

CAPITAL PROFILE REPORT

PROFILE NAME: **OPEN SPACE: PLANNING AND DESIGN - GROWTH**
 PROFILE NUMBER: **CM-30-3030**
 DEPARTMENT: **Integrated Infrastructure Services**
 LEAD BRANCH: **Building Great Neighbourhoods and Open Spaces**
 PROGRAM NAME:
 PARTNER:
 BUDGET CYCLE: **2019-2022**

FUNDED

PROFILE STAGE: **Approved**
 PROFILE TYPE: **Composite**
 LEAD MANAGER: **Craig Walbaum**
 PARTNER MANAGER:
 ESTIMATED START: **January, 2019**
 ESTIMATED COMPLETION: **December, 2022**

Service Category: **Parks**

Major Initiative:

GROWTH
100

RENEWAL

PREVIOUSLY APPROVED: **5,157**
 BUDGET REQUEST: **-**
 TOTAL PROFILE BUDGET: **5,157**

PROFILE DESCRIPTION

This composite program supports preliminary planning and design work on Open Space capital projects prior to budget approval. This approach is consistent with Administration's implementation of the Project Development & Delivery Model (PDDM), as well as the Capital Governance Policy that was approved by Council. Funding in the profile will be used to support project development (concept, preliminary planning and schematic design). This composite profile will develop projects that may move to delivery in the current budget cycle and into the start of the next budget cycle.

PROFILE BACKGROUND

In 2016, Administration developed the Project Development and Delivery Model (PDDM) as the procedure to implement Council approved Capital Governance Policy C591. The PDDM is a framework to managing capital infrastructure projects, and aims to achieve the following outcomes:

- Better information to make capital investment decisions.
- Improved project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction.
- Systematic evaluation of projects against the initial project business case and scope.

During the subsequent Fall 2016 Supplemental Capital Budget Adjustments (SCBA), Council approved the CM-99-0001 - Infrastructure, Planning and Design - Composite Growth profile, which provided capital funding for the planning and design of projects with the Infrastructure Planning and Design branch through to PDDM Checkpoint 3. This profile includes the development of only Open Space Growth Projects.

PROFILE JUSTIFICATION

To adhere with the PDDM, planning and design work should be completed on projects prior to the project's budget being approved in its entirety. This composite profile funds that work so Administration can provide Council with better information regarding the scope, schedule and budget prior to funding the entire project, reducing the risk of cost overruns, schedule issues, and other unanticipated issues.

STRATEGIC ALIGNMENT

This composite profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

ALTERNATIVES CONSIDERED

Planning work for the next budget cycle too late will increase the risk of not meeting the completion schedule and budget. Lack of planning can also lead to increased risk during delivery, increased costs and delays.

Additionally, funding for the planning and design work is crucial as it allows the projects identified to utilize the PDDM approach, as mandated by Council. Implementation of PDDM will not be possible if funding is unavailable to carry out the planning and design work as indicated.

COST BENEFITS

The planning and design composite profiles are intended to improve information to Council to make better-informed capital investment decisions:

- Early investment in design to support detailed business cases.
- Structured process to evaluate readiness, scope and prioritization.
- Increased confidence around budget and schedule estimates.

KEY RISKS & MITIGATING STRATEGY

One key risk of the PDDM approach surrounds what would occur should a capital project not be approved after spending resources on planning and design. Current mitigation is the ongoing reporting to City Council regarding capital priorities, while future mitigation could be the improvement to the long term capital planning process. This will ensure that projects being advanced through the planning and design composite are Council and City priorities in line with corporate strategies, goals, and objectives.

RESOURCES

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to manage and undertake the work. All procurement of external resources will follow relevant corporate procurement directives & policies.

CONCLUSIONS AND RECOMMENDATIONS

Capital funds are required to advance the planning and design of capital growth projects in order to adhere with the Project Development and Delivery Model, and improve project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction. Approval of this capital profile is required to fund planning and design work in adherence to the PDDM process.

CHANGES TO APPROVED PROFILE

2019 Spring SCBA (#2.2-3): Canadian Tire Jumpstart Foundation has expanded its mandate to remove accessibility barriers to sport and recreation for children with disabilities. As part of the Play Finds A Way Initiative, the charity is committed to building universally accessible playgrounds across Canada. Playgrounds have been built in Calgary, Toronto, Winnipeg, Charlottetown, and Prince Albert. This adjustment approves \$1.5 million in design and delivery funding (\$1M partner funding, 500k PAYG). An additional \$300k is being transferred from approved operating funds in SCBA-C-2019-00116.

2019 Spring SCBA (CA#10): (2.8.1) To match the funding received from Jumpstart in 2019.

2019 Spring SCBA (CA#10): (2.4.R-4) To replenish the 2019-22 composites from 2018 releases. Related to change request SCBA-C-2019-00064.

2019 Spring SCBA (CA#10): (2.4.19) Fund PAYG/MSI from releases to cover over-expenditures in prior years

2019 Fall SCBA #19-34R/4.4 MSI Reduction Strategy: Based on work completed to date, estimates for the projects associated with this program have been revised. The number of growth projects that the program will deliver has also been reduced to address a funding shortfall corporately. As such, the funding identified is not required to meet the program objectives (\$81K).

2019 Fall SCBA #19-34R/4.6 MSI Reduction Strategy: Based on work completed to date, estimates for the projects associated with this program have been revised. The number of growth projects that the program will deliver has also been reduced to address a funding shortfall corporately. As such, the funding identified is not required to meet the program objectives (\$800K).

2019 Fall SCBA #19-34R/4.7 MSI Reduction Strategy: Based on work completed to date, estimates for the projects associated with this program have been revised. The number of growth projects that the program will deliver has also been reduced to address a funding shortfall corporately. As such, the funding identified is not required to meet the program objectives (\$1.4M).

2019 Fall SCBA #19-34D/4.30 MSI Reduction Strategy: Preliminary analysis can continue to evolve the scope of work to refine and affirm a list of locations. This scope of work can be initiated quickly if brought forward in a future SCBA or with the 2023-26 Capital Budget. There is no known time sensitivity related to the deferral of this work (\$429K).

2019 Fall SCBA (3.3.5): To adjust the profile to align the Jumpstart Partnership funding with the funding agreement with Canadian Tire by removing \$150K in 2019 and \$850K in 2020.

2020 Spring SCBA (#20-10, 3.6-2): The scope of the Kinistinaw Phase 2 project is being separated from Kinistinaw Park (Phase 1). The funding will be transferred to CM-30-3030 to better align with the PDDM model of project delivery.

2020 Spring SCBA (#20-10, 3.6-3): Profile 15-17-1075 The Orchards School/Park site Development was approved to capture the initial phases of the project which were being completed by the area developer through the Shared Park Development Program. That portion of the project is coming to a close, and the remaining funding is for the completion and delivery of the remainder of the park elements. Funding for The Orchard's park elements were included in the composites that were approved as part of the 2019-2022 capital budget. Upon the determination of the funding being available through the original profile to complete the project and to eliminate duplication, IIS released the funding that was allocated for the Orchards park elements as part of the releases in the 2019 Fall SCBA.

This adjustment requests the transfer of the remaining funding from the original profile to the composites for completion and delivery of the remaining park elements with no additional funding ask nor financial implications.

CAPITAL PROFILE REPORT

Profile Page 3

PROFILE NAME: **Open Space: Planning and Design - Growth**

PROFILE NUMBER: **CM-30-3030**

BRANCH: **Building Great Neighbourhoods and Open Spaces**

FUNDED

PROFILE TYPE: **Composite**

CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2020	2021	2022	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	1,713	1,580	1,434	2,453	-	-	-	-	-	-	7,180
	2019 Cap Council	-1,190	-1,414	-	-	-	-	-	-	-	-	-2,604
	2019 Cap Carry Forward	-394	394	-	-	-	-	-	-	-	-	-
	2020 Cap Council	-	581	-	-	-	-	-	-	-	-	581
	Current Approved Budget	129	1,141	1,434	2,453	-	-	-	-	-	-	5,157
	Approved Funding Sources											
	Debt CRL Quarters	-	500	-	-	-	-	-	-	-	-	500
	Financial Stabilization Resrv.	-	45	-	-	-	-	-	-	-	-	45
	Pay-As-You-Go	129	596	1,434	2,453	-	-	-	-	-	-	4,612
	Current Approved Funding Sources	129	1,141	1,434	2,453	-	-	-	-	-	-	5,157

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
----------------	----------------	---	---	---	---	---	---	---	---	---	---	---

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	129	1,141	1,434	2,453	-	-	-	-	-	-	5,157
	Requested Funding Source											
	Debt CRL Quarters	-	500	-	-	-	-	-	-	-	-	500
	Financial Stabilization Resrv.	-	45	-	-	-	-	-	-	-	-	45
	Pay-As-You-Go	129	596	1,434	2,453	-	-	-	-	-	-	4,612
	Requested Funding Source	129	1,141	1,434	2,453	-	-	-	-	-	-	5,157

CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2020	2021	2022	2023	2024	2025	2026	2027	2028	Beyond 2028	Total
REVISED BUDGET (IF APPROVED)	Construction	-1,584	-439	-	-	-	-	-	-	-	-	-	-2,023
	Design	1,713	1,580	1,434	2,453	-	-	-	-	-	-	-	7,180
	Total	129	1,141	1,434	2,453	-	-	-	-	-	-	-	5,157

OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-