



Report Back – Exploring an Alternate Delivery Model for Community-Level Amenities

IP2025-0788

2025 September 3

Previous Council Direction

Notice of Motion – EC2025-0525

NOW THEREFORE BE IT RESOLVED THAT Council direct Administration to prepare options for a pilot program exploring how to fund and deliver community-level amenities through an alternate delivery model, where external partners front-load project funding and delivery;

AND FURTHER BE IT RESOLVED THAT this work include recommendations on:

- Funding mechanisms and constraints, including financial capacity and debt policy and limits;
- Budget and resource requirements, including capital and operating costs;
- Scope and eligibility criteria for the pilot program;
- Application and selection process;
- Alignment with existing City policies and processes;
- Legal and contractual, considerations including; ownership, liability, risk management, operational and maintenance requirements

AND FURTHER BE IT RESOLVED THAT Administration report back with recommendations through the Infrastructure and Planning Committee no later than end of Q3 2025.

Recommendations

That Infrastructure and Planning Committee recommend that Council direct Administration to:

1. Where necessary, update the criteria of existing programs for community-level amenities to include use and demand of current community-level amenities, community population intensity, and equity index results as decision factors to prioritize community-level amenity investment; and
2. Consider adding \$1.5 Million of capital budget to the Parks and Playground Amenities Program and \$25,000 of operating budget to fund increased operating expenditures for upgraded community-level amenities in the prioritization of investments in the 2027-2030 Service Plans and Budgets.

What are Community-Level Amenities?

Community-Level Amenities

- Serve a single community
- Include local parks and open space projects
- Generally funded and constructed through the development and subdivision process (MR)

Example: Playgrounds and community gardens

Regional-Level Amenities

- Serves multiple communities
- Large catchment areas
- Generally multi-hour destinations for citizens

Example: Regional multi-use parks

Third-Party Provision of Community-Level Amenities

- Third-party front-ending program was explored.
 - Public procurement processes required to be followed.
 - Administrative oversight required.
 - Need to fund the future payback acquired asset through a budget approval, or recognize the liability to pay back as debt.
- Public-Private Partnership process was explored
 - Requires administrative oversight to set up and administer .
 - Low cost and scale of community-level amenities (benches, gazebos, community gardens, etc.) would be cost prohibitive relative to the assets being provided.

How are Amenities Provided?

	New Communities	Established Communities
Land Acquisition	<ul style="list-style-type: none"> 10% of lands provided to The City as MR for parks, recreation, and school sites No cost to The City 	<ul style="list-style-type: none"> Utilization of existing City owned parks and open spaces
Amenities Provided	<ul style="list-style-type: none"> Developed and funded by Developers Amenities meet the Development Guidelines and Standard Specifications for Landscape Construction (DGSS) 	<ul style="list-style-type: none"> Developed over time with differentiating standards that reflect when the community was developed New/upgraded amenities provided through various programs (PAPA, EAGCS, GSP&GP, LAIF)
Maintenance	<ul style="list-style-type: none"> City obligation Amenities above DGSS standard subject to Option Amenity Agreement Applicant takes on incremental maintenance cost. 	<ul style="list-style-type: none"> City obligation

Providing Community-Level Amenities to Calgarians

Continue To:

- Leverage existing programs
- Ensure continuity of MR, Development Agreement and Optional Amenity Agreement processes
- Identify need for community-level amenities through engagement

Enhance Processes By:

- Including criteria in existing programs related to community population density, amenity demand (level of service) and equity index results
- Considering capital and operating investment in the 2027-2030 Service Plans and Budgets
- Assessing the ability and demand for third-party front-ending

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