demonstrates The City's responsible and coordinated approach to managing and maintaining infrastructure assets.

Work to develop this program is complex and multi-phased, and immediate action is required. The short-term focus is continuing to support Community Associations and Social Recreation Organizations with their facility needs by strategically investing limited funds to manage risks. Administration will do this by prioritizing the Community Capital Conservation Grant on higher risk assets, starting in early 2025.

The long-term focus is a new model for the relationship between The City and these partners. This model will ensure the structural integrity and sustainability of capital assets to best use these facilities to animate community and promote inclusion. New processes, decision-making authorities, financial structures, and revisions to policies and agreements will be required, and

there will be budget implications for the next Budget Cycle. Key actions are summarized in the table below:

Phase 1: Discover (2022-2024).
<ul style="list-style-type: none"> <li>• Compile and analyze: <ul style="list-style-type: none"> <li>○ The City’s ownership, responsibilities and risks associated with the facility portfolio.</li> <li>○ Relevant and related strategies, policies, and agreements requiring updates.</li> <li>○ Learnings from the Community Hubs Initiative and conduct an environmental scan of the social value of investments in public spaces in comparable jurisdictions.</li> <li>○ Data on the condition of the facility portfolio to inform The City’s understanding of facility risks.</li> <li>○ Data on number and types of programs and services delivered by Community Associations and Social Recreation Organizations.</li> <li>○ Related work to ensure corporate alignment, promote communications, and share leading practices.</li> </ul> </li> </ul>
Phase 2: Develop (2024-2027).
<ul style="list-style-type: none"> <li>• <u>Key short-term action:</u> Update the Community Capital Conservation Grant Guidelines to prioritize funding for strategic or critical lifecycle maintenance.</li> <li>• <u>Key long-term action:</u> Develop, cost and evaluate new models of investment and responsibility, and seek input from Community Associations and Social Recreation Organizations on these models.</li> <li>• Develop a strategic framework to articulate principles, vision, and outcomes.</li> <li>• Develop a decision-making framework for proactive facility and risk management.</li> <li>• Update policies, procedures and/or agreements, including the CSPA006 Community Capital Conservation Grant, CP2017-01 Investing in Partnerships Policy, CSPA011 Lease / License of Occupation to Community Organizations.</li> <li>• Prepare an implementation plan and an evidence-based budget request for the approved model for the 2027 – 2030 Budget Cycle.</li> </ul>
Phase 3: Implement (2027 – beyond).
<ul style="list-style-type: none"> <li>• Implement and refine the community spaces investment program.</li> <li>• Implement related policies, agreements, practices, and processes.</li> <li>• Assess and review results.</li> </ul>

Next steps for community engagement

Administration will regularly communicate progress and seek input from Community Associations and Social Recreation Organizations through their City staff liaisons. Administration will also leverage existing mechanisms to define Calgarians' vision and aspirations for these community partners, facilities and programs and services.

Future budget considerations

Funding will be required to implement the community spaces investment program. A budget request will be brought forward as part of the 2027 – 2030 Budget cycle for Council consideration.

Submitted by Katie Black.