ACTION PLAN MID-CYCLE ADJUSTMENTS

EXECUTIVE SUMMARY

Action Plan 2015-2018 was approved during a time of economic prosperity. However, shortly after it was approved in November of 2014, the local economy shifted downward. Many Calgarians have been affected by the economic downturn, and The City has been responding through a number of initiatives, since early 2015. The Mid-Cycle Adjustments continue and expand on this response, with additional changes that will benefit all Calgarians, and which will also provide some targeted support in areas of greatest need. Citizens and business owners will benefit from initiatives in four broad areas.

- First, the proposed adjustments reduce the previously-approved 2017 tax rate increase from 4.7% down to 1.5%, with a 1.5% rebate for 2017, effectively bringing the 2017 tax rate increase to 0%. The direction for a lower tax rate included a plan to reduce the budget through a combination of corporate funding sources, department savings from operating efficiencies and service reductions. Details of these changes are included in today's report for approval.

- Second, the Adjustments include fee relief in a number of areas, some previously approved by Council (which are provided for information), and others that require Council approval.

- Third, to help those most affected by the downturn and respond to some specific emerging needs, Administration is proposing a number of one-time initiatives funded from reserves that will have no impact on the tax rate. Among these are greater access to affordable housing, increased funding support for community and social programs, and initiatives to support new and existing small businesses.

- Finally, this report also brings forward The City's Capital Investment Plan, which reflects a more strategic approach to investment, including leveraging investment from the private sector and other levels of government in an effort to invest in capital more efficiently, create jobs and deliver value to Calgarians. In the long term, the plan is designed to maximize investment to create jobs, build and maintain needed infrastructure and attract and retain people, business and investment to Calgary. These changes will be funded through capital sources (rather than through property taxes). Included for Council approval is one capital budget adjustment intended to take advantage of the Public Transit Infrastructure Fund.

ADMINISTRATION RECOMMENDATION(S)

Administration recommends that Council:

1. Approve the proposed Mid-cycle Adjustments in Attachment 1;
2. Approve the proposed Capital Investment Plan in Attachment 2;
3. Authorize the Deputy City Manager to continue to identify capital funding sources, including allocations and efficiencies from existing capital budgets and transfer funds to the Budget Savings Account to support recommendation 4.
4. Direct the Deputy City Manager to return to Council no later than Q2 2017 with recommendations for new, or currently unfunded investment projects;

5. Adopt the 2017 operating and capital budgets, as adjusted;
6. Approve the proposed carry-forward of unspent operating budget to 2017 in Attachment 3;
7. Approve the amended fee schedules related to proposed user fee changes in Attachments 4 to 9;
8. Approve the amended user fee bylaws related to proposed user fee changes in Attachments 10 to 16, and
9. Receive for information the net zero operating budget Adjustments in Attachment 17.

PREVIOUS COUNCIL DIRECTION / POLICY

The Multi-Year Business Planning and Budgeting Policy (CFO004) was approved by Council on 2005 January 31, and then amended in 2008 January 14. This policy stipulates the approach that The City uses for multi-year budgeting and business planning.

On 2013 April 22, Council approved a modified four-year approach to business planning and budgeting (PFC2013-0338). The approval aligns The City's business plan and budget process to the four-year election terms. It included a provision for adjustments in the middle of the cycle, to be informed by a check-in with citizens and an update to Council priorities as a result of changes in the external environment.

On 2015 November 25, Council approved the Capital Infrastructure Investment Strategy and directed that Administration return to Council by Q2 2016 with a recasted capital budget (C2015-0855).

The Mid-Cycle Adjustments process was approved on 2015 December 18 and included a rigorous combination of research, analysis, and engagement with citizens, businesses, community groups, economists, Council members, and business and administrative leaders. (C2015-0956). The results from this work were presented to Council through various Strategic Council Meetings from March through to June 2016.

On 2016 May 30, Council approved the Waste & Recycling services green cart program 2017 – 2018 Indicative Rate (C2016-0440) and directed administration to include a green cart program rate of $6.50 per household per month for 2017 and 2018 as part of Action Plan 2015-2018 Mid-Cycle adjustment process and return to Council with amendments to the WRS bylaw (20M2001) Schedule B as part of Action Plan 2015-2018 Mid Cycle adjustment process.

On 2016 June 27, Council approved a tax rate of 1.5% with a one-time rebate of 1.5% for an effective tax rate increase of 0% for 2017, and provided additional direction with respect to user fees and other initiatives for the Mid-Cycle Adjustments (details are provided in the Background section immediately below).

On 2016 September 19, Council directed a reduction in utility (C2016-0688) and drainage (C2016-0689) charge rate increases. Council also directed that Administration bring forward the

proposed fee reduction for the 2017 Green Cart Program for consideration during the Mid-Cycle Adjustments process (C2016-0774).

On 2016 September 26, Council approved the recasted 2015-2018 capital budget, amended Council Policy CFO006 for cash flow timing changes and directed that Administration return to Council at the November 2016 Mid-Cycle Adjustments deliberations with identified funding for potential new, and currently unfunded, projects.

BACKGROUND

The consultation and analysis conducted under the Mid-Cycle Adjustment process led to the decision of Council on 2016 June 27 to approve a 1.5% property tax increase, with a one-time 1.5% property tax rebate for 2017 to effectively bring the tax rate increase to zero. In addition, Council decided:

- to fund the reduction in the tax rate through a combination of further efficiency gains, service reductions and corporate funding;
- to maintain the 2016 freeze in transit and some other user fees; and
- to request Administration to identify specific, targeted projects and initiatives to help those most in need as a result of the shift in the economy.

This report responds to this direction from Council and builds on the findings from the work conducted through the year. It provides an overall strategy for The City to deliver results and respond to citizens' needs and priorities through its 2017 and 2018 business plans and budgets.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Attachment 1,"*Mid-Cycle Adjustments: The City's Response to the Change in the Local Economy"*, provides a summary of the response to the economic downturn to date, the findings of the research, analysis, and public engagement that has been conducted as a part of Mid-Cycle Adjustments, the proposed adjustments for 2017-2018 and an in-depth look at each of those changes.

Key Findings

Key findings from the Mid-Cycle Adjustments Process are described in Attachment 1, pages 7 to 10. At a very high level, they are:

- The City has been responding to the change in the economy since early 2015 and has taken action on a number of fronts. These include initiatives such as the Economic Resilience Strategy, the Economic Resilience Fund, and the adoption of a sliding scale for transit fares. In addition, The City is continuing to invest in capital infrastructure and leverage other funding sources, and is managing its labour force through vacancy management and attrition.
- The local economy continues to struggle and it is expected to take longer to recover than originally anticipated.

ACTION PLAN MID-CYCLE ADJUSTMENTS

- The priorities of citizens have changed since Action Plan was approved, and are now more focused on the state of the local economy and less on growth and expanding of services.
- Citizens' willingness and ability to bear property tax and fee increases have dropped by 10% points in the 2016 citizen satisfaction survey.
- The economic downturn has impacts to the community, and some groups – particularly the unemployed and other vulnerable individuals – are particularly hard hit.
- Preliminary analysis indicates that increased downtown office vacancy rates, decreases in rental rates and resultant declines in property values/assessments will result in a significant redistribution of taxes from downtown office buildings to other areas and property types. These other properties are likely to see an increase in their taxes, despite a zero percent increase overall.
- City revenues are lower than previously forecast and, in some instances, costs are increasing. These are largely attributed to lower than forecast revenue from franchise fees and user fees and increased costs associated with the carbon levy.

In summary, Calgary is experiencing a significant economic downturn and is expected to undergo slow recovery over the next few years. Virtually all Calgarians will have felt the impact in some way, and some are particularly affected. There are a number of things that The City can do to help. Council has already made several decisions that respond to Calgarians' needs, and has directed Administration to bring forward Mid-Cycle Adjustment proposals required to implement previous decisions and respond to the areas of greatest need.

Proposed Adjustments
The proposed adjustments are detailed on pages 16 - 65 of Attachment 1. They are grouped under the Council Priority where they have the most relevance. In effect, the adjustments relate to one of the following three strategies:

1. Tax Relief

On 2016 June 27, Council approved a tax rate of 1.5% for 2017, with a one-time rebate of 1.5% from the Fiscal Stability Fund (FSR), effectively reducing the 2017 tax rate increase to 0%. The approval of a lower tax rate included a plan to reduce the budget through a combination of corporate funding sources, department savings from operating efficiencies and service reductions, with a total of $73M reduction for citizens. Details of these changes are included in the November report for approval.

These means of reducing the tax rate are all closely associated with the Council Priority "A Well-Run City" and can be found in detail on pages 16 - 27 of Attachment 1.

2. Fee Relief and Revenue Reductions

Also on June 27, Council directed that the 2016 freeze on transit, recreation, parks and pet licensing fees should be made permanent, and on 2016 September 19, Council reduced the previously-approved increases for utility rates. All of these changes will be included in the November Adjustments report for information. The Adjustments report will also propose (for approval) fee relief in three additional areas for 2017: green cart program fees (as discussed at Council on September 19), planning and development fees, and fire inspection and permit fees.

ACTION PLAN MID-CYCLE ADJUSTMENTS

At the time of writing of this report, another proposal to freeze 2017 landfill tipping rates is scheduled to be brought forward for Council consideration at the Nov 14 Strategic Council meeting (C2016-0900). Collectively, these measures will reduce the burden on all residences and businesses in Calgary by a total value of close to $65.9 million, and will also help to support development and building activity in Calgary. In addition, current projections are that in 2017, some other city revenues will be significantly below the previous forecast, by a total amount of approximately $35 million. The Mid-Cycle Adjustments will include Administration's proposals to offset these revenue shortfalls.

3. Targeted Initiaitves to Address Emerging Needs

Council also directed Administration to identify and bring forward initiatives targeted towards those who are particularly hard hit by the economic downturn. The November report will include a number of options for Council to consider in this regard. Among these proposed initiatives are increased funding support for community and social programs; community events funding; support for affordable housing; initiatives to support new and existing businesses, and progress on the pedestrian strategy. Administration is also seeking Council direction for tax relief to benefit businesses experiencing financial hardship. Depending on Council direction, Administration has estimated up to $15M for this initiative. More information is provided on Page 48 of Attachment 1.

The Adjustments will also include a capital-related proposal to take advantage of the federal and provincial Public Transit Infrastructure Fund (PTIF), in support of The City's transit service level and environmental objectives. The total amount of these targeted investments, excluding tax relief initiative for businesses pending Council direction, is $9.1 million in one-time operating budget initiatives (funded from reserves), and $41.6 million in capital projects, funded largely from the PTIF.

4. Capital Investment Plan (Investment Plan)

Infrastructure Calgary is a corporate-wide initiative created to provide governance and oversight of The Corporation's Capital Infrastructure Investment Strategy. Work has advanced significantly in each of the nine key strategy areas since last November. This includes critically examining and recasting cash flows (PFC2016-0713); standardizing processes; funding additional resources (through the Accelerating Capital for Economic Resiliency program), and aligning with federal and provincial government initiatives and priorities.
In addition to the capital recast that Council approved in 2016 September, Infrastructure Calgary has been working to identify additional funding capacity within the existing, Council approved capital budget, that can be reinvested through a Capital Investment Plan (Attachment 2, Schedule 2).

The Capital Investment Plan is a proposal for The City to work with government, private sector and public institutions to align, leverage and optimize individual capital investments to bring social and economic value to the larger Calgary community. It proposes that a more strategic and cohesive approach to investment will result in greater collective benefit for the individual organizations and the Calgary region.

ACTION PLAN MID-CYCLE ADJUSTMENTS

The Investment Plan supports the transition of the existing capital budget into a strategic investment that maximizes existing funds and enables The City to leverage investment from the private sector and other levels of government. Working together, The City and its partners can maximize investment to create jobs, build and maintain needed infrastructure and attract people, business and investment to Calgary. This alignment and coordination minimizes the competition for public support, funding and resources, and can help achieve mutually beneficial outcomes. The Investment Plan aligns projects based on geographic, theme and community investment areas.

Over the next few months, Infrastructure Calgary will continue to reposition the capital budget and develop the recommended funding allocations for investment projects to bring back to Council no later than Q2 2017. The approach to repositioning will be based on the geographic, theme and community investment areas identified in the Investment Plan.

Stakeholder Engagement, Research and Communication
Throughout the mid-cycle adjustments process, there has been extensive engagement, research and communication with both internal and external stakeholders to better understand the impacts, concerns and priorities in this economic climate, and focus the areas for adjustments. The engagement included:

- In January and February 2016, Council members were engaged in one-on-one interviews to better understand emerging issues and challenges in their constituents regarding City services.
- In February 2016, the public was engaged through a variety of online and in-person methods, including the Engage Bus and online surveys.
- To better understand the impact of the economy and the economic scenarios on the community, a series of workshops were conducted with approximately 100 representatives from community organizations, businesses and City of Calgary departments.
- Research on the social impacts of economic downturns was compiled by the University of Calgary, and used to inform economy-driven emerging needs.
- Workshops with City subject matter experts were conducted in June to generate low-cost and no-cost ideas to address emerging needs.

The results of the 2016 Citizen Satisfaction Survey were released on 2016 November 15. They confirm the shift in citizen priorities noted earlier. In particular, while the proportion of Calgarians who believe they receive good value for their tax dollar has remained stable, there is a significant increase in the proportion of Calgarians who would support a reduction in service level in order to keep taxes low. Administration's proposed adjustments reflect the input of the public and the results of engagement with other stakeholders.

Infrastructure Calgary worked closely with business unit capital representatives and finance to identify capacity within the organization that can be allocated to new, or currently unfunded projects that align with the Investment Plan based on the following:

- Projects that could be stopped with minimal risk

ACTION PLAN MID-CYCLE ADJUSTMENTS

- Release of contingency funds where appropriate
- Offsite levy funding
- Unallocated grants and business unit reserve balances
- Unallocated tax room, corporate reserves and debt capacity.

Strategic Alignment
Delivery of most City services will still continue as previously-approved in Action Plan. Some impact on service levels will result from the need to reduce costs; however, Administration has sought to limit the impacts as much as possible.

Selected initiatives have been proposed to respond to the immediate needs and concerns heard in the Calgary community during this period of economic downturn. These proposed initiatives align with Council Priorities.

The proposed initiatives also support strategies within the Economic Resilience Program, in particular "Review the economic situation for financial impacts while mitigating and responding to impacts on Action Plan", "Focus on value for money in service delivery", "Continue to provide services to Calgarians", "Proceed with strategic infrastructure investment" and "Work with partners to identify and respond to what is required".

Social, Environmental, Economic (External)
Administration's proposed adjustments address the social, economic and financial impacts felt by the Calgary community for 2017 and 2018. As noted in the key findings portion of this report, there are a number of significant economic changes with subsequent social impacts that are proposed to be mitigated through the changes recommended in this report.

Financial Capacity
Current and Future Operating Budget:
Administration's proposed operating budget adjustments are in response to Council's previous direction on 2016 June 27 (C2016-0544). Collectively, they will allow The City to maintain a balanced budget and at the same time reduce the effective 2017 tax rate increase to 0%, offset the impact of revenue losses through selected fee reductions and revenue drops in other areas, and fund a limited number of one-time initiatives.

Current and Future Capital Budget:
Administration's proposed capital budget adjustment also responds to Council's previous direction. The changes will be funded through capital sources with no impact to property taxes. The additional budget requested for the Transportation projects is funded predominantly through the new Federal/Provincial Public Transit Infrastructure fund, with The City's share funded through Provincial Fuel Tax.

Risk Assessment
The risks associated with the available options for tax rate reductions were presented in the 2016 June 27 report. Risks continue to be evaluated and updated. This includes monitoring the economic climate and any subsequent social impacts that may further develop. The risks

associated with individual proposed adjustments are provided in the relevant pages of Attachment 1.

ATTACHMENT(S)

1. Mid-cycle adjustments: The City's Response to the Change in the Local Economy (Attachment 1)
2. The City's Capital Investment – Delivering Value to Calgarians (Attachment 2)
3. Carry Forward of Unspent Operating Budget (Attachment 3)

Proposed Revised Fee Schedules for Council Approval:

4. Recreation Fee Schedule (Attachment 4)
5. Parks Fee Schedule (Attachment 5)
6. Pet Adoption Fee Schedule (Attachment 6)
7. Transit Fare Price Schedule (Attachment 7)
8. Planning & Development Application Schedules (Attachment 8)
9. Fire Fee Schedule (Attachment 9)

Proposed Amended Bylaws for Council Approval:

10. Responsible Pet Ownership Bylaw 41M2016 (Attachment 10)
11. Wastewater Bylaw 45M2016 (Attachment 11)
12. Water Utility Bylaw 46M2016 (Attachment 12)
13. Drainage Bylaw 47M2016 (Attachment 13)
14. Licence Bylaw 43M2016 (Attachment 14)
15. Permit Bylaws 44M2016 (Attachment 15)
16. Waste and Recycling Bylaw 48M2016 (Attachment 16)

17. Net zero Operating Budget Adjustments (Attachment 17)

Mid-Cycle Adjustments: The City's Response to the Change in the Local Economy

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Executive Summary

In the two years since The City of Calgary's four year business plans and budgets (*Action Plan 2015-2018*) were approved in late 2014, the local economy has undergone a substantial change. The sustained drop in world oil prices has resulted in a sharp spike local in Calgary's unemployment rate and declines in population growth and in local economic activity, to levels that have not been seen in many years. This, in turn, has had effects on the well-being of individual citizens and the financial health of local businesses and community organizations.

The Mid-Cycle Adjustments are part of The City's ongoing response to the change in the local economy and the consequent shift in the community's needs and priorities. Details of the Mid-Cycle Adjustment process were approved by Council in December of 2015, and for the first half of 2016 Administration undertook extensive research into economic scenarios, the social impacts of an economic downturn, and changes in citizen priorities, supplemented by engagement with Council, citizens and local businesses. The results of this were presented to Council in a series of monthly reports from March to June of 2016.

The result was a clear and comprehensive picture of the changing needs and priorities of the community. Despite a modest increase to oil price in recent months, the local economy continues to struggle and it is expected to take longer to recover than originally anticipated. Citizens' willingness and ability to support property tax and fee increases have dropped significantly in the past two years, such that more citizens are now willing to accept some reduction in service levels in order to maintain low tax rates. The economic downturn has impacts to the community, and some people are particularly hard hit – notably low-income families, single parents, children and youth and recent immigrants. The economy has also affected The City directly, causing revenues to be lower than previously forecast.

Recognizing the impact of the economic downturn on citizens and local businesses, the proposed Mid-Cycle Adjustments provide benefits in four broad areas: significant tax relief, fee relief for a number of services, investments in selected initiatives targeted at areas of greatest need, and a Capital Infrastructure Investment Plan. This document (Attachment 1) addresses the first three of those areas.

Tax Relief: On 2016 June 27, Council approved a tax rate of 1.5% for 2017, with a one-time rebate of 1.5% from the Fiscal Sustainability Fund (FSR), effectively reducing the 2017 tax rate to 0%. The approval of a lower tax rate included a plan to reduce the operating budget through a combination of corporate funding sources, department savings from operating efficiencies and service reductions, with a total of $73 million reduction in costs.

Fee Relief and Mitigation of Reduced Revenue: On June 27, Council directed that the 2016 freeze on transit, recreation, parks and pet licensing fees continue, and on 2016 September 19, Council reduced the previously-approved increases for utility rates. The Adjustments report proposes fee relief for three additional areas: planning and development fees, green cart fees and landfill tipping fees. Homeowners, transit riders, recreation users and business owners will benefit from a total of $65.9

million in fee relief. Additional proposals are presented to offset $35.3 million in City revenue shortfalls.

Targeted Initiatives to Address Emerging Needs: Council also directed the Administration to identify and bring forward initiatives targeted towards those who are particularly hard-hit by the economic downturn. Proposed initiatives include increased funding for community and social programs, community events funding, progress on the pedestrian strategy, support for affordable housing and initiatives to support new and existing businesses. The total amount of these targeted investments is $9 million in one-time operating budget initiatives, to be funded from reserves.

Summary of Adjustment Benefits	$ millions
Tax Relief	**$73.0**
User fee/utility rate freezes	**$65.9**
Targeted Initiatives	**$9.1**
Lower revenue (absorbed)	**$35.3**
Total of all initiatives	**$183.3**

The total value of benefits provided in these three areas is $183.3 million in operating funds. It should be noted that the above figures do not include options for a tax relief initiative for businesses (pages 48 & 49), as well as a further $41.6 million in additional capital investments (pages 60 and 61). These two items are included in the proposed Adjustments for Council's consideration.

A separate Attachment, the Capital Investment Plan (Attachment 2) outlines a strategy to help spur economic growth and diversification, maximize investment to create jobs, build and maintain needed municipal infrastructure, and attract and retain people, business and investment to Calgary. Administration will return to Council with additional specific proposals for further capital investments by Q2 of 2017.

Introduction

In November 2014, Calgary was booming, with population growth reaching close to 40,000 people annually. The new population was creating increased demand for city services and the unemployment rate was around 5%. Meanwhile, Administration was expending great efforts to keep up and deliver services at the levels that were expected by citizens. Calgarians' highest priorities were for public transit, housing affordability, and alternative modes of transportation (i.e. bikes, walking). Economic development was far from the minds of citizens and at the bottom of the priority list. Reflecting the robust economy, the pace of growth and the demand for services, the 2014 citizen satisfaction survey showed that the majority of citizens (60%) were supportive of increasing taxes if needed to maintain services (rather than reducing services to maintain or cut tax levels).

It was in this environment that The City's business plan and budget document, *Action Plan 2015-2018*, was approved. It outlined service priorities and budgets to serve a city growing at a rate of 25,000 people per year, along with strategies for building infrastructure to accommodate newcomers and to withstand increased frequency and severity of extreme weather. Efficiency gains totalling $50 million were incorporated into the plan, and property tax increases to fund the growing needs were approved at 4.5% for 2015, and 4.7% for 2016, 2017 and 2018. With the price of oil at USD $95/barrel, the city was humming and even the most seasoned economists and oil industry executives did not foresee the dramatic shift in the price of oil and the subsequent economic decline that it soon precipitated.

The oil and gas industry underwent a fundamental shift late in 2014. Overnight, the price of oil started to soften, with prices plummeting from peaks of $112 USD/barrel in June 2014, and reaching as low as $27 USD/barrel by February 2016. Because the oil industry is the largest economic sector in Calgary, the severe and prolonged drop in oil prices had a dramatic effect on the local economy. Reduction of operating costs and retraction of investments soon became the focus of Calgary's industry leaders. Delays in pipeline approvals and uncertainty with new provincial government policy further exacerbated the economic situation. Subsequently, daily headlines focused on layoffs and cancellations of projects.

In the first quarter of 2015, as the severity of the shift in the economy became evident, City Administration responded with the Economic Resilience Strategy, brought to Council on 2015 February 10 (VR2015-0014). Concurrently, Administration began assessing the impacts of change to determine how to best respond. This led to several decisions in late 2015 and early 2016, including lowering the 2016 tax rate to 3.5% from the previously-approved rate of 4.7% (C2015-0696) -- made possible by finding further efficiencies and reducing the operating budget by $18M. A $30M resilience fund was also created and distributed to key areas such as community programs, Calgary Economic Development, and affordable housing (PFC2015-0959). In addition, a comprehensive approach to assess the full impact of the shift was incorporated in the Mid-Cycle Adjustments and capital review processes. The result of that work is the subject of this report.

The purpose of the Mid-Cycle Adjustments is to make changes to the Action Plan that was approved in late 2014, in order to reflect the needs of the city for 2017 and 2018. The process was approved by Council in December 2015 (C2015-0956) and included a rigorous combination of research, analysis, and

engagement with citizens, businesses, community groups, economists, Council members, and business and administrative leaders.

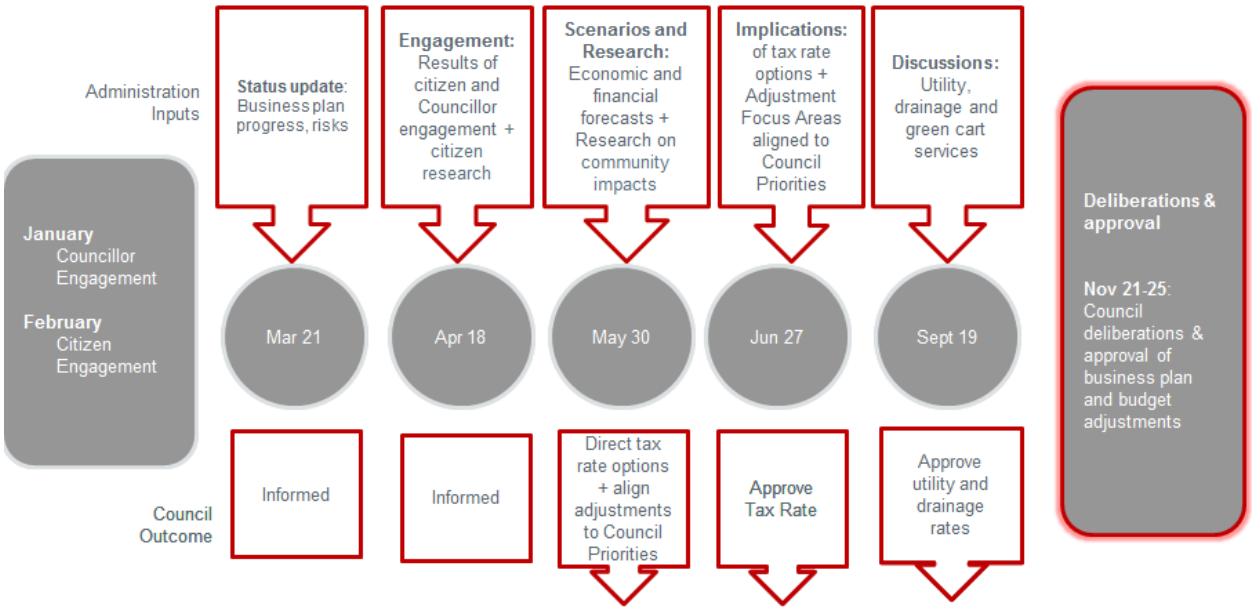

Figure 1. The mid-cycle adjustments process.

Throughout the months that followed, several reports brought new findings forward to Council. This work led to a much greater understanding of those affected by the downturn, which city services are experiencing changes in demand, and how The City's revenue sources are affected.

Concurrent with the Mid-Cycle Adjustments, which is largely focused on the operating budget and business plans, The City, through Infrastructure Calgary, has been undertaking a comprehensive look at how and where it invests in capital. Increasing the quality and velocity of capital investment can be instrumental in helping to respond to the change in the economy. This is particularly the case when funds are invested strategically to leverage investment from the private sector and other levels of government. Attachment 2 outlines the Capital Investment Plan designed to align and optimize respective capital investments.

The studies and work conducted under the Mid-Cycle Adjustment process led to the decision of Council on June 27, 2016 to approve a 1.5% property tax increase, with a one-time 1.5% property tax rebate for 2017 to effectively bring the 2017 tax rate to zero. In addition, Council also decided at this time to:

- Fund the reduction in the tax rate through a combination of further efficiency gains, service reductions and corporate funding; and
- Maintain the 2016 freeze in transit and some other user fees;
- Request Administration to identify specific, targeted projects to help those most in need as a result of the shift in the economy.

This report responds to this direction from Council and builds on the findings from the work conducted through the year. It provides an overall strategy for The City to deliver results and respond to citizens' needs and priorities through its 2017 and 2018 business plans and budgets

The remainder of this report includes a high-level recap of what we have learned over the course of the mid-cycle adjustment process. It also provides a summary of the response of The City to date, an overview of the proposed adjustments for 2017-2018 and an in-depth look at each of the proposed changes, organized by the same Council Priorities that guided Action Plan. For the purpose of completeness, initiatives that have already been approved by Council are also included in the adjustments overview. Additional initiatives, which require Council approval, as well as those pending Council direction at the time of writing of this report, are indicated as such.

What have we learned?

Despite a modest increase to oil price, the local economy continues to struggle and it is expected to take longer to recover than originally anticipated. In May 2016, Administration developed three economic scenarios (low-, moderate- and high-case) as a short- and long-range planning tool to better understand the impact of commodity price forecasts and the exchange rate on key economic conditions for the forecast period of 2016 to 2025. Since May, additional factors and updated statistics have been made available, which indicate, that despite an increase in the oil price, the overall economic forecast has been revised downward. The new information that has been incorporated considers the consequences of the Fort McMurray forest fires, and updated data from Statistics Canada on the 2015 provincial Gross Domestic Product (GDP) estimates, and Calgary's 2016 civic census results.

Figure 2 on the following page shows how the low-case and moderate-case scenarios prepared in May 2016, as well as the more recent Fall 2016 forecast, compare against forecasts made during the preparation of Action Plan back in May 2014.

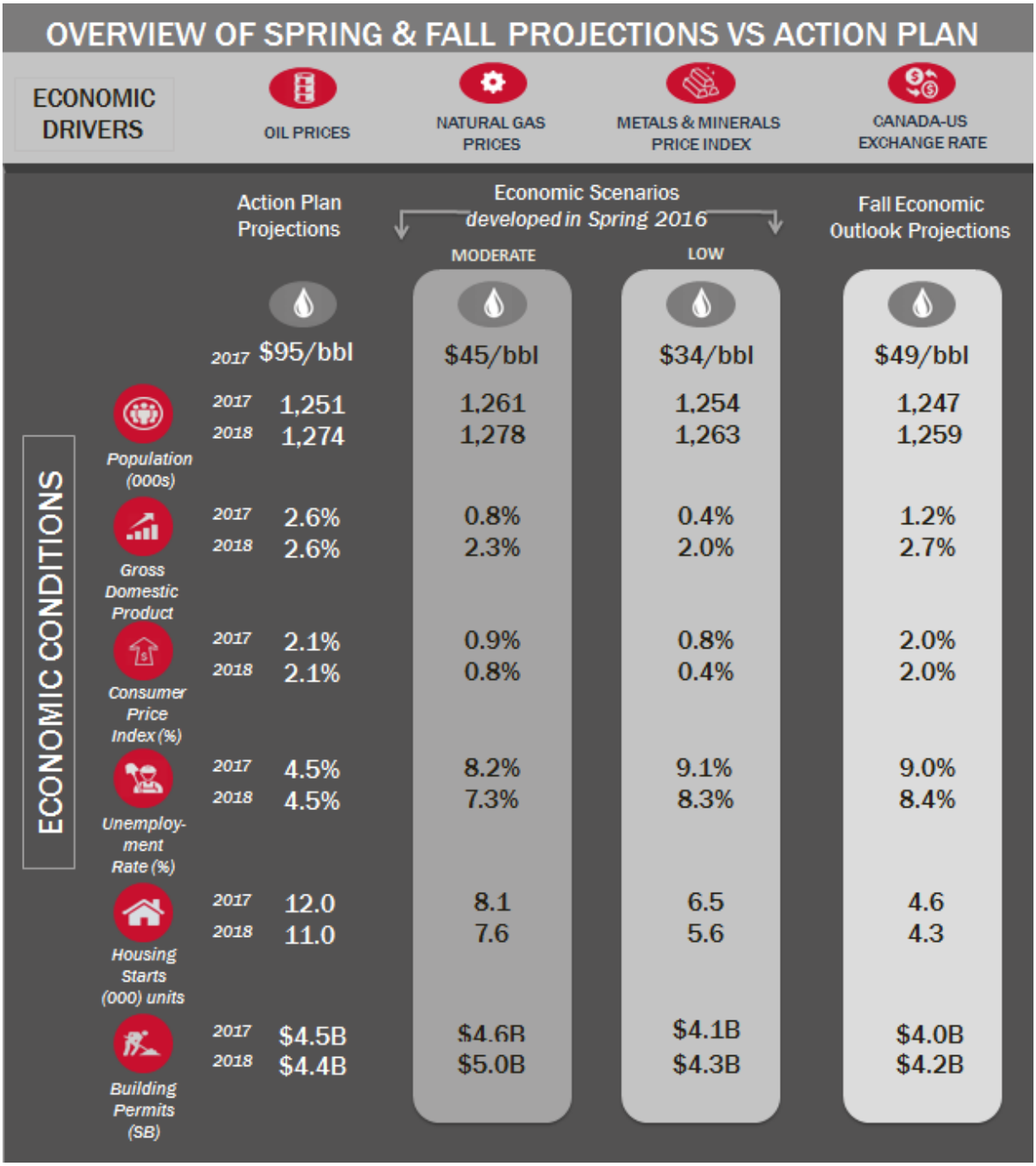

Figure 2. Overview of Spring and Fall economic projections compared to Action Plan.

Despite a higher oil price, current forecasts show higher unemployment going into 2017 and 2018, and housing starts and building permit revenues lower than was previously-forecast in the low-case scenario developed in May 2016. The last time that Calgary was in an economic recession two years in a row was in 1982 and 1983. Specifically, the economy has lost about $7 billion dollars worth of output from its

previous peak Gross Domestic Product (GDP) levels in 2014 to its current trough in 2016. Recovery is now expected to begin in 2017 and take at least three years before reaching 2014 levels.

The priorities of Citizens have changed. Citizen concerns about the state of the local economy have risen in priority from lowest in 2014 to highest in 2016. Other issues that remain top of priority for Calgarians include transportation and affordable housing. These are the key findings from the public engagements that were held in the first half of the year and from the 2016 Citizen Satisfaction Survey.

Citizen willingness and ability to endure property tax and fee increases have dropped significantly. The 2016 Citizen Satisfaction Survey found that roughly the same percentage of Calgarians feel that they receive good value for their property tax dollar (at 63%) as in 2015. However, viewpoints on the balance between taxes and services have shifted. In 2016, 49% of Calgarians support increasing taxes to maintain or improve services, down by 10 points from 2015. Similarly in 2016, 46% of Calgarians support reducing services to keep taxes low, up by 10 points from 2015. It is possible that these viewpoints are, at least in part, due to the higher unemployment numbers that the city is currently experiencing (currently 10%, up from 5.1% in 2014).

The economic downturn has impacts to the community, and some groups are particularly hard hit. The University of Calgary conducted research on behalf of The City to identify those groups and individuals that are most likely to be affected by the economic downturn. These results have been confirmed through consultations with community and business groups, and City subject matter experts, and include an increase in demand for social and community programs and services. This is particularly true amongst low income families, single parents, children and youth, and recent immigrants. Many of these community impacts can be closely tied with unemployment and financial difficulties, which cause poverty and increased challenges in meeting basic needs including food and shelter; increased mental health issues such as suicides, addictions, depression and anxiety; social isolation; and domestic violence, divorces and family stress (C2016-0472).

Preliminary analysis as of October 2016 indicates that increased downtown office vacancy rates, decreased rental rates, and resultant declines in downtown property assessments, will result in a redistribution of taxes from the downtown to other property types outside the downtown. This redistribution means that even though property tax revenues from property tax billing will not increase in 2017, there will be an increased tax liability for non-residential property owners who have not seen market value/assessment declines similar to those in downtown office buildings. Broadly speaking, the property types most likely to see an impact on their tax bills are: retail, some industrial, and beltline/suburban office. The individual impact will vary widely among these property types and will be highly dependent on individual property characteristics. A very similar situation occurred in 2011 and non-residential property owners were able to absorb the increases resulting from tax shifts while also absorbing increases in the property tax rate. Residential changes in values have been more consistent and so there are no broad shifts expected as a result of 2017 property assessments, though shifts will occur on an individual property basis.

City revenues are lower than previously forecast. Franchise fees (income The City receives from citizens' natural gas, electricity, and water and wastewater bills) are lower than anticipated due to lower natural gas and electricity bills, reflecting lower than anticipated prices and consumption. Some specific user fee revenues are also lower than anticipated. For example, year-to-date transit ridership has decreased by 6% compared to the same time in 2015, in step with the increase in unemployment. While this relieves some pressure on the system, lower transit fare revenues will make it challenging to expand services to new areas and along the Primary Transit Network. Waste and Recycling landfill revenue is also significantly lower than previously predicted. Notwithstanding these impacts, The City is in a solid financial position, reflecting many years of prudent fiscal management and attention to cost control. Measures to manage these revenue shortfalls are brought forward in this document.

Summary of Findings

Calgary is experiencing a significant economic downturn and is expected to undergo slow recovery over the next few years. Virtually all Calgarians will have felt the impact in some way, and some are particularly hard hit. There are a number of things that The City can do to help. Council has already made several decisions that will help in this regard, and has directed Administration to bring forward Mid-Cycle Adjustment proposals that implement previous directions and respond to the areas of greatest need.

Our response to date

The City has implemented several economic resilience initiatives previously. The Economic Resiliency Strategy approved by Council on 2015 February 10 (VR2015-0014) included seven strategies for The City to continue to deliver services to Calgarians in a responsible fashion, and to stay financially prudent in the midst of changing economic conditions. As a result of this strategy a number of initiatives were launched, including:

- The creation of the Budget Savings Account on 2015 March 30 (PFC2015-0181),
- Continued efforts to monitor trends and respond to impacts,
- Liaising closely with other levels of government,
- Investing in infrastructure to create employment and prepare for future growth,
- Continuing to create a vibrant and prosperous downtown Calgary, and more.

Early in 2016, City Council approved a $30M Economic Resilience Fund that was made available through savings achieved in 2015. Of these funds:

- $8.8M was allocated to freeze 2016 Transit fares at 2015 levels (except adult bus passes);
- Up to $1.8M was allocated to freeze 2016 park, recreation, and pet service fees at 2015 levels;
- $5M was allocated to an emergency fund to assist non-profit organizations and City Business Units experiencing excess demand as a result of the economic downturn; and

- $14.4M was allocated for affordable housing initiatives in the community ($7.4M) and to Calgary Economic Development ($7.0M) (PFC2015-0959).

There are a number of other significant initiatives approved by Council in 2016 to offer relief to citizens in this economic situation. On 2016 July 25, Council approved a sliding scale fare structure for the low-income monthly pass, allowing low-income Calgarians access to transit services at fares dependant on their income instead of a flat monthly rate based on the low-income cut-off (LICO) scale (CPS2016-0494). Progress has also been made with Council approval of the Corporate Affordable Housing Strategy and Implementation Plan, which will advance The City's efforts to increase access to affordable housing for low-income Calgarians (PFC2016-0512).

The City continuously looks for ways to manage its workforce and deliver services more efficiently and effectively to citizens. In September 2015, Administration worked with Council to reduce the tax rate from the previously-approved rate of 4.7% down to 3.5% for 2016. This was achieved through a further $18M operating budget reduction with no significant service impacts (C2015-0696). These are in addition to $118.4 million of efficiency gains identified since 2012, demonstrating a continuous effort by Administration to find efficiencies where possible. This work is ongoing, with further savings and efficiencies identified in this report. That said, there is a limit how much cost reductions can help ease the property tax burden before impacts to services will be felt. Therefore, this report also includes some cost reductions that will affect service levels. In identifying these service reductions, Administration has sought to limit the impact on citizens.

Administration continues to manage its workforce responsibly through vacancy management and attrition. A total of 87.5 existing and growth Full-Time Equivalent (FTE) positions have been reduced in this mid-cycle adjustments process.

The City is continuing to invest in capital infrastructure. The current capital budget for 2017-2020 totals $5.3 billion. Infrastructure Calgary has created a Capital Investment Plan that:

- Reflects a more strategic approach to investment
- Leverages investment from the private sector and other governments
- Is based on geographic, themes and community investment areas

This plan is designed to maximize investment to create jobs, build and maintain needed infrastructure and attract and retain people, business and investment to Calgary.

Infrastructure Calgary has been working with City departments to identify funding that can be used for investments within this plan. The repositioned capital budget will be brought back to Council in early 2017.

The City is working with other levels of government to align efforts. Recognizing the need to work closely with other levels of government, The City has made great progress with a number of initiatives on this front. Work to update The City's legislative framework continues as The City

continues to work closely with the Government of Alberta. Bill 21, the Modernization of the Municipal Government Act (MGA), is expected to be re-tabled in the legislature this fall after updates have been made based on feedback gathered through the provincial MGA consultations with all Alberta municipalities this summer. Progress also continues on City Charters for Calgary and Edmonton, with the first round of stakeholder and public consultation sessions complete in both cities. Feedback gathered on the proposed package of provisions will be considered by both cities and the province as it is put forward to cabinet for approval this year. A 'what we heard' report on consultations with the public on the City Charter will be published by the Province in December. Both of these important legislative framework initiatives will help The City be more responsive to citizens by defining roles and responsibilities between the Government of Alberta and the cities, and help promote more local decision-making in certain policy areas.

On the capital front, the work by Infrastructure Calgary to prioritize capital spend in Calgary aligns closely with federal and provincial government initiatives, ensuring all available grant funding is maximized. Attachment 2 provides more details of The City's Capital Investment Plan.

Proposed Adjustments for 2017

2017 adjustments already approved by Council. In June, 2016, through the mid-cycle adjustments process, Council made some decisions for 2017. These include:

- A 1.5% tax increase for 2017, with a one-time rebate to bring the tax rate increase to 0% in 2017(C2016-0544);
- Making permanent the 2016 freeze on transit, recreation, parks and pet licensing fees (C2016-0544); and
- Reducing the previously-approved utility (C2016-0688) and drainage rates (C2016-0689) for 2017 and 2018.

Subsequently, on 2016 September 19, Council received reports on utility and drainage rates, and directed:

- A reduction in utility and drainage rate increases.

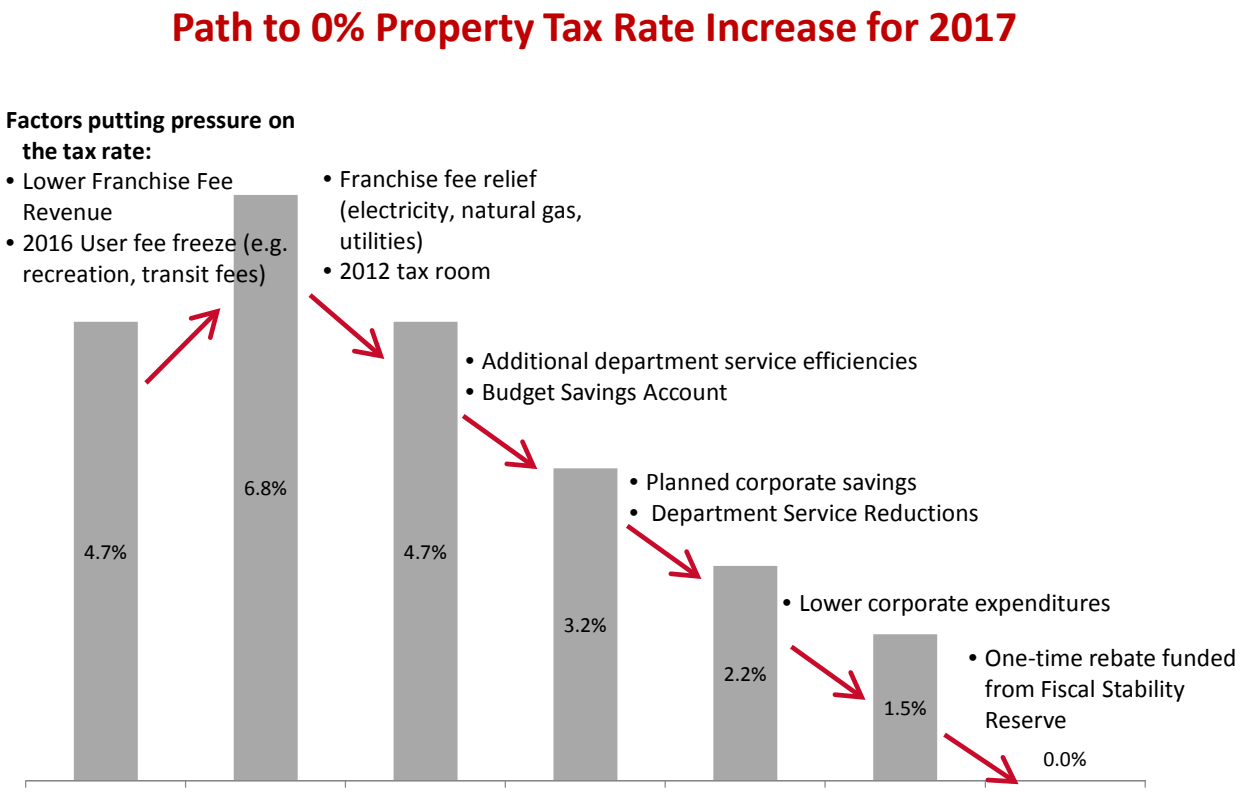

Figure 3. Path to 2017 0% property tax rate increase as directed by Council (C2016-0544).

Figure 3 on the previous page shows a high-level summary of how we were able to reduce the tax rate with a relatively low level of service impact. Further details are available in the 2016 June 27 report (C2016-0544, Attachment 3). Administration committed at that meeting to return to Council in November with a complete package of Adjustments that incorporate the June direction and address other emerging issues.

Adjustments Recommended for Approval. The proposed business plan and budget adjustments for 2017 respond to the common themes and the most critical emerging needs that have been identified through all of the work that was completed in the first part of the Mid-Cycle Adjustments process. Many of the proposed initiatives will benefit Calgarians as a whole, while some are targeted for specific issues and segments of the population, where needs are greatest.

As requested by Council, the proposals have been organized by the Council Priorities categories from Action Plan. This reflects the fact that the mid-cycle adjustments build on (but do not replace) what is already in Action Plan, and focus on addressing significant changes since then. There are more requests under some Council Priorities than others, as not all areas have been affected in the same way.

Administration has worked since June 27 to identify additional initiatives, designed to address a wide variety of emerging needs. These include, for example, selected further fee reductions to ease the burden on individuals and businesses; additional funding to meet the needs of vulnerable individuals; support for public housing; and initiatives that support arts, culture and quality of life, which have been identified as critical factors to long-term economic recovery. In addition to some micro-initiatives to support small business development for Council approval, Administration is seeking Council direction on options to provide further relief to businesses that are experiencing financial hardship from the current economic environment. Depending on Council direction, Administration has estimated up to $15M for a small business relief initiative.

Also included for approval are the details of the savings and efficiencies, the service reductions packages, and the changes to corporate programs, all of which are required to reduce the tax rate increase. Collectively, these add to a $73M reduction. Selected changes to business plan performance measures and/or targets are also provided for approval.

Figure 3 below, provides an overview of all of these initiatives, organized into the Council Priority categories. In order to provide a complete picture in one place, the diagram also includes those that were approved by Council earlier this year, as well as those pending Council direction the week before Council deliberations on the mid-cycle adjustments.

Details and approval pages for the proposed adjustments are provided in the pages 31 to 65.

Figure 4. Overview of proposed initiatives (including previously-approved by Council this year) to address emerging needs in the community. Note that the value of investments for 2017 only is shown below each initiative.

Reductions	Investments			
A well-run city	**A prosperous city**	**A city of inspiring neighbourhoods**	**A city that moves**	**A healthy and green city**
Previously-approved by Council (approvals made in 2016)				
Property tax reduction and rebate ($73M) – *includes amounts for Savings & Efficiencies and Reductions shown below.*		Permanent freeze of 2016 user fee increase for recreation, parks, and pet licensing $1.8M	Permanent freeze of 2016 user fee increase for transit services: $7.0M	Reduced utility and drainage rates in 2017 and 2018: $41M
Initiatives for Council Approval				
Savings & Efficiencies ($9.6M)	Accessibility Strategy: $250K	2017 Planning & Development Permit and License Fee Freeze: $1.3M and Fire Fee Freeze: $260K	Step Forward Pedestrian Strategy Implementation:$1.9M	Green Cart Program 2017 Fee Reduction: $13M
Reductions (with some service impacts) ($4.6M)	Emergency Resiliency Fund: $5M		Federally/Provincially-Funded Transit Infrastructure: $41.6M	
	Affordable Housing Plan Implementation: $1.5M			
Corporate Programs ($25.1M)	Festival & Events Subsidy Program: $250K			
	Ward Community Events Fund: $70K			
	Pop Up Retail Program: $50K			
	Centre City Enterprise District: $50K			
	Small Business Tactical Support Team: $50K			
***Initiatives that may be referred to Mid-Cycle Adjustments**				
	2017 Tax Relief for Businesses: up to $15M			2017 Landfill Tipping Fee freeze: ~$1.5M
	Community Representation Framework: $250K			

TOTAL VALUE OF INVESTMENTS: $183 million operating & $42 million capital dollars.

Notes*: At the time of writing of this report, the following three initiatives are developing and may be referred to adjustments:

1. More information will be brought forward for Council consideration on the 2017 Tax Relief for Businesses;
2. The proposed funding of the Community Representation Framework through Council Innovation Fund is being considered at the Nov 15 Priorities & Finance Committee meeting (PFC2016-0910).
3. The proposed 2017 Landfill Tipping fee freeze will be discussed in-camera on Nov 14 Council Meeting (C2016-0900).

Council Priority: A well run city

Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

The economic downturn has affected many Calgarians. Engagement sessions with Council and the public identified increased priority on keeping taxes low in order to minimize the financial pressures faced by citizens. The City is facing its own financial pressures as well, resulting from reductions in franchise fee and user fee revenues and cost increases in some areas.

Previously-approved by Council

On 2016 June 27, Council approved a tax rate increase of 1.5% for 2017 with a one-time rebate to be funded from the Fiscal Stability Reserve, for a net increase of 0% for 2017. Citizens and business owners will benefit from relief in property tax rates totaling over $73M. Council also directed that the 2016 freeze on transit, recreation and selected other fees be made permanent, with the resulting drop in revenue close to $10M to be funded from corporate sources.

Proposed Adjustments for Council Approval

The City is in a solid financial position, reflecting many years of prudent fiscal management and attention to cost control. Because of these ongoing efforts, we are able to accommodate many the impacts in 2017, with limited effect on service level. To offset the reductions in revenue, Administration has identified several adjustments, including:

1. Savings and efficiencies with no impact to City services;

2. Cost reductions with limited impact to City services, except in the case of Waste and Recycling Services where there are more substantial impacts to service as a result of reductions, and

3. Adjustments to Corporate Programs that address, through corporate sources, the revenue shortfalls related to Council-directed reduction of the tax rate increase (partially offset by higher assessment growth), lower than anticipated franchise fees and user fees, and higher than expected corporate expenditures related to changes in the business environment (e.g. Carbon Levy).

   Also included in the Corporate Programs adjustments are approvals for one-time funding of several initiatives identified later in this document.

The total of all proposed adjustments under this Council Priority reflect lower revenues of $108M and higher costs of $8M in 2017.

Council was given a preview of most of these adjustments on 2016 June 27. The following pages provide additional information for Council approval.

For Council Approval

A well-run city

Savings & Efficiencies

Description

Administration is able to achieve further savings and efficiencies amounting to $9.6 million, with no service impacts. These are in addition to $118.4 million of efficiency gains identified since 2012, demonstrating a continuous effort by Administration to find efficiencies where possible. Additional savings and efficiencies for starting in 2017 are shown on pages 18 and 19, for Council's approval.

Reduction Proposal

Across all City Business Units

Reduction Amount: $9.6M

Source: Respective department operating budgets

Beneficiaries of the Proposal

The proposed reductions will help to keep property tax rates low for home-owners and non-residential property owners.

Emerging Need(s) Addressed

Increasing financial pressures faced by Calgarians as a result of the economic downturn.

Year Available

2017 and continuing thereafter (base)

Previous Council Direction

On 2016 June 27, Council approved a tax rate increase of 1.5% for 2017 with a one-time rebate to be funded from the Fiscal Stability Reserve, for a net increase of 0% for 2017 (C2016-0544). The lost revenue was to be offset, in part, through additional efficiency gains.

How Proposal Meets Emerging Needs

These reductions are achieved through finding additional savings and efficiencies within The City's daily operations and do not impact City services delivered to the public. These reductions in department operating budgets reflect The City's commitment towards continuous improvement in being an efficient and effective organization.

Ongoing Success

City Business Units will continue to find savings and efficiencies in its operations.

How Success Will Be Measured

Previously-approved action plan measures and targets from Action Plan are still in place. Performance in the various City services is not harmed by these reductions.

Short- and Long-Term Risks of Not Approving Reductions

The short term risk of not approving these reductions related to savings and efficiencies is that The City would have to identify other corporate resources to keep the tax rate increase low. These savings and efficiencies identified do not impact City services and therefore represent a good source of funds for this purpose.

For Council Approval

A well-run city

Savings & Efficiencies

Savings & Efficiencies previously presented to Council on 2016 June 27 (C2016-0544)	Affected Business Units & Program Number	Base Operating Budget Adjustment ($000s)
Workflow improvements, such as re-alignment of business functions, better shift work management, and savings through telework.	Assessment 841	$96
	Customer Service & Communications 459	$106
	Human Resources 792	$90
	General Manager's Office (DCMO - Supply) 901	$19
	City Manager's Office 775	$18
	Law 810	$30
	Calgary Growth Strategies 610	$162
	Environmental & Safety Management 817	$47
	Waste & Recycling Services 252	$50
	Calgary Police 070	$1,500
Increasing the use of technology to improve certain processes, such as the automation of the Tax Instalment Payment Plan (TIPP) program, tracking of business processes, and move towards paperless pay advice for staff.	Finance 781	$145
	Human Resources 792	$44
	Law 810	$10
	Calgary Community Standards 004	$164
	Calgary Neighbourhoods 421	$126
	Environmental & Safety Management 817	$47
Using technology to access training online as low-cost alternatives to attending training and conferences.	Information Technology 752	$190
Improved management of external contracts / services, including building maintenance, janitorial services, improved mail management, lease agreements, less offsite storage of data, and moving more contractual work in-house.	Information Technology 752	$92
	Facility Management 694	$250
	Calgary Recreation 426	$30
	City Clerk's Office 778	$138
	Corporate Analytics & Innovation 816	$190

For Council Approval

A well-run city

Savings & Efficiencies

Savings & Efficiencies without service impacts as presented to Council on 2016 June 27 (C2016-0544)	Affected Business Units & Program Number	Base Operating Budget Adjustment ($000s)
Improved inventory management and maintenance, including the reductions of reserve fleet and leasing efficiencies.	Calgary Parks 445 Roads 132 Calgary Police 070	$450 $1,000 $1,000
Achieving savings in utility operating costs through co-generation of electricity and other useful energy jointly.	Calgary Recreation 426	$80
Elimination of growth / temporary positions based on process improvement and through the consolidation of certain business functions.	Calgary Fire 001 Transportation Planning 617 Calgary Recreation 426 Waste & Recycling Services 252	$939 $93 $150 $125
Reduced fuel and utility costs, lower inflation rates, and reduced administrative costs.	Finance 781 Facility Management 694 Real Estate & Development Services 488 Transit 110 General Manager's Office (DCMO - Supply) 901 Law 810 Calgary Community Standards 004 Calgary Emergency Management Agency 005 General Manager's Office (UEP) 906 Calgary Police 070	$19 $41 $33 $1,120 $20 $133 $70 $22 $4 $775
	TOTAL	**$9,618**

For Council Approval

A well-run city

Service Reductions

Description

Administration has identified further reductions with limited impacts to most City services. Most of these reductions generally include relatively small changes to service quality and, in some cases (as shown) reduction in service volume. Most of the service impacts identified are generally manageable, focused on lower-impact areas, and risks are limited. The exception is the reductions related to reduced landfill operating hours under Waste and Recycling Services, which will have substantial staff and service impacts (as noted on page 23).

Reduction Proposal

Across all City Business Units

Reduction Amount: $4.6M

Source: Respective department operating budgets

Emerging Need(s) Addressed

Increasing financial pressures faced by Calgarians as a result of the economic downturn.

Year Available

2017 and continuing thereafter (base)

Beneficiaries of the Proposal

The proposed reductions will keep property tax rates low for home-owners.

Previous Council Direction

On 2016 June 27, Council approved a tax rate increase of 1.5% for 2017 with a one-time rebate to be funded from the Fiscal Stability Reserve, for a net increase of 0% for 2017 (C2016-0544). Lost revenue was to be offset in part by limited service reductions.

How Proposal Meets Emerging Needs

These reductions are achieved with limited impacts to frontline City services, bringing about further savings of $4.6 M that will be used to support Council direction of keeping the property tax rate increase down for 2017.

Ongoing Success

City Business Units will continue to minimize the impact to City services for the public.

How Success Will Be Measured

Departments have identified that there will be no changes in business plan actions or performance measures related to these service reductions as previously-approved. However, for some areas, targets for 2017 may not be met, such as Fire's planned performance improvements and the quality of paved roads. More detailed information is provided under the Rationale and Impact sections.

Short- and Long-Term Risks of Not Approving Reductions

The short term risk of not approving these reductions related to savings and efficiencies is that The City would have to identify other corporate resources to keep the tax rate increase low. There are associated risks related to a reduction in certain City services primarily associated with not meeting public expectations.

For Council Approval

A well-run city

Service Reductions

Reduction (previously presented to Council on 2016 June 27 (C2016-0544))	Rationale & Impact	Affected Business Units & Program Number	Base Operating Budget Adjustment ($000s)
External Impacts			
Bringing forward planned savings by one year may result in short-term impacts to fire service levels.	The Fire ZBR identified a number of efficiencies that could be implemented over three years without impacting services. In order to meet 2017 budget reduction targets, some savings from the ZBR will be accelerated. Citizens may see a slow-down in planned performance improvements in 2017; service should return to previously planned levels by 2018.	Calgary Fire 001	$939
Reduced amount of new transit service that can be provided to new communities by 20,000 hours.	Lower city growth has reduced pressure for adding additional capacity to the transit system. Providing some new service but less than planned, allows us to strategically continue expanding service following the RouteAhead plan, while taking advantage of some savings where growth pressure is low.	Transit 110	$1,089
Deterioration of road quality due to a reduction in surface overlay road paving by 10 lane kilometres.	Calgary maintains a high standard of quality for roadways and a modest reduction in paving will only have a small effect on overall road quality. Overall road quality will diminish over time if this reduction in paving is sustained.	Roads 132	$400
Reduced public education and awareness of City programs, such as bylaw-related preventative programming.	Reduce funding for non-enforcement positions which handle processing of bylaw related issues to work toward education vs. enforcement.	Calgary Community Standards 004	$200
Closure of concession services in one City recreation facility.	Reduce front counter food services that have been operating at a loss at a Leisure Centre. Customers will have fewer options than they have been accustomed to, however vending machines and different food options are available in close proximity to the recreation centre.	Calgary Recreation 426	$120

A well-run city

Service Reductions

Reduction (previously presented to Council on 2016 June 27, C2016-0544 – unless otherwise indicated by *)	Rationale & Impact	Affected Business Units & Program Number	Base Operating Budget Adjustment ($000s)
External Impacts			
Reduced investment in Calgary Housing building maintenance.	Funding previously set aside to supplement and review future Capital projects for energy efficiencies is currently being reviewed for programming and does not have a specific program or project assigned to it as of 2016. There is now an opportunity to reduce operating costs through this program without any impact to current services.	Calgary Housing 495	$30
Reduced quality of City parks due to reduced maintenance of low-use fields over the summer.	Sportfield strategy, along with booking statistics has identified low use fields where maintenance could be reduced. The possible impact of this reduction is increased 311/public complaints.	Calgary Parks 445	$140
Reduced aesthetics of green areas around City-owned facilities due to lower levels of lawn care and foliage management.	This reduction will result in only a very modest impact on landscape and foliage aesthetics around city-owned facilities. Impact to citizens will be limited as Facility Management will focus its reduction efforts towards areas that are not public facing.	Facility Management 694	$100
*No door-to-door collection service for Christmas trees.	No door to door collection services for Christmas trees. Citizens will have to bring trees to depots (similar to the leaf and pumpkin program) instead of setting them out in front of their property. Christmas trees will continue to be mulched however staff time and equipment costs will be reduced. This will accommodate the various Christmas celebration dates better than the previous program.	Waste & Recycling Services 252	$100

For Council Approval

A well-run city

Service Reductions

Reduction (previously presented to Council on 2016 June 27, C2016-0544 – unless otherwise indicated by *)	Rationale & Impact	Affected Business Units & Program Number	Base Operating Budget Adjustment ($000s)
External Impacts			
*Reduced landfill operating hours.	Lower than anticipated volumes of waste and tipping fees has resulted in a $11.65 million WRS landfill revenue shortfall. To off-set the revenue shortfall, WRS is recommending modifying operating schedules at Calgary's three waste management facilities. This will result in reduced landfill operating hours. Access to landfills will be maintained however commercial customers, residential collection operations, residential customers, contracted service providers and staff will be affected by this reduction. Administration is also proposing to freeze landfill tipping fees for 2017. This initiative will benefit commercial customers and residential customers. The related bylaw amendments with the revised increases are provided in Attachment 16 of this report for Council approval.	Waste & Recycling Services 252	$11,650 ($11,650)
Less advertising and marketing of certain City services.	This reduction can be operationalized with no impact on staff and limited impact to citizens. The decreased marketing results in potentially fewer citizens being made aware of select programs that may be of benefit to them. Decreased awareness of Youth Employment Centres, Snow Angels Campaign & Seniors Age Friendly.	Calgary Neighbourhoods 421	$34
Internal Impacts			
Postponement and scope-shifting of certain projects, from reduced use of consulting and contracting services.	Fewer dollars will be available to hire external consultants to assist with projects such as underpass enhancements, wayfinding improvements, or streetscape work. This reduction will reduce the urban core-improving work of Urban Strategy.	Urban Strategy 651	$18

A well-run city

Service Reductions

Reduction (previously presented to Council on 2016 June 27 (C2016-0544))	Rationale & Impact	Affected Business Units & Program Number	Base Operating Budget Adjustment ($000s)
Internal Impacts			
Reduced access to internal support supplies and services, such as internal mail, technology services, and administrative functions.	The following reductions to internal support services are considered to have the least impact on service delivery: • Reduced support to internal clients needing Human Resource services, thus increasing response times. • Reduced meeting supplies will have an impact on Assessment's operations, but efficiencies found will limit this impact. • Reduced internal service level agreement with Human Resources into a single business-partner resource. • Reduced internal mail services to one delivery per day. The impact will be partially offset by a reduction in mail received and processed by the mail room. • Reduced service delivery levels for packaging of end-user computer applications. Deployment dates could be delayed.	Human Resources 792 Assessment 841 Information Technology 752	$134 $5 $282
Fewer opportunities for employee training and learning.	Reductions to the training budget can be managed with limited short term service impacts. In the longer term, reductions to staff training limit our ability to stay on top of emerging methods and issues, decrease the amount and/or quality of materials to work with, and keep abreast of new technology and techniques to be more effective and efficient.	Finance 781 Assessment 841 Calgary Emergency Management Agency 005 Calgary Community Standards 004	$19 $5 $22 $20

For Council Approval

A well-run city

Service Reductions

Reduction (previously presented to Council on C2016-0544, 2016 June 27 – unless otherwise indicated by *)	Rationale & Impact	Affected Business Units & Program Number	Base Operating Budget Adjustment ($000s)
Internal Impacts			
Limiting or delaying hiring for growth positions, summer students and temporary staff.	Reduction in selected areas (data staff, legal services and agency personnel) in Assessment will have an impact on Assessment's operations, however Assessment has found efficiencies that limit this impact compared to reductions in other areas.	Assessment 841	$76
	This is a vacant growth position that came in 2016 that was intended to address emerging recreation priorities including aging populations, community well-being, cultural development, and leveraging technology to increase customer service. Elimination will impact Recreation's ability to respond quickly to emerging community needs.	Calgary Recreation 426	$102
	Limiting or delaying hiring for growth positions, summer students and temporary staff in the Community Recycling Depots (CRD) will have the least impact to customers, land owners and staff while keeping CRDs available to the community. There is a risk that CRDs may not be maintained to the level that customers expect.	Waste & Recycling 252	$75
*Slower pace of developer land maintenance due to economic downturn.	Lower than anticipated turnover of parks and open space from developers as a result of slower growth and donation of developer lands. There is no impact at this point.	Calgary Parks 445	$300

For Council Approval

A well-run city

Service Reductions

Reduction (previously presented to Council on C2016-0544, 2016 June 27 – unless otherwise indicated by *)	Rationale & Impact	Affected Business Units & Program Number	Base Operating Budget Adjustment ($000s)
Internal Impacts			
*Challenges in meeting work objectives due to reduced manpower.	• Reduction in overtime hours during peak times will have an impact on Assessment's operations, however Assessment has found efficiencies that limit this impact compared to reductions in other areas. • Finance currently has the capacity for an increased workload in certain areas, and will be taking advantage of our high achieving workforce to minimize any impact to the Corporation. • The environmental scan report was budgeted to provide a single source of strategic data for Senior Management. A level 1 reduction in this area means that Senior Management may not be fully aware of trends (social, political, technical etc.) adversely impacting stakeholders. • This is a result of moving the administration of the Capital Conservation Grant (CCG) to the capital group in Calgary Community Standards. While the service is still available, it is now consolidated. Increased workload for the Facility Operations Coordinator in managing consultant contracts which may have an impact on response time for organizations assigned.	Assessment 841 Finance 781 Customer Service & Communications 459 Calgary Neighbourhoods 421	$10 $116 $106 $125
		TOTAL	**$4,567**

For Council Approval

A well-run city

Corporate Programs

Description

Corporate Programs includes common revenues and corporate costs that are not proprietary to any department or business unit. The proposed adjustments to Corporate Programs reflect Council decisions as well as changes in expectations due to the economic environment.

Budget Change Proposal ($ 000)

Lower Franchise Fees		2017	2018
857 Franchise Fees	Base	1,112	4,716
857 Franchise Fees	One-time	24,000	21,000
861 Corporate Costs	Base	(1,112)	(4,716)
860 General Revenue (FSR)	One-time	(24,000)	(21,000)

Lower 2017 Property Tax Rate		2017	2018
856 Taxation	Base	49,000	52,000
860 General Revenue (BSA)	One-time	(15,000)	0
861 Corporate Costs	Base	(19,815)	(37,815)
Dept Savings & Efficiencies and Reductions (pp. 18, 19, 21-26)	Base	(14,185)	(14,185)

2017 Property Tax Rebate		2017	2018
856 Taxation	One-time	23,400	0
856 Taxation (FSR)	One-time	(23,400)	0
860 General Revenue (CRL)	One-time	600	0
860 General Revenue (FSR)	One-time	(600)	0

2016 User Fees Freeze		2017	2018
Reduced fee revenue (from FSR)	One-time	8,800	0
840 Capital Financing Costs (2012 Tax Room)	Base	0	(8,800)

Other adjustments		2017	2018
856 Taxation	Base	(9,177)	(9,644)
840 Capital Financing Costs	Base	1,803	2,987
790 City Auditor's Office**	Base	350	350
810 Law (Integrity/Ethics Office)**	Base	480	480
861 Corporate Costs	Base	6,544	5,827
Emerging needs (pp. 31-65)	One-time	35,630	2,420
FSR	One-time	(35,630)	(2,420)

**Transfer of base budget from Corporate Costs

Previous Council Direction

On 2016 June 27, Council approved a tax rate increase of 1.5% for 2017 with a one-time rebate to be funded from the Fiscal Stability Reserve, for a net increase of 0% for 2017 (C2016-0544).

Council also approved that the freeze of 2016 user fee increases be made permanent.

Fiscal Stability Reserve Estimate ($ millions)

	2017		2018	
Uncommitted Balance	$	%	$	%
Before Adjustments	**375.3**	**11.3**	**386.8**	**11.2**
After Adjustments	**281.7**	**8.5**	**267.3**	**7.7**

For Council Approval

A well-run city

Corporate Programs

Rationale for Proposal

In May, Administration indicated that The City faced revenue and cost pressures estimated at $20 million that, if funded through the tax rate, would push the tax rate from the approved to 6.8% due to:

- Lower franchise fees: The proposed adjustments to franchise fees reflect an impact higher than the estimate in May to be funded from the Fiscal Stability Reserve (FSR) in 2017 and 2018. The 2018 estimate and associated funding will be reviewed throughout 2017 and adjusted as appropriate.
- The continued impact of the 2016 user fees freeze: an estimated $8.8 million per year will be funded through one-time funding from the FSR in 2017 and the 2012 tax room for 2018 and beyond.
- Higher costs such as the carbon levy, offset by higher than anticipated growth in the assessment base: to be funded through Corporate Costs (shown in “Other adjustments”).

The approved tax rate was reduced from 4.7% to 1.5% through:

- Contribution from the Budget Savings Account (BSA) in 2017
- Departmental efficiencies and service reductions
- Planned corporate savings.

The adjustments also reflect Council’s approved tax rebate in 2017.

For Council Approval

A well-run city

Performance Measure and/or Target Changes

Department: Corporate Administration	**Business Unit:** City Clerk's Office
Action Plan Performance Measure: W.PM31 Percentage of Council policies posted online within three business days following the online publication of Council's minutes.	Remove Performance Measure from Action Plan.
2016 Target: 100%	
2017 Target: 100%	
2018 Target: 100%	
Rationale for Adjustment: In its Action-Plan-approved form, this performance measure did not measure the performance of the City Clerk's Office.	

Department: Chief Financial Officer's Department	**Business Unit:** Assessment
Action Plan Performance Measure: W.PM42. Per cent of the total annual assessment base under formal complaint	**New Performance Measure:** No change
2016 Target: ≤35%	**Revised 2016 Target:** ≤25%
2017 Target: ≤35%	**Revised 2017 Target:** ≤25%
2018 Target: ≤35%	**Revised 2018 Target:** ≤25%
Rationale for Adjustment: In an attempt to make this performance measure more meaningful, the calculation of it has changed which has made previous targets non-applicable.	

Department: Deputy City Manager's Office	**Business Unit:** All
Action Plan Performance Measure: W.PM29 Corporate Services internal customer satisfaction rate	Remove Performance Measure from Action Plan.
2016 Target: TBD	
2017 Target: TBD	
2018 Target: TBD	
Rationale for Adjustment: Given the changing nature of the Department over the past two years, it has been difficult to develop and field a Departmental customer satisfaction survey. Each of the individual BU's has been monitoring customer satisfaction and processes are being put in place to evaluate customer satisfaction on an on-going basis in conjunction with the roll-out of service management and one window. Data should be in place for the next business cycle.	

For Council Approval

A well-run city

Performance Measure and/or Target Changes

Department: Deputy City Manager's Office	**Business Unit:** Corporate Analytics & Innovation
Action Plan Performance Measure: W.PM6 Per cent of City of Calgary business units that have an increase in Project Management Maturity	Remove Performance Measure from Action Plan.
2016 Target: TBD	
2017 Target: TBD	
2018 Target: TBD	

Rationale for Adjustment: A methodology and approach for measurement of project management maturity across the organization is under development. With roll-out expected in 2018, baseline information will be available for the next business planning cycle.

Department: Deputy City Manager's Office (DCMO), Chief Financial Officer's Department (CFOD), Planning & Development (PD)	**Business Unit:** N/A
Action Plan Performance Measure: W.PM1, W.PM6 and W.PM35 Number of assigned departmental workstations decreased.	**New Performance Measure:** No Change
DCMO 2018 Target: 172	**Revised DCMO 2018 Target:** 62*
CFOD 2018 Target: 47	**Revised CFOD 2018 Target:** 185*
PD 2018 Target: 109	**Revised PD 2018 Target:** 80*

Rationale for Adjustment: Organizational realignments have resulted in a shift of workstations among the departments involved. The revised targets above demonstrate the resultant shift in workstation reduction targets for 2018, the only year for which there are targets for this measure.

*The difference between the totals (a total of one workstation less in the revised targets) is the result of rounding.

Council Priority: A prosperous city

Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.

This Council Priority considers the interdependent outcomes of economic growth and competitiveness and community well-being – both of which have been affected by the change in the city's economy.

Proposed initiatives to improve community well-being

The economic downturn has resulted in increased unemployment and financial challenges for citizens, which have in turn brought about increased challenges in meeting basic needs and affordable housing. Other related issues on the rise in the community include social isolation, mental health issues, and domestic and family violence issues. Five proposed initiatives under this Council Priority will increase access to social assistance and programs offered by The City and other groups serving the needs of the community, increase access to low-income affordable housing, allow better accessibility of City-owned facilities for the disabled, and increase subsidies for community-building festivals and events.

Proposed initiatives to help businesses

Small businesses are also affected by the downturn. While the number of business closures has been on the rise, there has also been a slight increase of new businesses applying for licences in the last two years, particularly home-based start-up businesses. Administration has proposed three initiatives that will remove barriers for new and existing businesses to operate and thrive in Calgary.

From the perspectives of citizens, the total value of proposed investments for this Council Priority is $7.2M for 2017.

Other initiatives currently in development that may be referred to Mid-Cycle Adjustments

At the time of writing of this report, two additional initiatives are in development and may be referred to Mid-Cycle Adjustments for further discussion:

- Options to provide further relief to businesses. More information is provided in Pages 49 and 50. For now, Administration has estimated the dollar impact at $15M. The actual investment required for this rebate will depend on further direction from Council on how to proceed.
- Community Representation Framework, an initiative to redefine and strengthen how Calgary communities participate in civic decisions in their neighbourhoods, is scheduled to be brought forward for funding consideration through the Council Innovation Fund at the November 15 Priorities and Finance Committee meeting (PFC2016-0910).

For Council Approval

A Prosperous City

Accessibility

Description

To embed accessibility across The City through coordination, change leadership, accessible communications and the implementation of the 2016 Access Design Standards, ensuring services are inclusive and meeting the needs of people with disabilities.

Funding Request

Lead Business Unit: Calgary Neighbourhoods
Program Number: 421
Funding Request for 2017 (000s): $250
Funding Request for 2018 (000s): $250
Source: Fiscal Stability Reserve

Beneficiaries of the Investment

Citizens with disabilities, their caretakers and the general public as well as employees will benefit from this approach of increased coordination.

Emerging Need(s) Addressed

Enhancing the City's cultural recreational and physical landscape to enhance overall liveability.

This initiative will contribute to the following Quality of Life Indicator:

% of respondents that agree The City of Calgary municipal fosters a city that is inclusive and accepting of all
Source: Citizen Satisfaction Survey

Previous Council Direction

Omnibus Report for Resiliency Budget 2015 September 28 CPS2015-0420, stated to come back to 2016 Budget Adjustments.

How Proposal Meets Emerging Needs

The proposal establishes approaches and practices that welcome the full participation of vulnerable populations in City activities by ensuring that there is coordination with respect to accessibility, and there is effective implementation of the universal design principles. Accessibility is a key component in delivering on Council's Priorities of A Prosperous City, A City of Inspiring Neighbourhoods and A City That Moves as research indicates that accessibility can be a barrier to active participation. In addition, increased coordination of service provision supports our efforts to be A Well-run City.

For Council Approval

A Prosperous City

Accessibility

Partnerships for Success

Making a city accessible requires the participation of both internal and external partners. Administration will work closely with external partners including the Advisory Committee on Accessibility which will continue to fulfill its mandate to provide advice and make recommendations on policy and system issues impacting people with disabilities.

Calgary Neighbourhoods will work with the Planning and Development department as well as Facility Management, Human Resources and other business unites to deliver on a coordinated approach to accessibility.

How Success Will Be Measured

A coordinated approach to accessibility is identified and established which results in streamlined service provision for users. Accessibility stakeholders report greater levels of coordination and understanding roles and responsibilities.

Short and Long-Term Risks

If this work did not proceed, The City would continue to approach accessibility in an uncoordinated manner and as result, would be less effective providing services to citizens with disabilities. Without coordination, there remains a risk that persons with disabilities are not able to access programs and services offered by the City. In addition, the Corporation would be unprepared for the aging population and associated disabilities putting the City's reputation at risk.

For Council Approval

A Prosperous City

Emergency Resiliency Fund

Description

An additional $5 million in funding to the Emergency Resiliency Fund (ERF) to continue to assist Calgary non-profits and City business units experiencing excess demand as a result of the economic downturn and global events. Funds will go directly to non-profits and City of Calgary business units to enable them to provide more access to programs and services that support individuals and families (including new Canadians) being impacted by the current economic downturn. This investment aligns with existing research and literature which suggests the effects of a downturn can be buffered by strong social programs.

Funding Request

Lead Business Unit: Calgary Neighbourhoods
Program Number: 421
Funding Request for 2017 (000s): $5,000
Source: Fiscal Stability Reserve

Emerging Need(s) Addressed

Leveraging existing partnerships to address emerging community needs like food insecurity and social isolation.

This initiative will contribute to the following Quality of Life Indicator:

% of organizations reporting an increased ability to meet the needs of clients, members and/or patrons in the last 12 months.
Source: Annual Alberta Nonprofit Survey, Calgary Chamber of Voluntary Organizations

How Success Will Be Measured

Non-profit recipients will be required to report back on the impacts made with the funding. They will provide data including, number of additional clients served through the Emergency Resiliency Fund.

Beneficiaries of the Investment

Local non-profit organizations and City business units are the primary beneficiaries of the ERF. The benefits will, however, flow to socially and economically vulnerable Calgarians that use the various programs and services supported by the ERF.

Previous Council Direction

On December 14, 2015, Council adopted Mayor Nenshi's Motion, Green Sheet: The Community Economic Resiliency Fund (Notion of Motion CC 662 (R2007-12) as follows:

NOW THEREFORE BE IT RESOLVED that $30 million from the estimated 2015 surplus be transferred to a newly created Community Economic Resiliency Fund within the Budget Savings Account and that the fund be allocated to a Community Economic Resiliency Fund as follows:

3. a) $5 million to an Emergency Fund to assist non-profit organizations and City Business Units experiencing excess demand as a result of the economic downturn and global events. These funds would be administered by the Community Services Department. Administration is to develop terms of reference for the funds and inform Council by memo no later than Q1 2016. A final report on how the money was spent will be submitted to Council, through the Priorities and Finance Committee, no later than Q2 2017.

For Council Approval

A Prosperous City

Emergency Resiliency Fund

How Proposal Meets Emerging Needs

This program is targeted at local non-profits and City business units to assist them with addressing their increased demand for programs and services from Calgarians, many whom have recently become economically and socially vulnerable. This support through funding will come at a time where our non-profit sector is financially struggling (in part due to loss of revenue from corporate/private donations etc.). According to the Calgary Chamber of Voluntary Organizations 2016 Alberta non-profit survey, more than 60% of member organizations have reported increased demand for each of the past eight years, while 17% have had to reduce staff and 14% have had to cut programs in response to the economic downturn.

In 2016, Calgary Neighbourhoods conducted a joint call for funding proposals to Calgary non-profits for FCSS, CPIP (Crime Prevention Investment Plan) and the Emergency Resiliency Fund. We received close to $35 million in funding requests, with only $9.6 in funding available, resulting in a gap of over $25 million. The number of vulnerable Calgarians accessing Calgary Neighbourhoods funded programs focused on increasing social inclusion in 2015 was six per cent higher than the target of the 90,000. Current year trends indicate that participants in the Calgary AfterSchool program will far exceed its funded capacity. The ERF will help to alleviate all of the above.

Partnerships for Success

Externally, the success of the program will be measured on the continued participation of the non-profit community in Calgary. Given the results of the Calgary Chamber of Voluntary Organizations survey mentioned above and the response from the 2016 call for proposals, continued participation is expected. Additional funding to non-profits has the potential to create a reliance on the funds to address future shortfalls with fund recipients. However as the intent of the ERF has been clearly articulated within the community, this risk has been effectively mitigated.

Internally, Calgary Neighbourhoods will work closely with Customer Service and Communication to promote the funding opportunity and with Finance to administer the grant payments.

Short and Long-Term Risks

Calgary non-profits, particularly those in the social service sector, along with some City of Calgary programs would experience limited capacity to continue to serve economically and socially vulnerable Calgarians during the current economic downturn or to ensure that adequate services are provided in response to the local impact of global events. The result would be decreased access to programs and services for families and individuals that are essential in helping to mitigate the negative impacts of the current economic situation in Calgary.

For Council Approval

A Prosperous City

Affordable Housing Plan Implementation

Description

This proposal will enable The City to start implementation of the Council approved 2016 Corporate Affordable Housing Strategy and Implementation Plan, by providing one-time operational budgetary support in 2017 and 2018.

Funding Request

Lead Business Unit: Calgary Housing
Program Number: 495
Funding Request for 2017: $1.5M
Funding Request for 2018: $1.5M
Source: Public Housing Reserve

Beneficiaries of the Investment

Low and moderate income Calgarians that use or may benefit from non-market housing.

Emerging Need(s) Addressed

Housing Insecurity and Homelessness

This initiative will contribute to the following Quality of Life Indicator:

% of population earning under $60,000 in household income and paying more than 30% of their income on housing
Source: City of Calgary, Affordable Housing Needs Assessment, 2015

Previous Council Direction

Council adopted the Corporate Affordable Housing Strategy and Implementation Plan with the approval of report.

How Proposal Meets Emerging Needs

By supporting a total of four new staff positions and dedicated program funding, this proposal will directly benefit low- and moderate-income Calgarians. Specifically, staff resources to handle business planning and land disposition will facilitate increased non-market housing supply to serve more households currently struggling with their housing costs. A staff resource to lead the One Window project to develop a coordinated intake system will improve access to appropriate housing for those on housing waitlists. A robust communications strategy will provide education, create awareness, and increase public support for affordable housing, which is critical to facilitate future development for Calgary households in need. A staff resource to handle intergovernmental partnerships will allow The City to ensure that federal and provincial policies and programs currently in development reflect the needs of Calgarians. Finally, funding for City partnership programs will drive improved outcomes for current tenants in affordable housing.

For Council Approval

A Prosperous City

Affordable Housing Plan Implementation

Partnerships for Success

This initiative will be supported all City departments. External stakeholders are non-profit and for-profit housing developers and service providers.

How Success Will Be Measured

Short-term (2018) Implementation Plan targets directly related to this funding request are below:

- 5 parcels of City land disposed at below market value for non-markets housing projects in 2017 and 2018
- City participation in 3 significant intergovernmental projects
- 5 programs delivered to improve the housing system through better tenant outcomes

Short and Long-Term Risks

If The City does not demonstrate leadership in affordable housing, it will likely be unable to effectively compete with other local jurisdictions for federal and provincial funding. If Calgary's affordable housing need is allowed to grow, negative social and economic impacts will be felt at the local level, including increased homelessness, poverty, crime, and reliance on emergency services. Additionally, failure to adequately house the local workforce could result in a potential loss of investment in Calgary over the long term as employers struggle to attract and retain workers.

For Council Approval

A Prosperous City

Festival and Events Subsidy Program

Description

The Festival and Event Subsidy Program (FESP) requires additional funding in order to maintain a subsidy level of 80%-90% of the cost of City services.

Funding Request

Lead Business Unit: Calgary Recreation
Program Number: 426
Funding Request for 2017 (000s): $250
Funding Request for 2018 (000s): $260
Source: Fiscal Stability Reserve

Emerging Need(s) Addressed

Supporting the city's cultural, recreational and physical landscape to enhance overall liveability.

This initiative will contribute to the following Quality of Life Indicator:

- % of Calgarians who report that festivals are important to the quality of life in Calgary.
- % of Calgarians who report that arts and cultural activities and programs are important to the quality of life in Calgary.

Source: CS Citizen Perceptions and Expectations Survey

Beneficiaries of the Investment

FESP subsidizes between 130-140 non profit organizations each year who receive 80% -90% subsidy for the city services they require to produce events such as cultural festivals, parades and runs on public land. In turn they attract nearly 1 million attendees to free and accessible events and raise over $10 million for various charities annually.

Previous Council Direction

Urgent NOM, March 30, 2015, 11.3:

Councillor Chabot's Green Sheet Re: Festival and Event Subsidy Adjustment, unanimously CARRIED, stated:"… that the shortfall for 2015 and 2016 be drawn from the Fiscal Stability Reserve; AND FURTHER BE IT RESOLVED that the Festival and Event Subsidy program be reevaluated as an ongoing funding requirement in the 2017-2018 Budget Review process."

How Proposal Meets Emerging Needs

The proposed increase enables the Festival and Event program to subsidize the cost of City services at the 80%-90% level approved by Council. These subsidies encourage new festivals and events, and growth in current festivals and events. In turn, these events add to the quality of life for citizens, drawing thousands of attendees and volunteers while attracting tourists who's spending makes a significant economic impact.

The number of organizations requiring subsidy has been consistent over the past 4 years, however, the need for subsidy has grown as some events have become larger due to market demand (e.g., Pride, Beakerhead and Sled Island). With the celebration of Canada's 150th anniversary in 2017, it is anticipated that there will be even greater demand for events. However, Council is concerned that "due to the downturn in the economy, festivals and events will be facing challenges in revenue generation from sponsors and if their subsidy from the City is further reduced it could prove to be detrimental, if not catastrophic to their ability to hold their event." (Green Sheet Re: Festival and Event Subsidy Adjustment, Council Meeting, March 30, 2015)

For Council Approval

A Prosperous City

Festival and Events Subsidy Program

Partnerships for Success

The Arts and Culture Division of Recreation is the "one window" in to the Interdepartmental Events Team (IET) which decides on required City services for events. The IET includes 14 Business Units (Calgary Parks, Calgary Roads, Calgary Transit, Waste & Recycling, Calgary Fire, Calgary Recreation, Calgary Community Standards, CEMA, CPS, Calgary Parking Authority, Facility Management, Calgary Building Services, Corporate Security, City Clerks, Law) and 3 external partners (Alberta Health Services, EMS and AGLC). Additionally, the program itself involves a partnership between The City and community groups to deliver festivals and events to Calgarians.

How Success Will Be Measured

There is a pre-existing Council-approved performance measure associated with this event.

P.PM7 – Number of City Supported Festival and Event days

Short and Long-Term Risks

The City has experienced an increase to internal costs from partner BUs (Roads, CPS, Parks Etc.) to provide these events. Returning events grow and require additional resources (e.g. Globalfest, Pride, Beakerhead), and the downturn in the economy has resulted in additional events requiring subsidy. There is also an anticipated increase in the number of events for 2017 and 2018. If this is not approved, we will not be able to provide the 80%-90% subsidy that is directed by Council. This may result in events being cancelled. Shorter term, not-for-profit organizations already challenged by reduced levels of private sector sponsorship will need to find more $$ to pay for City services / or City BUs will have to absorb costs and incur losses on events. Longer term there is a risk that events that have been carefully developed to provide affordable entertainment for citizens and tourists may fail and disappear from the Calgary landscape.

For Council Approval

A Prosperous City

Ward Community Events Fund ("WCEF")

Description

On behalf of the Coordinating Committee of the Councillors Office ("CCCO"), the Office of the Councillors requests to have an increase in funds available in the WCEF in 2017 due to Canada's 150th anniversary. This request, only to be applicable during the 2017 calendar year, would see the fund increase to a total of $210,000 per annum, which would increase the per ward amount per annum from $10,000 to $15,000. The WCEF would return to its 2016 annual amount of $140,000 in 2018.

Funding Request

Lead Business Unit: Office of the Councillors
Program Number: 836
Funding Request for 2017 (000s): $70
Source: Fiscal Stability Reserve

Beneficiaries of the Investment

WCEF has the potential to benefit all residents in Calgary. Supported by the WCEF Guidelines, which were approved by CCCO during its September 28, 2016 Committee meeting, the purpose of the WCEF is to assist Calgary not-for-profit associations or community-based groups to host events or to undertake initiatives to enhance their community.

Emerging Need(s) Addressed

Leveraging existing partnerships to address emerging community needs like food insecurity and social isolation.

This initiative will contribute to the following Quality of Life Indicator:

% of Calgarians that agree "I am regularly involved in neighbourhood and local community events"
Source: Citizen Satisfaction Survey

Previous Council Direction

Information around WCEF is incorporated under the "*Council Strategic Initiatives Fund Guidelines*" (CC009) and is supported by the WCEF Guidelines, updated, reviewed and approved by CCCO on September 28, 2016.

How Proposal Meets Emerging Needs

In support of Strategic Action W7, to continue to transform the organization to be more citizen-focused in its approach and delivery of services, this reallocation of funds will allow councillors to be able to support initiatives within their constituencies that are citizen-focused, invest in projects that improve the communities they represent, and utilize resources that empower staff to continue deliver excellent customer service to the citizens of Calgary, while anticipating the community's increased interest in increasing community engagement during Canada's 150th anniversary.

For Council Approval

A Prosperous City

Ward Community Events Fund ("WCEF")

Partnerships for Success

When a Ward office supports a community-based initiative through the WCEF, the Ward office and existentially the City becomes a partner with the community and the residents of that community.

How Success Will Be Measured

In support of Council Priorities – A city of inspiring neighbourhoods, WCEF dollars are directed towards various initiatives including social and recreational programs for citizens, as well as programs that assist and protect communities and the environment. Individual Councillors have the ability to determine which organizations and community-based events they support based on the individual needs of their communities by making recommendations directly to CCCO, the administrative body of the WCEF program.

Success is measured by community involvement and engagement. However, CCCO has governance measures in place requesting Post-Event summaries from each grant recipient within 90 days post-event.

Post event summaries must be in writing and include actual revenues and expenses, attendance figures and a brief description of what was achieved as a result of the event or activity.

Short and Long-Term Risks

Each year, numerous community-based organizations and non-profit groups request, but don't often receive the full amount of their requests, because Ward offices realize there is a greater need for community event funding than is available. As Canada turns 150 years old in 2017, CCCO recognizes individual communities wanting to increase community engagement of its residents while celebrating Canada's milestone.

The one-time increase to WCEF for the 2017 calendar year is in anticipation of the increase in grant application requests from Calgary organizations that meet the WCEF Guidelines (a copy of which is attached to this report).

Not approving this request would mean that a number of Calgary communities may not be able to organize community-based events, which historically bring together families and build a sense of community. Given the current state of Calgary's economy, many organizations are seeking funding subsidizes, which WCEF can be considered. If such subsidized funding did not exist then community-based organizations would often make the tough decision to simply not host an event, which has the ability to revitalize the sense of community.

For Council Approval

A Prosperous City

Pop-Up Retail Program

Description

To work in concert with building owners and real estate brokers to facilitate the opening of small, local retailers for limited time periods with a minimum of start-up costs and bureaucracy. In doing so, we help animate local streets and ease high vacancy rates. With higher retail vacancy and more street-level retail space coming online, there is a risk of "dead space" along main streets and downtown that reduces street level vitality and perceptions of safety. New street level retail is also quite expensive making it difficult for small, local retailers to find space in desirable main street locations, especially those that do not want to sign longer term leases as they initially investigate the feasibility of their retail concept. This meshes with community desires to see their main streets occupied with interesting small local shops and services and not taken over by large chains and national retailers.

Funding Request

Lead Business Unit: Urban Strategy
Program Number: 651
Funding Request for 2017 (000s): $ 50
Source: Fiscal Stability Reserve

Beneficiaries of the Investment

Small local businesses and start-ups, building owners, business areas, local residents/shoppers, BRZ's.

Emerging Need(s) Addressed

Making it easier for new businesses to get started and grow.

Previous Council Direction

This proposal was initiated through the Mid-Cycle Adjustments Idea Generation Workshops.

This initiative will contribute to the following Quality of Life Indicator:

of new businesses.
Source: Calgary Building Services

How Proposal Meets Emerging Needs

One of the biggest hurdles for small retailers is finding affordable space and navigating complex lease arrangements and city-permits. Not knowing how well their businesses will do or how long they will survive, they are hesitant to sign long term leases or undergo major renovations to accommodate their business. The idea of a pop-up retail program is to allow a business to “test market” a bricks and mortar retail store with a minimum of tenant improvements or financing requirements. If successful, the business could become a permanent operation and possibly expand to other locations. In a Toronto-based pop-up pilot program, vacancy rates on a main street dropped from 17% to 6%. Of the 15 pop-up properties, all 15 ended up with longer term leases. Another benefit of the program was that the quality and aesthetics of the street improved with more attention paid to improving storefronts. This enhances customer attraction, amenity access and neighbourhood liveability. One other emerging need is the ability to support those who have recently lost their jobs and are looking to begin a new entrepreneurial career with fewer start up risks.

For Council Approval

A Prosperous City

Pop Up Retail Program

Partnerships for Success

The participation of Councillors in terms of input and acting as a community liaison.

Externally, BOMA and NAIOP (building owner and developer input and communication/outreach), Calgary Economic Development (stakeholder coordination, communication and marketing), local BRZ's such as Calgary Downtown Association and Victoria Park BRZ, retail leasing brokers (JR Mercantile, Fairfield Commercial) (expert input, trends, communication, outreach), Chamber of Commerce.

Internally, Urban Strategy, Community Planning (local planning input and ARP reviews), Calgary Growth Strategies (potential LU bylaw amendments), Calgary Community Standards (liaison with BRZ's), Calgary Building Services (licensing, code reviews, Stream 3 DP process review), Calgary Approvals Coordination (partnerships).

How Success Will Be Measured

Business formation rates and customer service satisfaction rates.

Short and Long-Term Risks

Short term risk is a deteriorating streetscape environment and struggling building owners. Long term risk is reducing the viability of local entrepreneurs to try new ideas and formats in Calgary.

For Council Approval

A Prosperous City

Centre City Enterprise District

Description

Foster business formation, expansion or relocation into one of Calgary's most important economic generators by instituting a limited time policy overlay in the Centre City area. This initiative may suspend, eliminate or change certain rules (e.g., parking requirements and use rules in existing buildings) and procedures (change of use DP's) governing occupancies that can create barriers to new businesses or business models from occupying vacant area.

Funding Request

Lead Business Unit: Urban Strategy
Program Number: 651
Funding Request for 2017 (000s): $50
Source: Fiscal Stability Reserve

Beneficiaries of the Investment

Building Owners with high vacancies; prospective retailers/restaurants in the Centre City; residents in the area seeking services; small businesses looking to find affordable office space in a transit/walking supported area; job seekers in the Centre City

Emerging Need(s) Addressed

Making it easier for new businesses to get started and grow.

Previous Council Direction

This proposal was initiated through the Mid-Cycle Adjustments Idea Generation Workshops.

This initiative will contribute to the following Quality of Life Indicator:

% vacancy in office/retail in the centre city
Source: Commercial real estate brokerages

How Proposal Meets Emerging Needs

Downtown and Beltline office and retail (street level and +15) vacancy rates are increasing to levels not seen since the 1980's. With more inventory under construction and scheduled to come on-line in 2017 and 2018, there is concern office vacancies could rise to close to 30% and retail to well over 20%. At the same time, small business owners in Alberta and Calgary remain pessimistic about the provincial economy (the index continues to drop, in August it was down to 45.6 out of 100 - a healthy economy is considered to be in the 65-75 range). Another concerning indicator is the real estate assets in large investment portfolios risk being "written down" as Dream Office REIT did in the second quarter, writing their portfolio down by $748 million. Reduced asset values could translate into depressed property values/assessments which will affect the City's strongest performing tax revenue generator. If approved, this project would accomplish two main goals: 1) Send a strong message that The City of Calgary is actively engaging and supporting business of all sizes and local building owners to manage through a tough economic period; and, 2) Reduce vacancy rates and assist in supporting Centre City property values. The expected results, if approved, would be an easier flow of businesses into vacant space with fewer bylaw and procedural hurdles to navigate. This should reduce risk and "hassle-factor" for businesses that want to establish a presence in Centre City. If this occurs, the goals would be to communicate success and build momentum for Centre City as a choice for new businesses and give us an opportunity to understand if our policies should be changed permanently.

For Council Approval

A Prosperous City

Centre City Enterprise District

Partnerships for Success

Key partners in developing this project include:

- External: Calgary Economic Development (Stakeholder Coordination and Communication), BOMA (Stakeholder Input), Commercial Real Estate Brokers (issue identification and communication to clients), chamber of Commerce
- Internal: Calgary Building Services (review processes and ensure health and safety standards), Calgary Growth Strategies (Land Use Bylaw changes and impact review/mitigation), Community Planning (Local area plan amendments where necessary and impact review/mitigation), Calgary Approvals Coordination (partnerships).

How Success Will Be Measured

Monitor office and retail vacancy rates as well as new business formation rates. Working with Real Estate companies, we could also track business/tenant movement and relocations.

Short and Long-Term Risks

The risk of not taking an approach like this are two-fold: 1) There is a short term risk of a sustained downturn in the Centre City area - the longer this lasts, the worse the reputation for it being a business location choice - similar to a stale real estate listing. 2) An absence of bold and quick action on this issue will likely lead to ongoing demands for changes to the Land Use Bylaw and planning/permit processes on an issue by issue basis. This would only focus attention on internal processes and cumbersome study and amendments to policy and bylaws rather than focusing on a holistic approach to barrier removal and supporting business investment overall.

For Council Approval

A Prosperous City

Small Business Tactical Support Team

Description

A cross corporate team dedicated to working with business owners to navigate the various processes required to start up a new business, occupy a new space or simply act as a resource for questions. Small business owners are busy with the day to day running of their business. They do not have the ability to spend their working hours tracking down information, chasing paperwork through our system or simply trying to find the right person to give them the direction they require. Some owners may also be new to either our city or country and have little knowledge of existing process and see The City as a barrier to their success. This is an opportunity to cut down on what is perceived as 'red tape'.

Funding Request

Lead Business Unit: Urban Strategy
Program Number: 651
Funding Request for 2017 (000s): $ 50K
Source: Fiscal Stability Reserve

Beneficiaries of the Investment

Small local businesses and start-ups, building owners, business areas, local residents/shoppers, BRZ's.

Emerging Need(s) Addressed

Making it easier for new businesses to get started and grow.

Previous Council Direction

This proposal was initiated through the Mid-Cycle Adjustments Idea Generation Workshops.

This initiative will contribute to the following Quality of Life Indicator:

#of new businesses
Source: Calgary Building Services

How Proposal Meets Emerging Needs

One of the biggest hurdles for small businesses is navigating city processes and requirements. If we had a team of individuals from a variety of departments with knowledge and experience of the key areas business owners struggle with, we could provide a "one window" approach to these important customers rather than the frustration of dealing with multiple business units for different issues. This could include areas such as taxation and assessment, Land Use Bylaw (change of use), business licensing and building regulations. This group could also be active at community events to educate the public on what is needed to start a business and to reinforce the message the City is here to help them realize their goals. This would be a more efficient and cost effective approach for the customer and The City. Shared knowledge will increase quality of service and information given.

For Council Approval

A Prosperous City

Small Business Tactical Support Team

Partnerships for Success

Internally, Urban Strategy, Calgary Growth Strategies (LUB bylaw), Calgary Building Services (licensing, code reviews, Stream 3 DP process review), Assessment,

Externally, local business member groups (i.e. chamber of Commerce, CFIB & BRZ's to help provide outreach support

How Success Will Be Measured

Business formation rates and customer service satisfaction rates.

Short and Long-Term Risks

Short term risk is deteriorating number of business starting or growing. More and more staff from a variety of departments trying to simultaneously help the same customers, answering the same questions, contributing to a feeling of 'red tape'. Long term risk is Calgary not seen as a place that is 'open for business' and businesses decide to move or start elsewhere.

For Council Approval

A Prosperous City

2017 Tax Relief for Business

Description

Administration is exploring options to provide relief to businesses that are experiencing financial hardship from the current economic environment and that have been negatively affected by changes in non-residential market value. Multiple options to try to provide some relief are being considered including: lowering the business tax rate, providing relief for segments of the non-residential class, or applying across the board reductions. However, there are numerous concerns including time, cost, legal and administrative. Administration will continue to examine the merits of various options and seeks further Council direction to determine if and how to proceed.

Potential Funding Request

Lead Business Unit: Finance / Assessment
Program Number: Taxation 856
Funding Request for 2017 (000s): Up to $15M
Source: Fiscal Stability Reserve

Emerging Need(s) Addressed

New Emerging Need: Reduce the impact of the economic downturn and the redistribution of the non-residential tax burden on small businesses.

This initiative will contribute to the following Quality of Life Indicator:

of business bankruptcies
Source: Government of Alberta

Beneficiaries of the Investment

The main recipients of this rebate will be small businesses that have experienced a net increase in tax due to the redistribution of the non-residential property tax burden.

Previous Council Direction

Council had expressed a desire to respond to the current economic downturn and provide property or business tax relief for small businesses.

How Proposal Meets Emerging Needs

Options would further Council's desire to help small businesses currently facing financial hardship due to the redistribution of the non-residential tax burden.

For Council Approval

A Prosperous City

2017 Tax Relief for Business

Partnerships for Success

Externally: The City would be delivering a rebate to the small business community, lowering their overall tax burden.

Internally: This proposal was developed jointly between Finance and Assessment, though Finance will be responsible for the implementation of the rebate. The rebate could be applied when the annual business or property tax bills are issued.

Council: Since all relief options contain risks, Administration needs clear direction on how Council would like to proceed.

How Success Will Be Measured

Although the number of business bankruptcies has not yet increased, the effects of the economic downturn are expected to take their toll on the business community as smaller businesses take on the property tax burden previously shouldered by other properties in the non-residential tax base. The rebate may contribute to mitigating the number of business bankruptcies.

Short and Long-Term Risks

This proposal provides relief to businesses facing greater property tax burdens due to the effects of the economic downturn and changes in the non-residential market value. If the proposal is not approved, these businesses will not be provided with a form of tax relief.

For Council Approval

A prosperous city

Performance Measure and/or Target Changes

Department: Community Services	**Business Unit:** Calgary Housing
Action Plan Performance Measure: P.PM5 Time to re-occupy affordable housing units.	**New Performance Measure:** P.PM5 Time to re-occupy subsidized housing units leased by Calgary Housing Company.
2017 Target: <30 Days	**2017 Target:** No change
2018 Target: <30 Days	**2018 Target:** No change
Rationale for Adjustment: Buildings leased by external agencies that CHC does not manage will be excluded in future reports (CHC does not control the processing time).	

Department: Deputy City Manager's Office	**Business Unit:** Real Estate & Development Services (RE&DS)
Action Plan Performance Measure: P.PM1 - Supply of Serviced Industrial Land Available Annually (Acres)	**New Performance Measure:** P.PM1 - Supply of Unsold Serviced Industrial Land Available Annually (Acres)
2017 Target: 156	**Revised 2017 Target:** 100
2018 Target: 138	**Revised 2018 Target:** 100
Rationale for Adjustment: RE&DS recommends that the language for this measure be modified to clearly identify that the annual inventory of unsold serviced industrial land is to be measured. Additionally, the proposed adjusted targets are better aligned with the 2013-22 Industrial Land Strategy and RE&DS' mandate to maintain a one-year supply of serviced industrial land available for sale.	

Department: Deputy City Manager's Office	**Business Unit:** Real Estate & Development Services (RE&DS)
Action Plan Performance Measure: P.PM2 - Industrial Land Sold Annually (Acres).	**New Performance Measure:** No Change
2017 Target: 104	**Revised 2017 Target:** 50
2018 Target: 92	**Revised 2018 Target:** 50
Rationale for Adjustment: RE&DS proposes that the targets for P.PM2 be modified to reflect the current economic climate in Calgary.	

For Council Approval

A prosperous city

Performance Measure and/or Target Changes

Department: Deputy City Manager's Office	**Business Unit:** Real Estate & Development Services (RE&DS)
Action Plan Performance Measure: No action plan performance measure.	**New Performance Measure:** Amount of newly serviced and marketable industrial land added annually to the inventory (Acres)
2016 Target: N/A	**Revised 2016 Target:** 50
2017 Target: N/A	**Revised 2017 Target:** 50
2018 Target: N/A	**Revised 2018 Target:** 50

Rationale for Adjustment: RE&DS proposes that the targets for P.PM2 be modified to reflect the current economic climate in Calgary.

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A city of inspiring neighbourhoods

Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.

Previously-approved by Council

Many Calgarians are increasingly faced with financial pressures as a result of the economic downturn. In an effort to alleviate household costs related to user fees for City services, on 2016 June 27, Council directed a permanent freeze of the 2016 increase of a number of user fees related to recreation, parks and pet licensing (C2016-0544). These initiatives total $1.8M and will be funded through the Fiscal Stability Reserve in 2017 and the 2012 tax room in 2018 and beyond. The associated revised bylaws and fee schedules for Council approval as a result of the above fee freezes are provided in Attachments 4, 5, 6, 8, and 10.

Proposed Adjustments for Council Approval

In addition to these previously directed changes to fees, Administration is also recommending two additional fee freezes:

1. Planning & Development permit and license fees for 2017: Planning & Development collects permit and license fees for a variety of services including the processing of land use amendments, subdivision, development permits, trade permits, and business licences. The proposed permit and license fee freeze is anticipated to reduce annual revenues by $1.3M, starting in 2017. The fee freeze will be offset by a 2017 contribution from the Sustainment Reserve, with subsequent years being addressed through a balance of revenue and expenditure measures. The revised fee schedule and bylaws are provided in Attachments 8, 14 and 15 for Council approval.

2. Fire inspection fees for 2017: Calgary Fire collects fees for fire permits, fireworks permits, blasting permits and for many types of fire code compliance inspections. Fees related to fire permits and inspections will be covered internally and total $260 thousand. The revised fee schedule is provided in Attachment 9 for Council approval.

These proposals will benefit citizens and businesses applying for various permits and licences in this economic environment and support and encourage growth and development projects in the community.

From the perspectives of citizens, the total value of proposed investments for this Council Priority is $1.6M for 2017 ($1.3M for Planning & Development fees, and $0.3M for Fire fees).

For Council Approval

A city of inspiring neighbourhoods

2017 Planning & Development Permit and License Fee Freeze and Fire Fee Freeze

Description

In order to support and encourage development and building, and the costs of starting and running businesses, events, and installing equipment, Planning & Development and Calgary Fire are proposing to implement a fee freeze for the previously Council-approved fee increase for 2017. This proposal applies to fees levied by Planning & Development (permits and licenses) and Calgary Fire, maintaining the 2016. The freeze for Calgary Fire will be covered by internal sources and thus there is no request for funding related to the Calgary Fire fees in the approval box below.

Funding Request

Lead Business Unit: Calgary Building Services
Program Number: 611
Funding Request for 2017 (000s): $1,300 revenue reduction; offset by efficiencies realized through implementing recommendations from the Calgary Building Services (CBS) Zero-Based Review and, if necessary, by contributions from the CBS Sustainment Reserve to a net zero base budget impact.
Funding Request for 2018 (000s): $1,300 revenue reduction; offset by efficiencies realized through implementing recommendations from the Calgary Building Services (CBS) Zero-Based Review and, if necessary, by contributions from the CBS Sustainment Reserve to a net zero base budget impact.

Bylaws / Fee Schedules for Approval

- Planning & Development Application Schedules (ATTACHMENT 8)
- Fire inspections and permit fees (ATTACHMENT 9)
- Bylaw 43M2016 (ATTACHMENT 14)
- Bylaw 44M2016 (ATTACHMENT 15)

Beneficiaries of the Investment

Businesses, developers, builders, trades, event planners, community organizations and homeowners applying for various permits, inspections or amendments processed through Planning & Development and/or Calgary Fire would benefit from the fee freeze.

This initiative will contribute to the following Quality of Life Indicator:

- Value of building permits ($)

Source: Planning and Development

- % of respondents who feel safe in their neighbourhood

Source: Citizen Satisfaction Survey

Previous Council Direction

This fee reduction aligns to other fee/rate freezes across City departments that have been enacted for 2017.

Emerging Need(s) Addressed

Facilitating growth and development in Calgary and making it easier for new businesses to start and grow.

How Proposal Meets Emerging Needs

For Planning & Development, this proposal addresses the question of encouraging construction, growth and development. A reduction in the projected revenue ($1.3 million) is the 2017 anticipated impact on the CBS Sustainment Reserve. For Calgary Fire, the fee freeze will reduce cost barriers to event planners, community associations and individuals installing specialized equipment, performing blasting, or holding public events. The fee freeze will total approx. $260 thousand in 2017 and will be covered by current business unit resources.

For Council Approval

A city of inspiring neighbourhoods

2017 Planning & Development Permit and License Fee Freeze and Fire Fee Freeze

Partnerships for Success

Internally, Urban Strategy, Calgary Growth Strategies (LUB bylaw), Calgary Building Services (licensing, code reviews, Stream 3 DP process review), Assessment, local business member groups & BRZ's to help provide outreach support.

How Success Will Be Measured

Planning & Development and Calgary Fire will continue to closely monitor permit application volumes. Planning

Short and Long-Term Risks

A fee increase at this point in time creates undue financial pressure on citizens and businesses in an already unstable and depressed economic environment.

For Council Approval

A city of inspiring neighbourhoods

Performance Measure and/or Target Changes

Department: Transportation	**Business Unit:** Transportation Planning
Action Plan Performance Measure: N.PM7 Per cent of development permit applications that are aligned with the Calgary Transportation Plan	Remove Performance Measure from Action Plan.
2017 Target: TBD	
2018 Target: TBD	

Rationale for Adjustment: The existing performance measure has proven difficult to measure and cannot be accurately calculated for the majority of applications. The closest proxies for the measure (per cent of applications completed on time, per cent of jobs within 400m of primary transit and per cent of population within 400m of primary transit) are already tracked in Action Plan.

A city that moves

People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.

Previously-approved by Council

To respond to increasing financial pressures of households in Calgary during this economic downturn, Council previously directed a permanent freeze of the 2016 increase of user fees for transit services (C2016-0544) on 2016 June 27. This initiative will be funded through the Fiscal Stability Reserve in 2017 and the 2012 tax room in 2018 and beyond, and amounts to $7M.

Proposed Adjustments for Council Approval

Administration is also proposing the Step Forward Pedestrian Strategy, which will benefit all Calgarians by improving pedestrian safety and ensure ease of getting around. This initiative will also make Calgary a more liveable community and improve access to local businesses.

In addition, Administration is proposing a capital budget adjustment to take advantage of the federal and provincial Public Transit Infrastructure Fund (PTIF), in support of The City's transit service level and environmental objectives.

From the perspectives of citizens, the total value of proposed investments for this Council Priority is $1.9M in operating and $41.6M in capital dollars for 2017.

For Council Approval

A city that moves

Step Forward: Pedestrian Strategy Implementation

Description

This strategic plan aims to improve walking in Calgary. Forty-nine approved actions specifically target making walking safer, easier and more comfortable in Calgary, directly improving the health of the community and local businesses. The short term actions build City capacity and partnerships necessary for achieving the long term vision of the strategy. Short term safety improvements are targeted at high-collision locations to maximize benefits while assessing the effectiveness for broader application in future budget horizons. The funding request below pertains only to continued operating support for the strategy; a separate capital request has been submitted through the Infrastructure Calgary process.

Funding Request

Lead Business Unit: Transportation Planning
Program Number: 617
Funding Request for 2017 (000s): $1,910
Funding Request for 2018 (000s): $1,910
Source: Fiscal Stability Reserve

Beneficiaries of the Investment

Safer pedestrian infrastructure benefits Calgarians city-wide. The actions proposed by the strategy provide tangible benefits to community health and significant economic uplift to nearby businesses.

Emerging Need(s) Addressed

Supporting the city's cultural recreational and physical landscape to enhance overall liveability.

This initiative will contribute to the following Quality of Life Indicator:

% of trips made by walking
Source: Transportation, Household Activity survey - all day, all-purpose trips.

Previous Council Direction

In 2016 May, Council approved The Pedestrian Strategy and directed administration to incorporate the short-term capital and operating funding requirements into the November 2016 mid-cycle budget adjustments.

How Proposal Meets Emerging Needs

The pedestrian strategy's key actions are aimed specifically towards making Calgary a more liveable community. Among the actions are strategies to improve businesses and communities, make the community safer, and better engage citizens in civic life. Economic benefits to businesses and communities are documented in the Council approved strategy.

For Council Approval

A city that moves

Step Forward: Pedestrian Strategy Implementation

Partnerships for Success

Externally, the following organizations have been identified as partners who have/will support the strategy with additional support, programming and resources: Alberta Health Services, Alberta Motor Association, Alberta Transportation, Calgary Board of Education, Calgary BRZs, Calgary Catholic School District, Federation of Calgary Communities, Parks Calgary Foundation, Safer Calgary, Shape Alberta and Walk Calgary.

Internally, the Planning and Development, Transportation and Community Services departments have been identified as key stakeholder each of which has stake in the outcomes of the strategy.

How Success Will Be Measured

This project is highly related to two PMs from Action plan; M.PM13 and M.PM15 relating to the quality and safety of walking and the number of trips people make by walking. This proposal aims to turn those curves as well as the six Council approved results based accountability curves contained in the strategy.

Short and Long-Term Risks

The primary risk of not funding the approved short term actions is the continuance of current trends relative to our key results. Walking as a mode of travel is in decline, and collision rates are static. Changing these trends will mean long-term benefits on health outcomes, reduced infrastructure spending system-wide, and meeting the changing public expectations around mode choice. Additionally, expectations from the public are currently high since council's approval of the strategy in May. There are few risks associated with implementing the plan, beyond the opportunity cost of committing resources to pedestrian needs. There is some risk that the public may not be satisfied with the short term results, as significant change to the key results measures will progress over a number of years.

For Council Approval

A city that moves

Federally/Provincially-Funded Transit Infrastructure

Description

Transportation Infrastructure and Calgary Transit are requesting increases to the 2017-2018 capital budget totalling $111.97 million as follows:

- Project 566-001 – RouteAhead Rapid Transit Corridor-17 Ave SE BRT Phase 2:
  - $85 million (2017 - $31 million and 2018 - $54 million)
- Project 656-15w – Buildings and Stations-LRT Station Upgrades:
  - $26.97 million (2017 - $10.6 million and 2018 - $16.37 million)

Funding Request

Lead Business Unit: Transportation Infrastructure & Calgary Transit
Project Number: 566 and 656
Funding Request for 2017-2018 (000s): $111,970
Source: Federal Public Transit Infrastructure Fund - 50%; Provincial Public Transit Infrastructure Fund – 25%; Provincial Fuel Tax – 50%.

Beneficiaries of the Investment

Calgarians seeking mobility options.

People with disabilities who want to use fixed route public transit.

Emerging Need(s) Addressed

Leveraging existing partnerships to address emerging community needs like food insecurity and social isolation.

This initiative will contribute to the following Quality of Life Indicator:

% of trips made using transit
Source: Transportation, Household Activity survey - all day, all-purpose trips.

Previous Council Direction

Report TT2016-0237, approved by Council on 2016 June 20. On 2016 July 25, Council directed Administration to prepare a Phase 1 Public Transit Infrastructure Fund Submission (TT2016-0237).

How Proposal Meets Emerging Needs

The Public Transit Infrastructure Fund is intended to improve and expand public transit systems across Canada. The Phase 1 funding will enable the Transportation department to take on additional short-term capital projects that can be completed between 2016-2018 which will increase transit capacity, enhance services and improve environmental outcomes.

For Council Approval

A city that moves

Federally/Provincially-Funded Transit Infrastructure

Partnerships for Success

- Communities and businesses (e.g. International Avenue BRZ)
- Customers (e.g. Calgary Transit customers, pedestrians, cyclists and motorists)
- Landowners and developers
- Province of Alberta (Deerfoot Trail and Provincial Transit Strategy)
- Calgary Regional Partnership

How Success Will Be Measured

- Project management (time, budget, quality)
- Calgary Transit Customer Commitment performance measures
- Route performance (reliability and ridership)
- Asset performance (reduced maintenance call-outs after refurbishment)

Short and Long-Term Risks

- Deteriorating transit performance (reliability, on-time performance, asset conditions/appearance)
- Increased road congestion
- Redevelopment projects not served by high quality public transit
- Federal/Provincial capital funding earmarked for public transit will be left unspent

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For Council Approval

A healthy and green city

We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Previously-approved by Council

On 2016 May 30, Council approved the Waste & Recycling services green cart program 2017 – 2018 Indicative Rate (C2016-0440) and directed administration to include a green cart program rate of $6.50 per household per month for 2017 and 2018 as part of Action Plan 2015-2018 Mid Cycle adjustment process. The related bylaw amendments with the green cart rate are provided in Attachment 16 of this report for council's approval.

In addition, Council approved lower rate increases for 2017 and 2018 in the Utilities (C2016-0688) and Drainage (C2016-0689) on 2016 September 19. The reduction in Utilities and Drainage revenue totals $40.7M in 2017 and will be offset through efficiencies and operating savings that have minimal impact on service to Calgarians, and by delaying the timeframe for building sustainment reserves. The related bylaw amendments with the reduced utilities and drainage charge increases are provided in Attachment 11, 12 and 13 of this report for Council approval.

Proposed Adjustment for Council Approval

Administration is also proposing to withhold billing for the roll-out of the Green Cart program in 2017 (C2016-0774). This initiative will benefit Calgary households and offer further relief to their finances. An investment of $13M from the Fiscal Stability Reserve is required for this initiative. The related bylaw amendments with the Green Cart Management Rate are provided in Attachment 16 of this report for Council approval.

Other initiatives currently in development that may be referred to Mid-Cycle Adjustments

It should be noted that at the time of writing this report, the proposed 2017 Landfill Tipping fee freeze is scheduled to be discussed in-camera at the November 14 Council Strategic Session (C2016-0900).

For Council Approval

A healthy and green city

Green Cart Program 2017 Fee Reduction

Description

The city-wide residential Green Cart program will start in mid-2017. This proposal will withhold billing for the Green Cart service until 2018 January 1 and draw up to $13M from the Fiscal Stability Reserve to compensate for foregone revenue during 2017.

Funding Request

Lead Business Unit: Waste & Recycling Services
Program Number: 252
Funding Request for 2017 (000s): $13,000
Source: Fiscal Stability Reserve

Bylaw for Approval

- Waste and Recycling Bylaw 48M2016 (ATTACHMENT 16)

Beneficiaries of the Investment

Calgarians that are part of the Green Cart program will see no fees for the service in 2017.

Emerging Need(s) Addressed

Ensuring continued access to City services for low-income earners or those feeling financial pressure.

This initiative will contribute to the following Quality of Life Indicator:

Per Capita Waste to Landfill (kg)
Source: Waste & Recycling Services

Previous Council Direction

At the 2016 September 12 meeting of Council, Administration was directed to investigate options and potential funding sources to fund Green Cart implementation to reduce the monthly rate per household to $0 until 2018 January 1 and report back to the 2016 September 19 Strategic Council Meeting. Council deferred a decision on this matter to the Mid-Cycle Adjustments process in the Strategic Meeting of Council on 2016 September 19.

How Proposal Meets Emerging Needs

This proposal provides rate relief for households during challenging economic times. It allows Calgarians to experience the service and the amount of material that can be composted prior to the introduction of the fee.

For Council Approval

A healthy and green city

Green Cart Program 2017 Fee Reduction

Partnerships for Success

The City's main partners in this initiative are those that will benefit from the Green Cart Program. It is anticipated that a "no fee" approach will lessen the impact of the program during the economic downturn and encourage adoption of the program.

How Success Will Be Measured

Implementation of the Green Cart program is critical for achieving the waste diversion target of 70 per cent by 2025 and supports Council's priority of A Healthy and Green City in Action Plan 2015-2018 through Business Unit Actions:

- H1.1 – Implement a residential Green Cart Program;
- H1.2 – Design and construct a residential organics and biosolids composting facility to support 2017 implementation of a Green Cart Program.

Short and Long-Term Risks

Introducing a new service and associated new fee to citizens during an economically difficult time presents a risk. Providing the Green Cart service at no charge to residents during 2017 reduces this risk.

Summary of 2017 Adjustments by Initiative ($000s)

	2017
Tax Relief	**73,000**
Tax rate reduction	49,000
Tax rebate	24,000
User Fees / Rate Freezes	**65,860**
Calgary Transit	7,000
Recreation, Parks, and Pet Services	1,800
Planning & Development	1,300
Calgary Fire Department	260
Green Cart Program	13,000
Utility Rates	41,000
Landfill Tipping Fees	1,500
Targeted Initiatives	**9,130**
Emergency Resiliency Fund	5,000
Pedestrian Strategy	1,910
Affordable Housing	1,500
Accessibility Strategy	250
Festival & Events Subsidy	250
Ward Community Events	70
Pop Up Retail	50
Centre City Enterprise District	50
Small Business Tactical Support	50
Lower revenue (absorbed)	**35,262**
Franchise Fees	25,112
Landfill revenues (service impacts)	10,150
Total of all Initiatives	**183,252**

Summary of Operating Adjustments by Funding Source ($000s)

	2017
Within Business Unit	
Calgary Fire - 2017 Planning & Development Permit and License Fee Freeze	260
Utilities - Rate reduction (previously approved C2016-0688, C2016-0689)	41,000
Waste & Recycling - Landfill Tipping Fee Revenue decrease	10,150
Waste & Recycling - Landfill Tipping Fee rate freeze	1,500
	52,910
Savings & Efficiencies from Tax-Supported Business Units	
Taxation - Tax Increase Reduction	9,618
	9,618
Reductions from Tax-Supported Business Units	
Taxation - Tax Increase Reduction	4,567
	4,567
Corporate Costs	
Franchise Fees - Lower utilities franchise fees revenue	1,112
Taxation - Tax Increase Reduction	19,815
	20,927
Budget Savings Account (BSA)	
Taxation - Tax Increase Reduction	15,000
	15,000
Fiscal Stability Reserve (FSR)	
Calgary Neighbourhoods - Accessibility	250
Calgary Neighbourhoods - Emergency Resiliency Fund	5,000
Calgary Recreation - Festival & Event Subsidy Program	250
Urban Strategy - Pop Up Retail Program	50
Urban Strategy - Centre City Enterprise District	50
Urban Strategy - Small Business Tactical Support Team	50
Transportation Planning - Pedestrian Strategy	1,910
Waste & Recycling Services - Green Cart Program 2017 Fee Reduction	13,000
Office of the Councillors - Ward Community Events Fund (WCEF)	70
Franchise Fees - Lower natural gas and electricity franchise fees revenue	24,000
General Revenue - 1.5% Rebate on Community Revitalization Levy (Ptax bill)	600
User fees freeze (2012 Tax room in 2018)	8,800
Taxation - 1.5% Property Tax Rebate	23,400
Taxation - 2017 Tax Relief for Businesses	-
	77,430
2012 Tax Room	
Calgary Community Standards - 2016 User Fees Freeze	-
Calgary Recreation - 2016 User Fees Freeze	
Calgary Transit - 2016 User Fees Freeze	
	-
Public Housing Reserve (PHR)	
Calgary Housing - Affordable Housing Plan Implementation	1,500
	1,500
Efficiencies and Calgary Building Services Sustainment Reserve (if necessary)	
Calgary Building Services - 2017 Planning & Development Permit and License Fee Freeze	1,300
	1,300
Total of all Funding Sources	**183,252**

Proposed Operating Budget Summary ($000s)

	Business Unit / Corporate Programs	2017 Net Budget as at 2016 June 30	2017 Proposed BASE Adjustments	2017 Proposed 1-TIME Items	2017 Adjusted Net Budget	2018 Net Budget as at 2016 June 30	2018 Proposed BASE Adjustments	2018 Proposed 1-TIME Items	2018 Adjusted Net Budget
004	Calgary Community Standards	53,777	(454)		53,323	54,597	(254)		54,343
005	Calgary Emergency Management Agency (CEMA)	5,235	(44)		5,191	5,385	(44)		5,341
001	Calgary Fire Department	218,734	(1,878)		216,856	229,491	(1,878)		227,613
421	Calgary Neighbourhoods	36,553	(285)	5,250	41,518	36,308	(285)	250	36,273
445	Calgary Parks	104,046	(890)		103,156	92,967	(890)		92,077
426	Calgary Recreation	52,362	(482)	250	52,130	52,535	1,118	260	53,913
495	Calgary Housing	3,576	(30)	-	3,546	3,566	(30)	-	3,536
902	GM - Community Services	823	-		823	823	-		823
	TOTAL COMMUNITY SERVICES	**475,105**	**(4,063)**	**5,500**	**476,542**	**475,672**	**(2,263)**	**510**	**473,919**
816	Corporate Analytics & Innovation	20,173	(190)		19,983	20,600	(190)		20,410
694	Facility Management	40,965	(391)		40,574	41,769	(391)		41,378
870	Fleet Services	-	-		-	-	-		-
488	Real Estate & Development Services	3,619	(33)		3,586	3,776	(33)		3,743
901	GM - Deputy City Manager's Office	12,742	(39)		12,703	12,911	(39)		12,872
	TOTAL DCMO	**77,499**	**(653)**	**-**	**76,846**	**79,056**	**(653)**	**-**	**78,403**
613	Calgary Approvals Coordination	2,170	-		2,170	2,245	-		2,245
611	Calgary Building Services	-	-	-	-	-	-	-	-
610	Calgary Growth Strategies	3,668	(162)		3,506	3,579	(162)		3,417
612	Community Planning	12,157	-		12,157	12,147	-		12,147
904	GM - Planning & Development	914	-		914	914	-		914
	TOTAL PLANNING & DEVELOPMENT	**18,910**	**(162)**	**-**	**18,748**	**18,886**	**(162)**	**-**	**18,724**
651	Urban Strategy	**2,169**	**(18)**	**150**	**2,301**	**2,184**	**(18)**		**2,166**
110	Calgary Transit	259,666	(2,209)		257,457	263,813	4,791		268,604
132	Roads	158,533	(1,400)		157,133	159,201	(1,400)		157,801
615	Transportation Infrastructure	-	-		-	-	-		-
617	Transportation Planning	11,706	(93)	1,910	13,523	11,739	(93)	1,910	13,556
905	GM-Transportation	1,161	-		1,161	1,163	-		1,163
	TOTAL TRANSPORTATION	**431,067**	**(3,702)**	**1,910**	**429,275**	**435,917**	**3,298**	**1,910**	**441,125**

Proposed Operating Budget Summary ($000s)

	Business Unit / Corporate Programs	2017 Net Budget as at 2016 June 30	2017 Proposed BASE Adjustments	2017 Proposed 1-TIME Items	2017 Adjusted Net Budget	2018 Net Budget as at 2016 June 30	2018 Proposed BASE Adjustments	2018 Proposed 1-TIME Items	2018 Adjusted Net Budget
270	*Utilities (WS & WR)*	(0)	-		(0)	(0)	-		(0)
817	Environmental Safety Management	11,162	(94)		11,068	11,264	(94)		11,170
252	Waste & Recycling Services	41,231	(350)	13,000	53,881	41,635	(350)		41,285
906	GM-UEP	432	(4)		428	432	(4)		428
	TOTAL UTILITIES & ENVIROMENTAL PROTECTION	**52,825**	**(448)**	**13,000**	**65,377**	**53,331**	**(448)**	**-**	**52,883**
070	Police	**381,832**	**(3,275)**	**-**	**378,557**	**382,768**	**(3,275)**		**379,493**
775	City Manager's Office	2,148	(18)		2,130	2,244	(18)		2,226
778	City Clerk's Office	16,165	(138)		16,027	13,551	(138)		13,413
810	Law	20,762	307		21,069	21,138	307		21,445
	TOTAL CITY ADMINISTRATION	**39,075**	**151**	**-**	**39,226**	**36,933**	**151**	**-**	**37,084**
841	Assessment	22,422	(192)		22,230	22,564	(192)		22,372
459	Customer Service & Communications	25,084	(212)		24,872	26,141	(212)		25,929
781	Finance	34,640	(299)		34,341	35,213	(299)		34,914
792	Human Resources	31,885	(268)		31,617	32,243	(268)		31,975
752	Information Technology	66,752	(564)		66,188	68,182	(564)		67,618
907	GM - CFOD	823	-		823	823	-		823
	TOTAL CHIEF FINANCIAL OFFICER'S DEPARTMENT	**181,607**	**(1,535)**	**-**	**180,072**	**185,167**	**(1,535)**	**-**	**183,632**
449	Civic Partners	**84,141**	**-**		**84,141**	**92,241**			**92,241**
835	Audit Committee	755	-		755	759	-		759
790	City Auditor's Office	2,551	350		2,901	2,564	350		2,914
834	Mayor's Office	1,925	-		1,925	1,935	-		1,935
836	Office of the Councillors	9,116	-	70	9,186	9,164	-		9,164
	TOTAL COUNCIL & LEGISLATIVE	14,347	350	70	14,767	14,422	350	-	14,772
	TOTAL BEFORE CORPORATE PROGRAMS	***1,758,576***	***(13,355)***	***20,630***	***1,765,851***	***1,776,576***	***(4,555)***	***2,420***	***1,774,441***

Proposed Operating Budget Summary ($000s)

	Business Unit / Corporate Programs	2017 Net Budget as at 2016 June 30	2017 Proposed BASE Adjustments	2017 Proposed 1-TIME Items	2017 Adjusted Net Budget	2018 Net Budget as at 2016 June 30	2018 Proposed BASE Adjustments	2018 Proposed 1-TIME Items	2018 Adjusted Net Budget
857	Franchise Fees	(242,768)	1,112	24,000	(217,656)	(262,869)	4,716	21,000	(237,153)
	1.5% Rebate on Community Revitalization Levy (Ptax bill)			*600*					
	Transfer from BSA			*(15,000)*			-		
	Transfer from FSR			*(45,230)*			-	*(23,420)*	
860	General Revenue	(127,256)	-	(59,630)	(186,886)	(110,857)	-	(23,420)	(134,277)
858	Investment Income & Financial Charges	(29,500)	-		(29,500)	(30,500)	-		(30,500)
856	Taxation	(1,846,992)	39,823		(1,807,169)	(1,951,414)	42,356		(1,909,058)
	Total Common Revenues	(2,246,516)	40,935	(35,630)	(2,241,211)	(2,355,640)	47,072	(2,420)	(2,310,988)
840	Capital Financing Costs	311,800	1,803		313,603	318,400	(5,813)		312,587
863	Civic & Intergovernmental Affairs	387	-		387	387	-		387
861	Corporate Costs	181,654	(14,383)		167,271	266,153	(36,704)		229,449
787	Employee Benefits	(6,900)	-		(6,900)	(6,900)	-		(6,900)
862	Financial Charges	-	-		-	-	-		-
621	Gas, Power and Telecom. Committee	925	-		925	950	-		950
464	Scholarships	73	-		73	73	-		73
	Total Corporate Costs & Debt Financing	487,939	(12,580)	-	475,359	579,063	(42,517)	-	536,546
	TOTAL CORPORATE PROGRAMS	***(1,758,577)***	***28,355***	***(35,630)***	***(1,765,852)***	***(1,776,577)***	***4,555***	***(2,420)***	***(1,774,442)***
	TOTAL CITY	**(0)**	**15,000**	**(15,000)**	**(0)**	**(0)**	**-**	**-**	**(0)**
	Less: UTILITIES	**(0)**	**-**	**-**	**(0)**	**(0)**	**-**	**-**	**(0)**
	TOTAL TAX-SUPPORTED	**(0)**	**15,000**	**(15,000)**	**(0)**	**(0)**	**-**	**-**	**(0)**

Proposed Capital Budget Summary ($000's)

	2017			2018		
Investment Plan	**Budget as at 2016 July 31**	**Proposed Revisions**	**Revised Budget**	**Budget as at 2016 July 31**	**Proposed Revisions**	**Revised Budget**
GEOGRAPHIC INVESTMENT						
INLAND PORT AND LOGISTICS DISTRICT	36,254	-	36,254	17,150	-	17,150
CULTURE AND ENTERTAINMENT DISTRICT	127,790	-	127,790	52,060	-	52,060
INNOVATION, EDUCTATION AND WELLNESS DISTRICT	-	-	-	13,500	-	13,500
GEOGRAPHIC INVESTMENT Total	**164,044**	**-**	**164,044**	**82,710**	**-**	**82,710**
TARGETED THEME INVESTMENT						
TRANSIT AND TRANSPORTATION	732,034	41,600	773,634	507,082	70,370	577,452
MAIN STREETS	-	-	-	-	-	-
HOUSING	35,419	-	35,419	31,200	-	31,200
EDUCATION	-	-	-	-	-	-
RESILIENCE	389,650	-	389,650	241,748	-	241,748
TARGETED THEME INVESTMENT Total	**1,157,103**	**41,600**	**1,198,703**	**780,030**	**70,370**	**850,400**
COMMUNITY INVESTMENT						
SCHOOLS	-	-	-	-	-	-
MULTI-SERVICE FACILITIES	212,741	-	212,741	147,096	-	147,096
PARKS AND PUBLIC SPACES	76,888	-	76,888	64,767	-	64,767
GROWTH INFRASTRUCTURE	305,449	-	305,449	327,204	-	327,204
PLANNING & DEVELOPMENT Total	**595,078**	**-**	**595,078**	**539,067**	**-**	**539,067**
OTHER INVESTMENTS						
OTHER INVESTMENTS	324,962	-	324,962	317,544	-	317,544
OTHER INVESTMENTS Total	**324,962**	**-**	**324,962**	**317,544**	**-**	**317,544**
Grand Total	**2,241,187**	**41,600**	**2,282,787**	**1,719,351**	**70,370**	**1,789,721**

Summary of Proposed Fee Bylaws and Fee Schedules

Service	Proposed Fee change	Approval (Actual/Proposed)	Type of Fees	ATTACHMENT NO. IN C2016-0863
Previously-Approved by Council				
Recreation	Freeze on 2016 increase made permanent. (2017 increases will still proceed).	Approved by Council on June 27, 2016 (C2016-0544)	Recreation Fee schedule	Attachment 4
Parks			Parks Fee schedule	Attachment 5
Pet licensing			• Pet Adoption Fee Schedule • Responsible Pet Ownership Bylaw 41M2016	Attachment 6 Attachment 10
Transit			• Transit Fee schedule	Attachment 7
Water/Wastewater/ Drainage	Reduction in previously approved 2017 increase.	Approved by Council on September 19, 2016 (C2016-0688 & C2016-0689)	• Wastewater Bylaw 45M2016 • Water Utility Bylaw 46M2016 • Drainage Bylaw 47M2016	Attachment 11 Attachment 12 Attachment 13
For Council Approval on 2016 November				
Planning & Development permits	Fee freeze for 2017 only. (2018 increases will still proceed at 2017 levels).	For Council approval on November 21, 2016 (C2016-0863)	• Planning & Development Application Schedules • Licence Bylaw 43M2016 • Permit Bylaw 44M2016	Attachment 8 Attachment 14 Attachment 15
Fire code inspections and permits	Fee freeze for 2017 only. (2018 increases will still proceed at 2017 levels).		Fire Fee Schedule	Attachment 9
Green Cart program fees	Inclusion of the previously approved green cart program charge for 2017 and 2018, and the proposed elimination of fees for 2017 (1-year only)		• Bylaw 48M2016 Waste and Recycling Bylaw	Attachment 16

The City's Capital Investment – Delivering Value to Calgarians

Executive Summary

In response to the downward shift in the economic environment, Infrastructure Calgary continues to make progress on The City's Capital Infrastructure Investment Strategy and find ways to deliver value to Calgarians through capital investment.

The focus of this report is on recent capital investment activities at The City, including the introduction of a Capital Investment Plan (Investment Plan). The proposed Investment Plan outlines how The City can work with other levels of government, the private sector and public institutions to align and optimize respective capital investments to create jobs, build and maintain needed infrastructure and attract and retain people, business and investment.

To support potential new investments in Calgary, Infrastructure Calgary conducted a comprehensive capacity review within the organization to identify funding that can be allocated to generate value for Calgarians. Administration will return to Council no later than Q2 2017 with specific recommendations for new, or currently unfunded investment projects, that will deliver social, economic and environmental value to Calgarians.

Background

As detailed in Attachment 1, *The City's Response to the Change in the Local Economy,* The City is responding and working to address the needs of Calgarians in light of economic changes in the community. The City has conducted, and continues to conduct, research about the needs and changing priorities of Calgarians by gauging their perceptions on quality of life, the economy and infrastructure investments. Findings indicate that Calgarians perceptions about quality of life and the economy have weakened. A majority of Calgarians believe that The City has an impact on their quality of life and an obligation to support the local economy. There continues to be support for The City to prioritize infrastructure investment as a way to improve quality of life and agreement that now is a good time to invest in new projects *(Economy, Quality of Life and Infrastructure Survey Report, August 2016).*

Over the past year, The City has been working to address the needs of Calgarians through increasing the quality and velocity of capital investment through its Capital Infrastructure Investment Strategy. While this remains a focus, Infrastructure Calgary is working to create both short term and long term value for Calgarians through a proposed Capital Investment Plan. The Investment Plan proposes to use internal efficiencies and identify existing capacity. The Plan does not rely on any new taxes or debt.

Capital Infrastructure Investment Strategy – progress to date

Infrastructure Calgary has continued to advance work on the nine strategies within the Capital Infrastructure Investment Strategy (Schedule 1). The 2016 recast process engaged business units across The Corporation to provide revised cash flow forecasts and a more refined capital budget which Council approved on 2016 September 26 (Strategy 1). This work provided greater insight into the status of capital projects and identified funds that could be reallocated to other capital projects. The capital budget recast resulted in a change in the 2016 budget from $3.2 billion to a more achievable $1.6

billion. This intentional corporate focus aims to increase the capital investment from the annual average (over the last five years) of $1.2 billion by more than 25%.

Infrastructure Calgary has led work across the organization to review funding sources and ensure that The City is in alignment with federal and provincial government initiatives, and is working with other levels of government to identify priorities for infrastructure investment. Infrastructure Calgary is working with business units to consider funding sources, free unrestricted funding and shift funds where possible to ensure The City maximizes all available grant funding (Strategies 3 & 4).

Infrastructure Calgary has also reviewed the current allocation of funding across the organization and worked to identify additional funding capacity within the existing Council approved capital budget (Strategy 5). There is potential to reinvest this capacity through a Capital Investment Plan that focuses on investments that will add significant value and benefit to the larger Calgary community.

As part of Infrastructure Calgary, the Accelerating Capital for Economic Resiliency (ACER) program has worked with internal stakeholders to expedite capital project delivery by streamlining and clarifying project delivery processes. ACER initiatives have enhanced The Corporation's capital project delivery capacity and helped increase the capital spend rate, successfully increasing the velocity of capital expenditures. The program has also established a system to increase resource capacity in roles that support capital project work (Strategies 6 and 7).

While ACER will continue to introduce process improvements within the Infrastructure Calgary program, Infrastructure Calgary is shifting focus on other areas of the Capital Infrastructure Investment Strategy, working to optimize the existing capital budget and focus on investments that will deliver lasting social, economic and environmental value to the Calgary community.

Proposed Capital Investment Plan – reposition The City's current investment, focus future investments and deliver value

The proposed Capital Investment Plan outlines how The City can work with government, private sector and public institutions to align and optimize respective capital investments (Schedule 2). It is based on the premise that a more strategic and cohesive approach to investment will result in greater collective benefit for the public, the individual organizations and the Calgary region. It supports the transition of the existing capital budget into an investment strategy that maximizes existing funds and enables The City to leverage investment from the private sector and other levels of government. Working together, The City and its partners can maximize investment to create jobs, build and maintain needed infrastructure and attract and retain people, business and investment.

The Investment Plan is based on geographic, theme and community investments, and outlines specific investment areas in each of these categories. The Investment Plan is also aligned with Council Priorities and Calgary Economic Development's 10-year economic strategy for Calgary. The City leads on some of these investment areas and is a partner, and sometimes a supporting player, on others.

It is important to note that The City's overarching priority with regard to capital investment is to maintain The City's existing infrastructure assets. Maintenance and lifecycle funding is core to supporting the social, economic and environmental services provided by The City. This is supported by a robust City asset management policy, strategy, plan and guidelines. The Infrastructure Status Report is produced every four years (next publication is 2018) and provides answers regarding what The City owns, its value, condition, remaining service life and information on the infrastructure funding gap. The capacity identified for re-investment in new, or currently unfunded projects, is beyond what is needed for maintenance and lifecycle.

Stakeholder Engagement – collaboration to shape the Capital Investment Plan and optimize investment

Administration has been meeting and working with a wide variety of external partners to discuss The City's capital priorities and how to align investment to facilitate economic growth. The City has hosted and participated in roundtables with the construction, finance and engineering industries, as well as met with business leaders, post-secondary institutions and developers. The City is working closely with Calgary Economic Development to align their investment strategies and engage with other key stakeholders. The discussions and input to date have led to the creation of the proposed Capital Investment Plan.

The City has been, and continues to conduct, qualitative and quantitative research with Calgarians to understand their perspectives on the economy, quality of life, infrastructure investment and overall satisfaction levels. The results from the research continue to inform The City's approach to capital investment, infrastructure priorities and The City's role in the economy.

The City has also been collaborating with the provincial and federal governments to identify investment priorities and advocate for capital investment in the Calgary region. The City is making a conscious effort to align its investment in areas where the provincial and federal governments have made significant capital investments in Calgary. The City will continue to strengthen existing and build new partnerships to further align investment and create opportunities to deliver value to Calgarians.

Corporate Capacity Review – efficiencies to support future investment

To identify funding that can be used for investments within this plan, Infrastructure Calgary completed a comprehensive capacity review. This review looked at every potential source of funding available, including:

1. Review of low risk projects that could be stopped or delayed
2. Review of projects that have no spend to date
3. Reserve funds available (corporate and business unit), including:
    - Lifecycle, Maintenance and Upgrade Reserve (LMUR)
    - Reserve for Future Capital (RFC)
    - Fiscal Sustainability Reserve – flood related (FSR)

4. Offsite levy funding*
5. Any unallocated capital funds, including:
    - Capital budget savings account
    - release of contingency funds
    - funds available due to more refined class estimates
    - relinquishments
    - procurement awards that came in under budget
6. Federal and Provincial grant funding, including:
    - Municipal Sustainability Initiative
    - Future grant money
7. Tax room
    - Focused on the $29M that will become available in 2019
8. Community Revitalization Levy
9. Debt capacity - this is a financing and not a funding source

*Administration is working to identify and prioritize projects that will leverage private investment, meet Calgary's social and infrastructure needs, and deliver design and construction jobs. The recommended projects will be in developed, greenfield, and industrial areas and will support strategic growth decisions and market competitiveness by providing investment in a range of geographic areas and business sectors.

As Infrastructure Calgary progresses its work, there will be further investigation into all of these areas and a coordinated effort to ensure any capacity is identified on an ongoing basis and can be utilized for other projects. As per the approved recommendation at the 2016 July 20th Transportation and Transit committee meeting, Infrastructure Calgary is currently working on:

a. Changes to the City's capital budgeting process, including but not limited to consideration of Class 1-5 cost estimating process;
b. Criteria used to rank capital projects;
c. Criteria for determining the appropriate contingencies for projects; and
d. The Council approval process in relation to cost estimates, contingencies, budgets and scope changes.

Through this work, corporate standards and processes will be identified. Administration will provide a progress report to PFC prior to December 31st of this year.

Next steps – assess investment opportunities and bring recommendations to Council

Council has an opportunity to confirm their current investment and consider where the identified capacity can be used for re-investment. With the federal government's anticipated $120 billion dollar infrastructure investment program over the next ten years, creating capacity to maximize and match

grant funding is critical. Leveraging available grant money from other levels of government will help The City to continue to take advantage of favourable pricing in the market and further build on the benefits already generated from The City's 2015 and 2016 capital investment. The funding can also be used for new projects, to advance projects that are currently unfunded, projects that will leverage private investment and possibly a large 'catalyst' project.

Over the next several months, Infrastructure Calgary will continue to reposition the capital budget and return to Council no later than Q2 2017 with specific recommendations for new, or currently unfunded investment projects that will deliver social, economic and environmental value to Calgarians. The approach to repositioning will be based on the geographic, theme and community investment areas identified in the proposed Investment Plan.

Schedule 1: Capital Infrastructure Investment Strategy

Administration's proposed Infrastructure Investment Strategy review will work in conjunction with the Accelerated Capital for Economic Resilience (ACER) project to address several areas that have caused low capital spend rates in the past. Specifically, the strategy will:

1. **Critically examine and recast cash flows**

One of the reasons for the low capital spend rate is that not enough rigour has been put into forecasting the cash flows of capital projects. This results in budgets that do not reflect the anticipated cash flow, leading eventually to budget deferrals. Critically examining the cash flows is anticipated to yield a more realistic capital budget. This may also free up funding in some years to advance shovel ready projects that are budgeted in later years. The recast capital budget will be presented to Council in the Budget Finalization report in Q2 2016.

2. **Determine the priority projects**

   Administration will review the prioritization of capital projects, taking a more corporate view of prioritization, understanding restricted funding sources. Rather than allocating funding to Departments to apply to the individual priority lists, the corporate priority list will be developed, with funding allocated on a project by project basis. A revised priority list will be presented to Council as part of the mid-cycle adjustment process.

3. **Align with Federal and Provincial Government Initiatives**

   Administration will review Federal and Provincial governments' announcements to identify incremental funding initiatives. Administration will also work with these governments to identify priorities and processes for infrastructure investment and align The City's capital investment priorities accordingly.

4. **Review funding sources and switch accordingly**

   Building off the corporate priority list, the funding sources will be considered and allocated on the basis of the most restricted sources first, in an attempt to free unrestricted funding.

5. **Review allocation of funding**

   The current allocation of funding will be reviewed and redistributed to best meet the corporate priority list. This will result in the revised capital budget to be presented to Council in 2016 November as part of the mid-cycle adjustments.

6. **Standardize processes**

   Cash flow estimation, procurement and permit application processes will be standardized to the greatest extent possible in order to gain efficiencies and remove key bottle necks that constrain spending.

7. **Fund additional resources**

   Fund capital project acceleration initiatives through an increase of the existing corporate project management charge against capital budgets from up to 0.5% to a maximum of 1.5%.

Funding will be used to augment capital project delivery capacity in key areas such as Law and Supply Management. It will also support the implementation of cross functional teams focused on delivering capital projects efficiently and effectively. This funding will only be used as required and appropriate controls will be established.

8. **Examine ways of involving the private sector to a greater extent**
   Discussions will include the private sector to determine the degree to which their participation can be increased in order to speed processes and delivery of infrastructure.

9. **Identify and approve associated operating budget funding**
   The operating costs of new capital projects must be identified and any associated incremental Operating Budget funding relating to those projects be approved along with the Capital Budget funding associated with those projects.

Schedule 2: Proposed Capital Investment Plan

Background

Capital investments across Calgary from government, private sector, public institutions and partner organizations are typically focused on individual projects and organizational goals. The lack of alignment and coordination leads to competition for public support, funding and resources, and can prevent the achievement of mutually beneficial outcomes. A more strategic and cohesive approach would result in greater collective benefit for the individual organizations and the broader Calgary community.

Opportunity

Government, private sector and public institutions align, where feasible, individual capital investments to bring social and economic value to the larger Calgary community. The City of Calgary will work with business, other levels of government and community partners to optimize investment in Calgary through a Capital Investment Plan. The Capital Investment Plan is based on geographic, theme and community investments. By working together, The City will provide a clear vision to citizens, create jobs, build and maintain needed infrastructure, improve investor confidence, attract people and business and enhance Calgary's global reputation.

Through conversations and engagement with council and external partners over the next six months, The City will reposition its investment strategy and strategically focus capital dollars on projects that enhance the Calgary region as proposed below[1]. Some of the investment areas will be led by The City, and others supported by The City.

Geographic Investments

1. Inland Port and Logistics District

Investment focus is the lands surrounding the Calgary International Airport and includes northeast industrial and commercial lands.

Calgary is well positioned as a transportation hub and inland port for Western Canada. It has the advantages of competitively priced industrial lands, critical infrastructure (Calgary International Airport, intermodal yards, road connections) and is poised to develop a distribution centre park to support ecommerce, fast moving consumer goods and technology development. If The City aligns its capital investment with private and government investment to better position Calgary as an inland port, it can significantly benefit, and provide economic value, to the Calgary region. Calgary Economic Development anticipates that over a three year period there will be a net economic impact of $350 million dollars. This includes 89 companies being retained, expanded and/or attracted, 5000 direct and indirect jobs

[1] The economic and social value of these investments will be further refined and communicated over this time.

created and/or attracted and approximately $375 million in capital investment[2]. Investment in this area will strengthen Calgary's regional distribution network, transportation and logistics infrastructure and enable private sector businesses to capitalize on Calgary's geographic advantages.

2. Culture and Entertainment District

Investment focus is the areas downtown east of Centre Street, the Rivers District, Victoria Park and the Stampede grounds.

A centre for arts, culture and entertainment (including professional sports) that appeals to a wide variety of people and brings them together has a tremendous impact on the cultural life of a city. Creative spaces and amenities, in a well located, accessible area bring social value by creating a liveable, vibrant and diverse city that draws people and enriches daily life. Dynamic cities that offer a variety of cultural experiences, including theatre, dance, sports, music, dining, a variety of housing options and shopping, attract people and business and bring economic value to a city. A collaborative investment and strong partnerships to build the facilities and amenities needed to support a culture and entertainment district in Calgary will foster the arts and professional sports and further enable Calgary to host high profile events, attract tourism and business, and support employment and retail in the downtown.

3. Innovation, Education and Wellness District

Investment focus is the city's northwest near the Foothills Medical Centre, University of Calgary campus and McMahon Stadium.

Cities are key to innovation in a global economy where knowledge and learning are the primary factors in economic success. The basis of successful economic activity is innovation, which is fostered through the exchange of ideas where there is a high concentration of people and firms working in different fields in the same location[3]. The city's northwest is evolving into such an innovation hub. Technology, business, research, athletics and entrepreneurship are coming together to create an innovative ecosystem that is driving advances in medicine, technology and economic diversification and providing multiple benefits to the community. Focusing investment in this district will optimize the investment being made by other levels of government in this area and contribute to the incubation of ideas and enterprises. Having a dynamic mix of commerce, technology, and a readily available workforce in close proximity (through housing diversity and availability) will enhance the quality of life and the well-being of Calgarians and create an innovative and productive place to live, play, study and work.

Targeted Theme Investments

1. Transit and Transportation

[2] These numbers are based on Calgary Economic Development achieving certain metrics in positioning Calgary as Western Canada's Inland Port. These numbers are preliminary estimates and will be refined over the next few months in conjunction with The City of Calgary's Corporate Economics group.
[3] Slack, Enid. (2004, December). *Models of Government Structure at the Local Level.*

All three levels of government are poised to invest several billion dollars in Calgary's transportation-related infrastructure. Investment in this area helps provide frequent, safe, convenient and affordable access to transportation for Calgarians, further improves transportation and mobility efficiencies and ensures ongoing service of existing infrastructure.

2. Main Streets

Main Streets are important public spaces along major transportation routes that attract Calgarians to socialize, work, live, shop, dine and celebrate local events. Investing in the maintenance, upgrading or delivery of new infrastructure to support these activities ensures Calgary public spaces contribute to the delivery of a great city. An initial 24 main streets projects have been identified across the city that will complement private mixed-use, residential and commercial investments.

3. Housing

Ensuring a complete spectrum of non-market and market housing options is an important part of the social and economic infrastructure of a healthy and inclusive city. Facilitating the delivery of new housing, and investing to maintain existing assets further strengthens housing access. Aligning Federal, Provincial and City of Calgary investments in affordable housing coupled with private investment in market housing is essential for attracting and maintaining a diverse workforce, ensuring economic development and vitality, and creating a place for everyone, from university students to an aging population.

4. Education

Post-secondary institutions and partner organizations continue their focus on expanding opportunities for student enrolments and re-training Calgary's displaced oil and gas professionals. The City is looking at ways to continually attract students to all post-secondary institutions in Calgary, partner where possible to support higher enrolment and capacity at these institutions and keep the talent in the city.

5. Resilience

Calgary has been granted membership to the Rockefeller Foundation's 100 Resilient Cities network which will assist Calgary with environmental, social, natural and economic disruptions. This membership provides funding to strengthen existing infrastructure and support new investments. Continued partnerships with other levels of government and institutions on investments in climate change, green technology, flood recovery, green energy sources, and bio-diversity and waste reduction initiatives.

Community Investments

1. Schools

Providing and maintaining schools within communities ensures access to education, proximity of services and the further supports the delivery of complete infrastructure to communities. This theme includes building new, modernizing and *repurposing* surplus school infrastructure. The Provincial government continues to invest in Alberta's school infrastructure.

2. Multi-Service Facilities

Community infrastructure provides the services that form the heart of our communities and support the needs of citizens. As this infrastructure ages there is an opportunity to strategically invest to ensure the appropriate facility supports the needs of our citizens. Coordinating community facilities investment amongst multiple parties enables greater economies of scale and the ability to meet citizen needs through the provision of multiple services. Opportunities for integration include, but are not limited to, community associations, recreation centres, transit, fire stations, libraries, affordable housing, existing facility revitalization and service counters.

3. Parks and Public Spaces

Providing and maintaining quality public parks and open spaces strengthens communities, supports economic development, promotes health and wellness and increases cultural unity. The City continues to partner with public and private investors to improve the availability of recreation opportunities in underserved areas and ensure the protection, conservation and restoration of natural areas and provide spaces for a range of community services and programs.

Several Calgary community associations recently received funding from the Government of Canada through the Canada 150 Community Infrastructure Program and many improvements to Calgary's park spaces are either planned or currently underway.

4. Growth Infrastructure

Calgary continues to be a growing city with new and developing residential communities, industrial lands, commercial developments and redevelopment opportunities. The City of Calgary is partnering with the development industry on funding and delivery of growth related infrastructure and area-based investment planning.

Schedule 3: Current Capital Budget Alignment Summary 2016-2019+

THE CITY OF CALGARY
SCHEDULE 3: CURRENT CAPITAL BUDGET ALIGNMENT SUMMARY 2016-2019+
($000s)

Capital Budget 2016-2019+ Alignment to Calgary Investment Plan

	2016	2017	2018	2019+	2016-2019+ TOTAL
GEOGRAPHIC INVESTMENT					
Inland Port and Logistics District	23,758	36,254	17,150	52,064	129,226
Culture and Entertainment District	83,445	127,790	52,060	32,747	296,042
Innovation, Education and Wellness District	7	-	13,500	18,000	31,507
TOTAL	**107,210**	**164,044**	**82,710**	**102,811**	**456,775**
TARGETED THEME INVESTMENT					
Transit and Transportation	578,357	732,034	507,082	413,515	2,230,988
Main Streets	-	-	-	-	-
Housing	21,773	35,419	31,200	-	88,392
Education	-	-	-	-	-
Resilience	172,876	389,650	241,748	112,806	917,080
TOTAL	**773,006**	**1,157,103**	**780,030**	**526,321**	**3,236,460**
COMMUNITY INVESTMENT					
Schools	-	-	-	-	-
Multi-Service Facilities	163,719	212,741	147,096	43,750	567,306
Parks and Public Spaces	61,043	76,888	64,767	26,193	228,891
Growth Infrastructure	270,480	305,449	327,204	473,866	1,376,999
TOTAL	**495,242**	**595,078**	**539,067**	**543,809**	**2,173,196**
OTHER INVESTMENTS	261,281	324,962	317,544	125,914	1,029,701
TOTAL	**261,281**	**324,962**	**317,544**	**125,914**	**1,029,701**
TOTAL CAPITAL INVESTMENT	**1,636,739**	**2,241,187**	**1,719,351**	**1,298,855**	**6,896,132**

Note:
While capital projects / programs may contribute to multiple investment themes, only the primary investment theme has been identified.

Schedule 4: Current Capital Budget Alignment 2016-2019

THE CITY OF CALGARY
SCHEDULE 4: CURRENT CAPITAL BUDGET ALIGNMENT 2016-2019+
($000s)

Capital Budget 2016-2019+ Alignment to Calgary Investment Plan

Note: While capital projects / programs may contribute to multiple investment themes, only the primary investment theme has been identified.

GEOGRAPHIC INVESTMENT
Inland Port and Logistics District

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY COMMUNITY STANDARDS	Reno of Livery Transport Services Front Countere	20	-	-		20
CALGARY FIRE DEPARTMENT	NE Super Station	500	1,450	700	12,300	14,950
REAL ESTATE & DEVELOPMENT SERVICES	Aurora Business Park	501	16,100	16,450	39,764	72,815
TRANSPORTATION INFRASTRUCTURE	McKnight Widening (12-19 St NE)	11,500	2,143	-	-	13,643
TRANSPORTATION INFRASTRUCTURE	Metis Trail: 64 - 80 Av NE	2,300	-	-	-	2,300
TRANSPORTATION INFRASTRUCTURE	NE LRT Ext/Westwinds/OBMF	587	400	-	-	987
TRANSPORTATION INFRASTRUCTURE	96th Avenue N: Deerfoot Tr. To Harvest Hills Lk.	200	5,314	-	-	5,514
TRANSPORTATION INFRASTRUCTURE	Airport Trail Underpass (Construction Costs)	7,650	3,747	-	-	11,397
CALGARY POLICE SERVICE	Westwinds East Mezzanine	-	1,800	-	-	1,800
CALGARY POLICE SERVICE	North Deerfoot Campus Outdoor Pistol Range	-	2,000	-	-	2,000
CALGARY POLICE SERVICE	NSC Indoor Range	500	200	-	-	700
CALGARY POLICE SERVICE	North Deerfoot Public Safety Warehouse	-	3,100	-	-	3,100
		23,758	**36,254**	**17,150**	**52,064**	**129,226**

GEOGRAPHIC INVESTMENT
Culture and Entertainment District

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY COMMUNITY STANDARDS	Core Response/Clean to the Core Program	1	-	-	-	1
FACILITY MANAGEMENT	CPB Heritage Program	200	350	350	-	900
FACILITY MANAGEMENT	CPB Heritage Buildings	885	1,950	2,550	5,205	10,590
FACILITY MANAGEMENT	Historic City Hall	6,936	9,200	7,700	7,900	31,736
FACILITY MANAGEMENT	Space Reno (Manch/Sp.Grd/D.Twn)	7,196	9,601	9,580	-	26,377
FACILITY MANAGEMENT	Andrew Davison Bldg Renovation	446	-	-	-	446
FACILITY MANAGEMENT	Plaza Redevelopment	900	538	-	-	1,438
FACILITY MANAGEMENT	Municipal Complex Optimization	-	1,500	4,500	-	6,000
CALGARY TRANSIT	Victoria Park Garage / Erlton@Victoria Park LRT /	963	-	-	-	963
TRANSPORTATION INFRASTRUCTURE	Vehicle Bridge Replacement - 9th Ave (Inglewood)	300	4,400	6,300	-	11,000
CALGARY PUBLIC LIBRARY	New Central Library	53,794	74,181	-	-	127,975
CALGARY TELUS CONVENTION CENTRE	Convention Centre - Lifecycle	193	180	180	-	553
CULTURE RELATED INFRASTRUCTURE	Renovation of Calgary Centre for Performing Arts	200	2,300	-	-	2,500
FORT CALGARY	Fort Calgary - CIR	-	1,890	-	-	1,890
2013 FLOOD PROJECTS	Talisman Centre	2,223	-	-	-	2,223
CALGARY PARKING AUTHORITY	City Centre Parkade	4,322	1,100	400	-	5,822
CALGARY PARKING AUTHORITY	City Hall Parkade	318	150	200	-	668
CALGARY PARKING AUTHORITY	James Short Parkade	774	250	-	-	1,024
CALGARY PARKING AUTHORITY	EAST VILLAGE PARKADE	2,844	20,000	20,000	19,642	62,486
CALGARY PARKING AUTHORITY	Convention Centre Parkade	950	200	300	-	1,450
TOTAL		**83,445**	**127,790**	**52,060**	**32,747**	**296,042**

GEOGRAPHIC INVESTMENT
Innovation, Education and Wellness District

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY RECREATION	Foothills/Glenmore AP Concept Plan	7	-	-	-	7
TRANSPORTATION INFRASTRUCTURE	University of Calgary TOD (Banff Trail / Stadium)	-	-	13,500	18,000	31,500
TOTAL		**7**	**-**	**13,500**	**18,000**	**31,507**

TARGETED THEME INVESTMENT
Transit and Transportation

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY COMMUNITY STANDARDS	Livery Technology	100	100	-	-	200
CALGARY TRANSIT	Primary Transit Network Optimization	1,266	1,600	1,000	-	3,866
CALGARY TRANSIT	Access Calgary Technology	2,816	1,850	950	-	5,616
CALGARY TRANSIT	Transit Customer Service Tech. (Lifecycle)	7,962	2,225	1,325	-	11,512
CALGARY TRANSIT	Traction Power 4-Car Upgrades	9,000	13,000	11,000	4,280	37,280
CALGARY TRANSIT	Bus Rapid Transit Service	-	1,868	-	-	1,868
CALGARY TRANSIT	LRT Lifecycle Asset Management	7,832	8,700	10,700	-	27,232
CALGARY TRANSIT	Rail Syst Lifecycle Asset Mgmt	3,889	3,250	3,250	-	10,389
CALGARY TRANSIT	4 Car Platforms - 7th Avenue	13	-	-	-	13
CALGARY TRANSIT	Buildings Lifecycle Asset Mgmt	5,254	4,236	2,500	-	11,990
CALGARY TRANSIT	4 Car Platforms-201 North and South Stations	901	700	-	-	1,601
CALGARY TRANSIT	Westbrook Building	18,255	8,000	-	-	26,255
CALGARY TRANSIT	Major Mtn Facilities Upgrades	14,249	19,500	26,000	-	59,749
CALGARY TRANSIT	Northeast LRT Station Upgrades	2,528	2,200	-	-	4,728
CALGARY TRANSIT	LRT Stations & Aux Bldgs Upgr	2,330	1,925	1,425	-	5,680
CALGARY TRANSIT	Bus Refurbishment	4,370	4,400	3,400	-	12,170
CALGARY TRANSIT	LRV Refurbishment	16,109	17,293	17,517	-	50,919
CALGARY TRANSIT	Fleet & Equipment	1,646	1,100	1,100	-	3,846
CALGARY TRANSIT	Transit Realibility	2,397	2,000	-	-	4,397
CALGARY TRANSIT	LRV Purchases	40,186	44,000	-	-	84,186
CALGARY TRANSIT	Big Buses/Community Shuttle Buses	2,531	27,150	27,690	-	57,371
CALGARY TRANSIT	Fare Collection Equipment & System	1,039	1,150	850	-	3,039
CALGARY TRANSIT	Fare Collection Equipment & System	-	7,802	-	-	7,802
ROADS	City Wide Active Modes Program	2,969	13,700	2,000	-	18,669
ROADS	Industrial Sidewalk Retrofit	875	300	-	-	1,175
ROADS	New Traffic Signals and Pedestrian Corridors	4,142	1,450	1,950	-	7,542
ROADS	Various Street Improvements	7,223	2,900	2,900	-	13,023
ROADS	Safety Improvements	1,756	1,500	-	-	3,256

Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
ROADS	Traffic Congestion Relief	2,909	1,136	-	-	4,045
ROADS	Intelligent Transportation System	1,935	1,000	1,000	-	3,935
ROADS	Next Generation Traffic Management Centre	582	3,300	2,900	-	6,782
ROADS	Streetlight - Upgrade & Maintenance	22,369	12,800	12,800	-	47,969
ROADS	Traffic Signals/Ped Corridors Lifecycle	5,416	3,500	3,500	-	12,416
ROADS	Traffic Signals-LED Relamp	1,251	600	-	-	1,851
ROADS	Pavement Rehabilitation	18,935	11,187	-	-	30,122
ROADS	Various Concrete Construction	1,423	200	-	-	1,623
ROADS	Roads Equipments & Systems	1,232	825	825	-	2,882
ROADS	Plants Capital	1,700	1,600	1,000	-	4,300
ROADS	Roads District Yards & Depot	650	1,359	500	-	2,509
ROADS	Activity Centre & Corridor Maintenance	650	620	600	-	1,870
ROADS	Bridge Rehabilitation and Protection	7,571	11,239	7,500	-	26,310
ROADS	Subdivision Construction	1,800	1,630	1,300	-	4,730
ROADS	Slope Stabilization	591	500	500	-	1,591
ROADS	Development of Access Roads	6,018	9,000	4,000	-	19,018
ROADS	Railway Crossing Upgrades	614	800	740	840	2,994
ROADS	Local Improvement - Paving, Sidewalk C&G	9,801	422	-	-	10,223
ROADS	Pavement and Sidewalk Reconstr	1,465	11,020	-	-	12,485
ROADS	Slope Stability Projects	-	4,701	-	-	4,701
ROADS	Structures and Bridges Repair	322	-	-	-	322
ROADS	Undergrd SignlDuct Replc	43	-	-	-	43
ROADS	Relocate StreetLight Contrl	556	-	-	-	556
ROADS	Signal Cabinet Retrofit	18	-	-	-	18
TRANSPORTATION INFRASTRUCTURE	Glenmore Tr Widening (Crowchild Tr to 37 St SW)	39	-	-	-	39
TRANSPORTATION INFRASTRUCTURE	Glenmore & Ogden Interchange	40,986	45,461	-	-	86,447
TRANSPORTATION INFRASTRUCTURE	Noise Attenuation Retrofit	271	2,929	900	-	4,100
TRANSPORTATION INFRASTRUCTURE	Future Land	6,651	9,837	47,600	17,178	81,266
TRANSPORTATION INFRASTRUCTURE	Pedestrian Bridge Replacement and Upgrading	15,075	15,000	17,000	-	47,075
TRANSPORTATION INFRASTRUCTURE	Ped Overpass-Gateway project across Bow River	596	-	-	-	596
TRANSPORTATION INFRASTRUCTURE	McHugh Bluff Stairs at 7th ST NW	-	501	-	-	501
TRANSPORTATION INFRASTRUCTURE	Transportation System Management	30	-	-	-	30
TRANSPORTATION INFRASTRUCTURE	Glenmore Tr / 37 Street SW	161	160	-	-	321
TRANSPORTATION INFRASTRUCTURE	Operational Improvement Projects	11,181	10,500	8,500	-	30,181
TRANSPORTATION INFRASTRUCTURE	52 St. E: Glenmore Tr - 130 Ave S	73	-	-	-	73
TRANSPORTATION INFRASTRUCTURE	16 Av N: 6 St E - 14 St W	45	1,500	-	-	1,545
TRANSPORTATION INFRASTRUCTURE	Connectors/Improv - Prov Ring Rd Projects	24,272	18,750	-	-	43,022
TRANSPORTATION INFRASTRUCTURE	RouteAhead Rapid Transit Corridors	16,043	74,459	93,360	30,139	214,001
TRANSPORTATION INFRASTRUCTURE	Chinook TOD	10,778	13,553	-	-	24,331
TRANSPORTATION INFRASTRUCTURE	Centre City Mobility Program	8,020	9,330	3,674	3,000	24,024
TRANSPORTATION INFRASTRUCTURE	Southwest & West Ring Road Connections	4,928	27,481	51,000	27,000	110,409
TRANSPORTATION INFRASTRUCTURE	Vehicle Bridge Replacement - 12th Street (Zoo)	5,092	20,362	-	-	25,454
TRANSPORTATION INFRASTRUCTURE	TCH / Sarcee Trail Interchange	-	4,675	-	-	4,675
TRANSPORTATION INFRASTRUCTURE	NW LRT Extension to Crowfoot	21	-	-	-	21
TRANSPORTATION INFRASTRUCTURE	TR-Beddington/CHB Interchange	0			-	0
TRANSPORTATION INFRASTRUCTURE	Macleod Tr / Lake Fraser Gate	-	-	3,620	-	3,620
TRANSPORTATION INFRASTRUCTURE	TCH / Bowfort Road Interchange	27,983	13,899	4,780	-	46,662
TRANSPORTATION INFRASTRUCTURE	MacLeod Trail & 162 Avenue Interchange	27,079	45,665	-	-	72,744
TRANSPORTATION INFRASTRUCTURE	Financing costs	13,737	15,356	14,795	11,709	55,597
TRANSPORTATION INFRASTRUCTURE	West LRT: Downtown - 69 St W	4,500	3,690	5,000	-	13,190
TRANSPORTATION INFRASTRUCTURE	NW LRT Extension to Rocky Ridge	300	-	-	-	300
TRANSPORTATION INFRASTRUCTURE	Pre-Engineering Studies	2,077	8,868	2,000	-	12,945
TRANSPORTATION INFRASTRUCTURE	Major Road Reconstruction	4,001	22,269	7,500	-	33,770
TRANSPORTATION INFRASTRUCTURE	West Calgary High School	180	-	-	-	180
TRANSPORTATION INFRASTRUCTURE	West LRT Land	120	4,229	-	-	4,349
TRANSPORTATION INFRASTRUCTURE	69 St SW Parkade	519	-	-	-	519
TRANSPORTATION INFRASTRUCTURE	Flanders Avenue Special Development Agreement	20,000	-	-	-	20,000
TRANSPORTATION INFRASTRUCTURE	Green Line Transitway	58,500	78,500	73,239	312,000	522,239
TRANSPORTATION INFRASTRUCTURE	Pedestrian Bridges	20	-	-	-	20
ENVIRONMENTAL MANAGEMENT	Technology	860	200	215	-	1,275
ENVIRONMENTAL MANAGEMENT	Environmental Programs	664	525	450	-	1,639
WASTE & RECYCLING SERVICES	Landfill/Treatment Infrastructure	24,067	12,997	20,727	7,369	65,160
TOTAL		**578,357**	**732,034**	**507,082**	**413,515**	**2,230,988**

TARGETED THEME INVESTMENT
Main Streets

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
TOTAL		-	-	-	-	-

TARGETED THEME INVESTMENT
Housing

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY HOUSING	AH Land Transfers	2,000	2,650	2,700	-	7,350
CALGARY HOUSING	AH Pre-Development	1,050	1,150	500	-	2,700
CALGARY HOUSING	Increase Affordable Housing Supply 2012-2014	-	-	26,208	-	26,208
CALGARY HOUSING	Bridgeland	4,324	2,883	-	-	7,207
CALGARY HOUSING	Crescent Heights Build	1,854	-	-	-	1,854
CALGARY HOUSING	Kingsland	3,734	-	-	-	3,734

Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
CALGARY HOUSING	Increase Affordable Housing Supply	5,691	20,000	1,792	-	27,483
CALGARY HOUSING	Louise Station	1,000	-	-	-	1,000
CALGARY HOUSING	Wildwood	2,120	8,736	-	-	10,856
TOTAL		**21,773**	**35,419**	**31,200**	**-**	**88,392**

TARGETED THEME INVESTMENT
Education

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
TOTAL		**-**	**-**	**-**	**-**	**-**

TARGETED THEME INVESTMENT
Resilience

Business Unit	Project Description	2016	2017	2018	2019	2016-2019+ TOTAL
CALGARY EMERGENCY MANAGEMENT AGENCY	Urban SearchRescue Equipment	85	-	-	-	85
CALGARY EMERGENCY MANAGEMENT AGENCY	Incident Mgmt & Notification Software Upgrade	-	500	150	-	650
CALGARY EMERGENCY MANAGEMENT AGENCY	Corporate Pandemic Supply	320	540	220	-	1,080
CALGARY EMERGENCY MANAGEMENT AGENCY	Community Support Centres	624	623	-	-	1,247
CALGARY EMERGENCY MANAGEMENT AGENCY	Alert and Warning Notification System	500	500	-	-	1,000
CALGARY FIRE DEPARTMENT	Emergency Ops Centre	900	877	-	-	1,777
CALGARY FIRE DEPARTMENT	Bow River Safety Boom	-	-	500	-	500
CALGARY FIRE DEPARTMENT	Calgary Fire Department - Boat Launch Repairs	64	-	-	-	64
CALGARY HOUSING	Flood Resiliency	36	-	-	-	36
CALGARY PARKS	Flood Resiliency	1,290	1,494	-	-	2,784
FACILITY MANAGEMENT	2013 Flood Recovery	300	-	-	-	300
FACILITY MANAGEMENT	Key Buildings Analysis and Phase 1	179	-	-	-	179
FACILITY MANAGEMENT	Muni Complex Site Drainage	293	-	-	-	293
FACILITY MANAGEMENT	Relocate Electrical Switch	-	-	-	-	-
FACILITY MANAGEMENT	Emergency Service Counter P	-	150	-	-	150
FACILITY MANAGEMENT	Disaster Response Resources	-	-	-	-	-
FACILITY MANAGEMENT	Sump Pumps-Backup Generator	-	-	-	-	-
WASTE & RECYCLING SERVICES	Diversion Infrastructure	7,031	162,604	896	-	170,531
WASTE & RECYCLING SERVICES	Facilities & Equipment	7,698	24,166	3,047	1,272	36,183
UTILITIES WATER RESOURCES & WATER SERVICES	Water Treatment Plants	40,252	44,646	51,971	-	136,869
UTILITIES WATER RESOURCES & WATER SERVICES	Water Distribution Network	33,320	51,558	77,166	93,282	255,326
UTILITIES WATER RESOURCES & WATER SERVICES	Drainage Facilities & Network	38,914	49,090	88,951	18,252	195,207
UTILITIES WATER RESOURCES & WATER SERVICES	Facilities, Equipment & Technology	8,203	13,179	15,936	-	37,318
UTILITIES WATER RESOURCES & WATER SERVICES	Flood-Water	350	-	-	-	350
UTILITIES WATER RESOURCES & WATER SERVICES	Flood-Wastewater	3,055	5,000	-	-	8,055
UTILITIES WATER RESOURCES & WATER SERVICES	Flood-Drainage	10,029	19,723	2,911	-	32,663
2013 FLOOD PROJECTS	Calgary Zoo Flood Proofing	19,433	15,000	-	-	34,433
TOTAL		**172,876**	**389,650**	**241,748**	**112,806**	**917,080**

COMMUNITY INVESTMENT
Schools

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
TOTAL		**-**	**-**	**-**	**-**	**-**

COMMUNITY INVESTMENT
Multi-Service Facilities

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY COMMUNITY STANDARDS	Portland Street Renovation	1	-	-	-	1
CALGARY COMMUNITY STANDARDS	Capital Conservation Grant	7,091	6,886	7,487	1,000	22,464
CALGARY COMMUNITY STANDARDS	Seton (Southeast Office)	48	-	-	-	48
CALGARY FIRE DEPARTMENT	Seton Emerg Resp St	483	-	-	-	483
CALGARY FIRE DEPARTMENT	Station #11 Replacement/Rebuild	380	-	-	-	380
CALGARY FIRE DEPARTMENT	Station # 7 Replacement	3,367	7,296	-	-	10,663
CALGARY FIRE DEPARTMENT	FI-HQ Campus	6,000	13,091	-	-	19,091
CALGARY FIRE DEPARTMENT	Facility Rehabilitation	3,220	1,000	-	-	4,220
CALGARY FIRE DEPARTMENT	Station 17 Replacement	100	500	2,000	16,400	19,000
CALGARY FIRE DEPARTMENT	Lifecycle Maintenance - Facility	1,610	2,401	3,200	-	7,211
CALGARY RECREATION	Seton Recreation Facility	30,500	55,520	80,535	13,000	179,555
CALGARY RECREATION	Rocky Ridge Rec Facility	56,521	56,522	1,377	-	114,420
CALGARY RECREATION	Great Plains Rec Facility	7,400	3,121	-	-	10,521
CALGARY RECREATION	Quarry Park Rec Facility	7,500	10,106	-	-	17,606
CALGARY RECREATION	Soccer Centre- Artificial Turf	505	-	-	-	505
CALGARY RECREATION	Soccer Centre-ANNEX	190	2,988	-	-	3,178
CALGARY RECREATION	Leisure Centre Upgrade	500	2,800	200	-	3,500
CALGARY RECREATION	Recreation Upgrade Retrofit	4,328	7,881	5,117	-	17,326
CALGARY RECREATION	Partner Operated Facilities	(1,969)	-	-	-	(1,969)
CALGARY RECREATION	Genesis Centre	12,646	-	-	-	12,646
CALGARY RECREATION	Aquatic Centre Upgrade	3,646	2,000	-	-	5,646
CALGARY RECREATION	Aquatic Accessibility	2	-	-	-	2
CALGARY RECREATION	Arena Changeroom Upgrade	31	-	-	-	31
CALGARY RECREATION	City Centre Renewal	39	420	-	-	459
CALGARY RECREATION	RC-Centennial Planetarium	-	12,900	11,600	-	24,500
CALGARY RECREATION	Facility Lifecycle	10,441	12,390	21,900	-	44,731
CALGARY RECREATION	MapleRidge Golf Course Pumphouse	966	-	-	-	966

Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
CALGARY RECREATION	Shaganappi Golf Course Pumphouse	1,304	-	-	-	1,304
FACILITY MANAGEMENT	OWC Planning	216	300	300	1,330	2,146
FACILITY MANAGEMENT	Major OWC - Bearspaw	1,162	1,700	-	-	2,862
FACILITY MANAGEMENT	CP-OWC-SaddleR(SouthMac/Stony)	220	-	-	-	220
FACILITY MANAGEMENT	Major OWC - Sarcee	3,664	12,499	13,000	-	29,163
FACILITY MANAGEMENT	Major OWC - Shepard	1,007	250	-	-	1,257
FACILITY MANAGEMENT	Asset Optimization Programme	-	-	-	-	-
FACILITY MANAGEMENT	Richmond Green Satellite Redevelopment	-	170	380	12,020	12,570
REAL ESTATE & DEVELOPMENT SERVICES	Anderson TOD	600	-	-	-	600
TOTAL		**163,719**	**212,741**	**147,096**	**43,750**	**567,306**

Parks and Public Spaces

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY PARKS	Open Space & Public Realm Improvements	272	-	-	-	272
CALGARY PARKS	Legacy Parks - New Regional Parks	1,035	944	1,967	2,000	5,946
CALGARY PARKS	Legacy Parks - Existing Park Enhancements	1,071	250	-	-	1,321
CALGARY PARKS	Legacy Parks - Phase 3	11,062	25,929	20,693	11,421	69,105
CALGARY PARKS	Parks Bldg Infrastructure & Washroom Lifecycle	1,109	3,100	4,550	-	8,759
CALGARY PARKS	Emergency Repairs - Various	250	150	150	-	550
CALGARY PARKS	Sportsfield Lifecycle & Renovations	1,625	2,000	2,200	-	5,825
CALGARY PARKS	Playground Lifecycle & CSA Compliance	1,667	1,500	1,500	-	4,667
CALGARY PARKS	Bowness Park Redevelopment	1,625	350	-	-	1,975
CALGARY PARKS	Parks Infrastructure Lifecycle	2,425	3,000	3,150	-	8,575
CALGARY PARKS	Laycock Park Wetland Restoration	-	-	-	-	-
CALGARY PARKS	Existing Off - Leash Area Retrofit	419	150	-	-	569
CALGARY PARKS	Established Communities Open Space Upgrade	381	575	525	-	1,481
CALGARY PARKS	Class A Parks Lifecycle Repairs And Upgrades	1,130	500	-	-	1,630
CALGARY PARKS	Blakiston Park	445	1,580	1,500	-	3,525
CALGARY PARKS	New Dog Off Leash Area Development	284	-	-	-	284
CALGARY PARKS	Natural Area Remediation	281	838	1,400	-	2,519
CALGARY PARKS	Urban Forestry Poplar Replacement Program	350	400	400	-	1,150
CALGARY PARKS	Water Management Central Control System Lifecycle	254	250	250	-	754
CALGARY PARKS	IBS-New	64	-	-	-	64
CALGARY PARKS	Major Parks-New	22	-	-	-	22
CALGARY PARKS	Major Parks-Lifecycle	1,055	1,250	525	-	2,830
CALGARY PARKS	Land Acquisition - New	8,184	-	-	-	8,184
CALGARY PARKS	CP / CPRIIPS - New	133	-	-	-	133
CALGARY PARKS	Other Parks Projects-Upgrade/Retrofit	3,643	4,573	6,399	7,360	21,975
CALGARY PARKS	CP / CPRIIPS - Lifecycle	12	-	-	-	12
CALGARY PARKS	Other Park Projects-New	-	180	-	-	180
CALGARY PARKS	12 Mile Coulee Park Construction	100	900	1,000	-	2,000
CALGARY PARKS	Pathway Lifecycle(Regional &Local)	1,613	2,515	2,031	-	6,159
CALGARY PARKS	Pathways - New	786	2,900	4,000	-	7,686
CALGARY PARKS	Pathway Safety Project	119	-	-	-	119
CALGARY PARKS	Cemeteries-New	543	1,300	1,418	1,000	4,261
CALGARY PARKS	Cemeteries - Upgrade/Retrofit	564	200	230	-	994
CALGARY PARKS	Cemeteries - Life Cycle	185	-	-	-	185
CALGARY PARKS	Pathways	1,734	3,510	-	-	5,244
CALGARY PARKS	Parks Building	228	-	-	-	228
CALGARY PARKS	Major Parks (Prince's Island and Bowness Park)	1,213	-	-	-	1,213
CALGARY PARKS	Other Parks (excluding Bowness & Prince's Island)	1,926	4,719	2,957	-	9,602
CALGARY RECREATION	Golf Course Upgrade	-	-	-	1,902	1,902
CALGARY RECREATION	Golf Course Lifecycle	-	-	-	2,510	2,510
CALGARY RECREATION	Willow Park Golf Course Irrigation Water Supply Li	-	400	1,339	-	1,739
CALGARY RECREATION	Silver Springs Outdoor Pool	1,661	-	-	-	1,661
CALGARY RECREATION	Mobile SkatePark	70	600	2,640	-	3,310
CALGARY RECREATION	New Brighton Athletic Park Development	2,528	-	-	-	2,528
CALGARY RECREATION	SkatePark Amenities	1,807	1,475	525	-	3,807
CALGARY RECREATION	Shouldice AP (Fac Renewal)	1,891	-	-	-	1,891
CALGARY RECREATION	Athletic Parks Irrigation	941	1,000	1,000	-	2,941
CALGARY RECREATION	Land Purchase for Rocky Ridge Athletic Park	-	2,500	-	-	2,500
CALGARY RECREATION	Shouldice Athletic Park Artificial Turf Replacemen	4,335	7,350	2,418	-	14,103
TOTAL		**61,043**	**76,888**	**64,767**	**26,193**	**228,891**

Growth Infrastructure

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY COMMUNITY STANDARDS	Deployment Management Planning Software	-	110	990	-	1,100
CALGARY COMMUNITY STANDARDS	Emergency Services Quality Assurance Program	483	100	-	-	583
CALGARY COMMUNITY STANDARDS	Royal Oak (West Office)	30	320	-	-	350
CALGARY COMMUNITY STANDARDS	Dispatching Interface with PSC	300	1,200	-	-	1,500
CALGARY COMMUNITY STANDARDS	AB-Vehicle Lifecycle CS	2	-	-	-	2
CALGARY FIRE DEPARTMENT	Training Master Plan Phase-1 Environmental Upgrade	61	-	-	-	61
CALGARY FIRE DEPARTMENT	Tuscany TempEmerg Resp St	800	5,000	7,095	-	12,895
CALGARY FIRE DEPARTMENT	Evergeen Emergency Response	71	-	-	-	71
CALGARY FIRE DEPARTMENT	Royal Vista Emergency Response Station	2,302	5,043	-	-	7,345
CALGARY FIRE DEPARTMENT	East Macleod Emergency Response Station	-	-	2,000	18,000	20,000
CALGARY FIRE DEPARTMENT	Cornerstone Emergency Response Station	-	-	2,000	15,700	17,700
CALGARY FIRE DEPARTMENT	West Macleod Emergency Response Station	-	1,000	-	-	1,000
CALGARY FIRE DEPARTMENT	Redevelopment Areas Emergency Response Units	-	832	-	-	832
CALGARY RECREATION	Needs & Preferences	299	-	-	-	299

Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
CALGARY RECREATION	CP Westside Rec Centre Upgrade	-	-	-	1,500	1,500
FLEET SERVICES	Mtce Shepard OWC	4,846	-	-	-	4,846
REAL ESTATE & DEVELOPMENT SERVICES	Land Acquisition Other Civic	14,384	-	-	-	14,384
REAL ESTATE & DEVELOPMENT SERVICES	The Bridges - Bow Valley Centre Dev.	380	250	250	4,700	5,580
REAL ESTATE & DEVELOPMENT SERVICES	Royal Vista (Spyhill Business Park)	1,100	2,489	-	-	3,589
REAL ESTATE & DEVELOPMENT SERVICES	Lincoln Park (Atco)/Westmount	2,971	350	457	-	3,778
REAL ESTATE & DEVELOPMENT SERVICES	Dufferin Industrial III - Intermodal	6,000	6,043	-	-	12,043
REAL ESTATE & DEVELOPMENT SERVICES	Forest Lawn Creek	3,451	14,000	42,750	14,000	74,201
REAL ESTATE & DEVELOPMENT SERVICES	Great Plains IV	2,733	1,750	929	-	5,412
REAL ESTATE & DEVELOPMENT SERVICES	Point Trotter	2,600	11,500	838	-	14,938
REAL ESTATE & DEVELOPMENT SERVICES	Shepard Industrial	100	100	100	59	359
REAL ESTATE & DEVELOPMENT SERVICES	Starfield	2,263	250	-	-	2,513
REAL ESTATE & DEVELOPMENT SERVICES	Eastlake Industrial	509	300	817	-	1,626
REAL ESTATE & DEVELOPMENT SERVICES	General Land Improvements	8,355	182	182	-	8,719
REAL ESTATE & DEVELOPMENT SERVICES	Land Acquisition	1,854	-	-	-	1,854
REAL ESTATE & DEVELOPMENT SERVICES	General TOD	183	-	-	-	183
TRANSPORTATION INFRASTRUCTURE	194 Avenue S Slough Crossing & CPR Grade Separatio	1,500	20,000	24,790	-	46,290
UTILITIES WATER RESOURCES & WATER SERVICES	Wastewater Treatment Plants	153,555	155,830	152,874	359,427	821,686
UTILITIES WATER RESOURCES & WATER SERVICES	Wastewater Collection Network	51,895	71,130	86,832	60,480	270,337
INFORMATION TECHNOLOGY	Fibre Optics	7,453	7,670	4,300	-	19,423
TOTAL		**270,480**	**305,449**	**327,204**	**473,866**	**1,376,999**

OTHER INVESTMENTS

Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
CALGARY COMMUNITY STANDARDS	Equipment Lifecycle	289	255	100	-	644
CALGARY COMMUNITY STANDARDS	Telephone & Technical Upgrades	907	-	-	-	907
CALGARY COMMUNITY STANDARDS	Critical Technology Maintenance	887	1,000	1,450	-	3,337
CALGARY COMMUNITY STANDARDS	Central Communication Hardware Replacement	-	2,750	-	-	2,750
CALGARY COMMUNITY STANDARDS	NG911 Technology Upgrades	500	4,000	5,200	-	9,700
CALGARY COMMUNITY STANDARDS	Systems Integration	461	300	-	-	761
CALGARY COMMUNITY STANDARDS	Computer-Aided Dispatch System Maintenance	172	1,100	1,100	-	2,372
CALGARY COMMUNITY STANDARDS	Communications Lifecycle	200	455	360	-	1,015
CALGARY COMMUNITY STANDARDS	Equipment Lifecycle	72	60	60	-	192
CALGARY COMMUNITY STANDARDS	Systems Integration	189	-	-	-	189
CALGARY COMMUNITY STANDARDS	Compliance Services Communications Lifecycle	59	71	71	-	201
CALGARY COMMUNITY STANDARDS	Compliance Services Equipment Lifecycle	53	40	40	-	133
CALGARY COMMUNITY STANDARDS	Renovation of New Stockman Space	-	250	-	-	250
CALGARY FIRE DEPARTMENT	Critical Technology Upgrade	606	-	-	-	606
CALGARY FIRE DEPARTMENT	Central Records Mgmt system	1,339	200	-	-	1,539
CALGARY FIRE DEPARTMENT	Transit Signals Priority System Upgrade	322	800	1,200	-	2,322
CALGARY FIRE DEPARTMENT	Fire Training Academy Equip Lifecycle	600	696	200	-	1,496
CALGARY FIRE DEPARTMENT	Personal Protective Equipment	1,044	6,592	8,393	-	16,029
CALGARY FIRE DEPARTMENT	Light Fleet Lifecycle	108	200	465	-	773
CALGARY FIRE DEPARTMENT	Replace Emergency Units	8,653	12,274	13,850	-	34,777
CALGARY FIRE DEPARTMENT	Fire Equipment Lifecycle	1,508	2,800	1,650	-	5,958
CALGARY FIRE DEPARTMENT	Critical Equipment and PPE to supply staff for 72	8	-	-	-	8
CALGARY PARKS	Planning And Admin/Area Office/Life Cycle	1,219	1,250	1,250	-	3,719
CALGARY RECREATION	Arenas Upgrade	1,508	5,340	300	-	7,148
CALGARY RECREATION	Class Software system upgrade	1,300	1,344	-	-	2,644
CORPORATE ANALYTICS & INNOVATION	Energy Information Systems	25	475	-	-	500
CORPORATE ANALYTICS & INNOVATION	GEM (Geospatial Emergency Management)	990	1,301	307	-	2,598
CORPORATE ANALYTICS & INNOVATION	Buildings Repository	360	-	-	-	360
CORPORATE ANALYTICS & INNOVATION	Contract Mapping	136	-	-	-	136
CORPORATE ANALYTICS & INNOVATION	Enterprise GIS Lifecycle Upgrades	340	315	225	-	880
CORPORATE ANALYTICS & INNOVATION	High Accuracy Airborne Laser	19	-	-	-	19
CORPORATE ANALYTICS & INNOVATION	Utility Line Assignment System	563	385	385	-	1,333
CORPORATE ANALYTICS & INNOVATION	Dynamic Geographical Asset Information Management	462	525	425	-	1,412
CORPORATE ANALYTICS & INNOVATION	CADD Upgrade for Design Asset Maintenance	119	-	-	-	119
CORPORATE ANALYTICS & INNOVATION	Construction Documents and Drawings Management Pro	600	1,541	1,226	-	3,367
CORPORATE ANALYTICS & INNOVATION	Building Repository-Generation III	580	1,130	740	-	2,450
CORPORATE ANALYTICS & INNOVATION	Calgary.ca Web Mapping Framework Upgrade Program	390	350	264	-	1,004
CORPORATE ANALYTICS & INNOVATION	Cityonline Phase III	650	550	525	-	1,725
CORPORATE ANALYTICS & INNOVATION	Corporate Imagery Program	1,153	945	1,225	-	3,323
CORPORATE ANALYTICS & INNOVATION	Survey Equipment	4	-	-	-	4
CORPORATE ANALYTICS & INNOVATION	Business Equipment	241	200	100	-	541
CORPORATE ANALYTICS & INNOVATION	Survey Control Marker	58	-	-	-	58
CORPORATE ANALYTICS & INNOVATION	Survey Equipment	248	250	58	-	556
CORPORATE ANALYTICS & INNOVATION	Survey Control Marker	370	200	200	-	770
CORPORATE ANALYTICS & INNOVATION	Energy Management	102	-	-	-	102
CORPORATE ANALYTICS & INNOVATION	Capital Planning Software	800	1,000	1,000	1,018	3,818
CORPORATE ANALYTICS & INNOVATION	Infrastructure Investment Planning Software	397	-	-	-	397
CORPORATE ANALYTICS & INNOVATION	Sus.Build. Policy Impl. Pln	809	2,184	-	-	2,993
CORPORATE ANALYTICS & INNOVATION	Energy Management Prog.Tier 1	539	542	-	-	1,081
CORPORATE ANALYTICS & INNOVATION	IAM Enterprise Architecture Phase 2&3	34	-	-	-	34
CORPORATE ANALYTICS & INNOVATION	CLIIP Automation Phase 2	500	150	-	-	650
CORPORATE ANALYTICS & INNOVATION	IAM Enterprise Architecture Phase 5	678	250	-	-	928
CORPORATE ANALYTICS & INNOVATION	Project Management Information Systems (ProMIS) Im	1,388	500	-	-	1,888
CORPORATE ANALYTICS & INNOVATION	Sustainable Infrastructure Capital Program (SICP)	150	1,525	1,903	-	3,578
FACILITY MANAGEMENT	Tomorrow's Workplace	2,613	3,661	4,100	6,750	17,124
FACILITY MANAGEMENT	Studies (Sp.Grd/Manc/Inner City)	42	20	20	-	82
FACILITY MANAGEMENT	Optimization & Upgrade Of Municipal Bldg	-	680	-	-	680
FACILITY MANAGEMENT	DBA Muni Bldg	49	-	-	-	49
FACILITY MANAGEMENT	Admin 3 Optimization	-	-	-	-	-

Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
FACILITY MANAGEMENT	Saddle Ridge Park - Multi Services Centre	-	-	-	-	-
FACILITY MANAGEMENT	Furniture Program	1,349	2,030	3,280	-	6,659
FACILITY MANAGEMENT	CPB Property & Asset Management Solution	-	-	-	-	-
FACILITY MANAGEMENT	Integrated Operations and Asset Management System	1,216	2,330	2,900	-	6,446
FACILITY MANAGEMENT	Integrated Customer Data Management	-	1,100	700	-	1,800
FACILITY MANAGEMENT	Sustainable Business Program	-	1,635	1,465	-	3,100
FACILITY MANAGEMENT	Workplace Continuity Management Program	200	355	415	650	1,620
FACILITY MANAGEMENT	CPB- Facility Operations - Building Envelope Proje	974	2,000	500	-	3,474
FACILITY MANAGEMENT	FM OWC Sites Program	1,352	3,060	4,205	-	8,617
FACILITY MANAGEMENT	Bldg Maint and Lifecycle	7,900	7,635	7,350	-	22,885
FACILITY MANAGEMENT	Common Area Lifecycle	2,991	3,650	3,900	-	10,541
FACILITY MANAGEMENT	Building Recommisioning Program	402	800	1,050	-	2,252
FLEET SERVICES	Replacements	45,000	36,000	40,500	49,624	171,124
FLEET SERVICES	Growth	5,000	4,000	4,500	9,116	22,616
FLEET SERVICES	Maintenance Mgmt. Systems	-	3,137	150	-	3,287
FLEET SERVICES	Machinery - Maintenance	500	5,008	300	-	5,808
FLEET SERVICES	Furniture & Fixtures	50	502	50	-	602
FLEET SERVICES	Satellite Depots	1,544	-	-	-	1,544
REAL ESTATE & DEVELOPMENT SERVICES	Saddleridge Area Structure Plan Phase 1	85	-	-	-	85
REAL ESTATE & DEVELOPMENT SERVICES	Business Systems	286	-	-	-	286
REAL ESTATE & DEVELOPMENT SERVICES	Land Inventory	283	284	-	-	567
REAL ESTATE & DEVELOPMENT SERVICES	Real Est Demos + Abatements	2,282	1,400	1,400	-	5,082
REAL ESTATE & DEVELOPMENT SERVICES	Corporate Land Management Framework 2	369	368	-	-	737
REAL ESTATE & DEVELOPMENT SERVICES	Longterm Leases	123	-	-	-	123
REAL ESTATE & DEVELOPMENT SERVICES	David Oughton Development	1,002	3,953	15	-	4,970
REAL ESTATE & DEVELOPMENT SERVICES	Develop Land Servicing	370	350	300	300	1,320
REAL ESTATE & DEVELOPMENT SERVICES	Gen Land Sale Servicing	443	400	400	950	2,193
REAL ESTATE & DEVELOPMENT SERVICES	Midfield Mobile Home Park	844	4,805	19,721	7,554	32,924
REAL ESTATE & DEVELOPMENT SERVICES	Midfield Park Closure	2,471	3,800	1,460	-	7,731
REAL ESTATE & DEVELOPMENT SERVICES	OLSH Pre-Development	506	1,700	1,750	1,000	4,956
REAL ESTATE & DEVELOPMENT SERVICES	Technology Advancement	50	200	250	50	550
SUPPLY	Business Applications and Technology Maintenance U	224	205	175	675	1,279
SUPPLY	Warehouse	(63)	349	335	-	621
SUPPLY	Shopping Cart/Order Management	241	110	505	-	856
SUPPLY	Building U Upgrade	1,871	500	-	-	2,371
SUPPLY	Business Applications and Technology Maintenance U	1,493	187	-	-	1,680
SUPPLY	Fuel Systems - Depots	67	-	-	-	67
SUPPLY	Fueling Systems	610	200	600	-	1,410
CALGARY GROWTH STRATEGIES	Land Use Bylaw Implementation & Sustainment	-	1,300	-	-	1,300
CALGARY BUILDING SERVICES	Capital Asset Lifecycle	858	2,500	-	-	3,358
CALGARY BUILDING SERVICES	Capital Asset Lifecycle	1,410	4,550	1,400	-	7,360
CALGARY BUILDING SERVICES	Working Space Initiative	958	580	-	-	1,538
CALGARY BUILDING SERVICES	Business Technology Sustainment	4,108	7,500	5,500	-	17,108
CALGARY BUILDING SERVICES	Technology Upgrades	3,000	1,500	1,500	-	6,000
CALGARY BUILDING SERVICES	3D Services in Planning	-	1,400	150	-	1,550
URBAN STRATEGY	Downtown Improvements	592	300	300	-	1,192
URBAN STRATEGY	Centre City Initiatives	-	47	80	-	127
URBAN STRATEGY	Volunteer Way	70	-	60	-	130
CALGARY POLICE SERVICE	Police Equipment - Replacement	4,468	850	850	-	6,168
CALGARY POLICE SERVICE	Red Light Enforcement Project	3,203	1,640	1,640	-	6,483
CALGARY POLICE SERVICE	Telecom Equip. - Replacement	3,164	1,625	1,050	-	5,839
CALGARY POLICE SERVICE	Vehicles - Replacement	7,634	8,150	6,650	-	22,434
CALGARY POLICE SERVICE	Infrastructure Upgrade - Int./Ext.	1,700	1,275	2,400	-	5,375
CALGARY POLICE SERVICE	Calgary Police Service Warehouse	7,710	1,100	-	-	8,810
CALGARY POLICE SERVICE	Ballistics Lab & Fire Arms Storage	-	1,500	-	-	1,500
CALGARY POLICE SERVICE	North Deerfoot Modifications & Improvements	-	2,000	-	-	2,000
CALGARY POLICE SERVICE	Parts Relocation Westwinds	1,875	625	-	-	2,500
CALGARY POLICE SERVICE	Annex Building - Spyhill	-	2,000	-	-	2,000
CALGARY POLICE SERVICE	Computer Equipment - Upgrades	2,298	2,250	1,700	-	6,248
CALGARY POLICE SERVICE	Mobile Command Support	1,001	150	-	-	1,151
CALGARY POLICE SERVICE	Radio System	822	350	-	-	1,172
ASSESSMENT	Assessment Systems Improvement	4,500	4,700	6,400	-	15,600
CUSTOMER SERVICE & COMMUNICATIONS	Customer Service Framework, Research & Analytics	950	1,064	938	-	2,952
CUSTOMER SERVICE & COMMUNICATIONS	Online Customer Service Transactions	768	833	523	-	2,124
CUSTOMER SERVICE & COMMUNICATIONS	311 Software & Upgrades	1,300	1,300	1,189	-	3,789
CUSTOMER SERVICE & COMMUNICATIONS	Customer Service Tools & Technology	1,005	500	400	400	2,305
CUSTOMER SERVICE & COMMUNICATIONS	Intranet for All City Employees (including field)	366	960	500	-	1,826
CUSTOMER SERVICE & COMMUNICATIONS	Diversity and Crisis Communication Tools	539	475	581	-	1,595
CUSTOMER SERVICE & COMMUNICATIONS	Engagement, Customer Service Framework, Research &	350	161	80	-	591
CUSTOMER SERVICE & COMMUNICATIONS	Online (calgary.ca) Upgrades & Maintenance	1,333	1,731	1,467	-	4,531
CUSTOMER SERVICE & COMMUNICATIONS	Online Service Enhancements	533	-	-	-	533
CUSTOMER SERVICE & COMMUNICATIONS	Communication Equipment Replacement	50	25	20	-	95
CUSTOMER SERVICE & COMMUNICATIONS	Video Image Data	150	24	-	-	174
FINANCE	Treasury Capital	550	375	100	-	1,025
FINANCE	Finance Capital	1,144	1,850	910	-	3,904
HUMAN RESOURCES	Asset Optimization - Talent Management/LMS	100	700	900	-	1,700
HUMAN RESOURCES	Corporate Workforce Strategy	-	-	245	-	245
INFORMATION TECHNOLOGY	PeopleSoft FSCM	385	2,750	2,250	-	5,385
INFORMATION TECHNOLOGY	PeopleSoft HCM	1,300	1,917	2,250	-	5,467
INFORMATION TECHNOLOGY	Network Infrastructure (Hardware and Cabling)	576	600	600	-	1,776
INFORMATION TECHNOLOGY	IT Communications Infrastructure	720	1,250	1,675	-	3,645
INFORMATION TECHNOLOGY	IT -Lifecycle Replace-Desktop	1,840	1,840	1,840	-	5,520
INFORMATION TECHNOLOGY	Infrastructure Management Systems	303	160	45	-	508
INFORMATION TECHNOLOGY	IT-Enterprise Storage Units	1,833	2,500	1,850	-	6,183

Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
INFORMATION TECHNOLOGY	Client Computing	956	548	502	-	2,006
INFORMATION TECHNOLOGY	Multi-Data Centre Strategy	-	3,300	3,700	6,000	13,000
INFORMATION TECHNOLOGY	IT Service Resiliency and Disaster Recovery	552	415	998	-	1,965
INFORMATION TECHNOLOGY	IT-Enterprise Servers	719	1,700	1,500	-	3,919
INFORMATION TECHNOLOGY	Data Centre Environmentals (Lifecycle Replacement)	411	400	290	-	1,101
INFORMATION TECHNOLOGY	Enterprise Software Licensing	4,000	3,985	4,085	741	12,811
INFORMATION TECHNOLOGY	IT-Calgary City Net	2,167	2,000	2,900	-	7,067
INFORMATION TECHNOLOGY	Software Lifecycle Replacement	2,410	3,867	4,115	5,262	15,654
INFORMATION TECHNOLOGY	ATC Phase 2	-	-	-	-	-
INFORMATION TECHNOLOGY	Identity Management	100	60	-	-	160
INFORMATION TECHNOLOGY	ATC Phase 3	1,208	1,022	2,255	2,375	6,860
INFORMATION TECHNOLOGY	Digital Strategy	878	1,862	1,650	-	4,390
INFORMATION TECHNOLOGY	e-Government	-	-	-	-	-
INFORMATION TECHNOLOGY	Business Intelligence	625	134	-	-	759
INFORMATION TECHNOLOGY	IT-Development Pool	2,237	3,250	5,650	-	11,137
INFORMATION TECHNOLOGY	Real Estate Track Sys (REST)	250	300	315	48	913
CITY CLERKS OFFICE	Content Suite (Phase 2) - Enterprise Document and	500	715	500	-	1,715
CITY CLERKS OFFICE	Audio-Visual Upgrades to Council Chamber & Committ	316	-	-	-	316
CITY CLERKS OFFICE	Assessment Review Board Online Service Enhancement	75	423	-	-	498
LAW	Corporate Security General Administration	(9)	-	-	-	(9)
LAW	Public Safety Network CCTV Expansion and Redundanc	70	155	140	-	365
LAW	Replacement of Two Way Radios	230	-	-	-	230
LAW	Highly Restricted Zone Architecture and Account Pa	95	-	-	-	95
LAW	USB Encryption and Malware Prevention	50	350	-	-	400
LAW	Incident and Event Management System	50	-	-	-	50
LAW	Intrusion Prevention Systems	100	700	-	-	800
LAW	Vulnerability License Additions	125	33	-	-	158
LAW	Roles-Based Access Project	561	625	625	-	1,811
LAW	E-mail Security Enhancements	(118)	-	-	-	(118)
LAW	Cybersecurity Suite	-	150	150	-	300
LAW	Network Analytics	-	125	125	-	250
LAW	E-Discovery and Forensics	150	150	-	-	300
LAW	Life Safety/Security Power & Network Redundancy	40	150	188	-	378
LAW	Commend Security Intercom Redundancy	195	100	50	-	345
LAW	Enterprise System Redundancy Project	462	100	100	-	662
LAW	Video Analytics and Video Management Software Solu	192	100	40	-	332
LAW	Risk Management & Claims - Riskmaster Upgrades and	-	-	400	-	400
LAW	Office relocation and upgrades	120	616	100	-	836
LAW	Information Management System	100	100	50	-	250
LAW	Training and E-Learning Systems	-	75	125	-	200
LAW	LA-Flood Resiliency	138	-	-	-	138
CORPORATE CAPITAL PROGRAMS	Capital Corporate Programs	-	47,745	44,332	3,136	95,213
CAPITAL INVESTMENT IN Civic Partners	Civic Partners Infrastructure Grant	6,962	8,637	8,637	-	24,236
CALGARY PUBLIC LIBRARY	Library Lifecycle Grant	6,585	3,137	3,137	-	12,859
CALGARY PUBLIC LIBRARY	Signal Hill Expansion	64	-	-	-	64
CALGARY ZOOLOGICAL SOCIETY	Calgary Zoo - Land of Lemurs	3,750	7,100	-	-	10,850
CULTURE RELATED INFRASTRUCTURE	Pumphouse Theatres Project	160	1,393	-	-	1,553
CULTURE RELATED INFRASTRUCTURE	Decidedly Jazz Dance Centre	1,658	-	-	-	1,658
CULTURE RELATED INFRASTRUCTURE	Alberta Creative Hub	600	1,000	-	-	1,600
RECREATION CULTURE ARTIFACT	Culture Artifact	107	123	38	265	533
2013 FLOOD PROJECTS	Pumphouse Theatre	92	-	-	-	92
CALGARY PARKING AUTHORITY	Replacement of vehicles and equipment	122	107	110	-	339
CALGARY PARKING AUTHORITY	Surface Lots	10,528	125	100	-	10,753
CALGARY PARKING AUTHORITY	Parking Enforcement	1,682	968	973	-	3,623
CALGARY PARKING AUTHORITY	Office equipment and furniture	210	50	55	-	315
CALGARY PARKING AUTHORITY	Centennial Parkade	2,087	275	125	-	2,487
CALGARY PARKING AUTHORITY	Kensington/AntHill development	100	275	125	-	500
CALGARY PARKING AUTHORITY	Signage	358	220	230	-	808
CALGARY PARKING AUTHORITY	Information technology infrastructure	1,502	285	261	-	2,048
CALGARY PARKING AUTHORITY	McDougall Parkade	2,135	200	650	-	2,985
CALGARY PARKING AUTHORITY	Future facilities design & consulting	423	-	-	-	423
CALGARY PARKING AUTHORITY	Impound Lot Building Replacement Project	9,261	50	50	-	9,361
CALGARY PARKING AUTHORITY	Security system and parts	350	200	200	-	750
CALGARY PARKING AUTHORITY	CENTENNIAL WEST PARKADE	-	-	32,500	30,000	62,500
CALGARY PARKING AUTHORITY	Impound Lot	521	350	200	-	1,071
CALGARY PARKING AUTHORITY	ParkPlus	7,155	3,796	657	-	11,608
TOTAL		**261,281**	**324,962**	**317,544**	**125,914**	**1,029,701**
GRAND TOTAL		**1,636,739**	**2,241,187**	**1,719,351**	**1,298,855**	**6,896,132**