

Supplemental Information: Content

This section provides supplemental and background information on the 2015 - 2018 operating and capital budgets to assist in the analysis of the budget. Included in this section are some of the assumptions underlying the preparation of the budget as well as consolidation of departmental budget information. This section also presents information on the financial policies governing the preparation of the budget and the structure of The City's financial operations.

Note that in the tables, totals may not add due to rounding. Note also that the information in the Operating Analysis does not include Calgary Parking Authority or Calgary Housing Company. Information for both is included in the Capital Analysis.

Operating Analysis

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Composition of the Budget

The City of Calgary's budget includes three types of operations: tax-supported, self-supported and utility. The table below illustrates where selected City operations fit into these categories.

Figure 1
Budget Categories

Type of Operation	Budget program examples	Funding sources	Impact on taxes
Tax-supported	<ul style="list-style-type: none"> • Recreation • Fire • Calgary Police Service • Assessment • Human Resources • Calgary Transit • Information & Infrastructure Services • City Manager's Office • Council 	<ul style="list-style-type: none"> • Tax revenues • Revenues from the sale of goods or services to customers • Grants and subsidies • Fines and penalties • Corporate programs (e.g. franchise fees, investment income) 	<ul style="list-style-type: none"> • This category drives the tax requirement
Self-supported (included in the tax-supported budget)	<ul style="list-style-type: none"> • Inspection & Permit Services 	<ul style="list-style-type: none"> • Revenues from the sale of goods or services to customers 	<ul style="list-style-type: none"> • These operations are self-funded and therefore not dependent on tax dollars
Utility	<ul style="list-style-type: none"> • Water Resources and Water Services 	<ul style="list-style-type: none"> • Revenues from the sale of goods or services to customers, with rates set based on a utility model 	<ul style="list-style-type: none"> • Franchise fees and dividends paid by the Utilities are included as City revenue and are used to fund tax-supported operations, reducing the tax requirement



Assumptions Underlying Budget Preparation

For the past several years, The City has employed a series of budget assumptions in order to project the costs of the current year's level of service and Council Priorities and guidelines into the future, including impacts of such items as new capital works, labour settlements, user fee growth and estimated sales of City goods and services. The main types of assumptions are listed below.

Taxation: Property and business taxes account for roughly 49 per cent of corporate revenues. Property and business tax revenues are levied based on the assessed value of property, a process that is governed by provincial assessment legislation and regulations.

Property assessment is the estimated value of a property for municipal and provincial taxation purposes. There are two major reasons for a change in the tax revenues:

- additions or deletions to the existing stock of properties that are assessed (i.e. growth in the base); and
- property tax rate changes.

Projections in the size of the assessment roll are derived from estimated housing starts and commercial construction activity, which are provided by the Corporate Economics Section.

The property tax revenue received by The City of Calgary does not change due to the annual revaluation of properties. Annual revaluations only impact the distribution of tax revenues among tax payers. Revaluations will cause individual tax bills to change because market values across the city do not increase/decrease at the same percentage. Compared to the year-to-year average rate of market value change for all Calgary municipal taxpayers, and assuming a zero per cent rate change by Council, if an individual property's rate of change in assessment is:

- the same as the city average, the current year tax bill would be the same
- greater than the city average, the current year tax bill would increase; or
- less than the city average, the current year tax bill would decrease.

Each year a taxpayer's actual individual taxes would be further affected by any change to their own property and/or the actual tax rate change approved by Council for that year. These changes are not affected by physical growth.

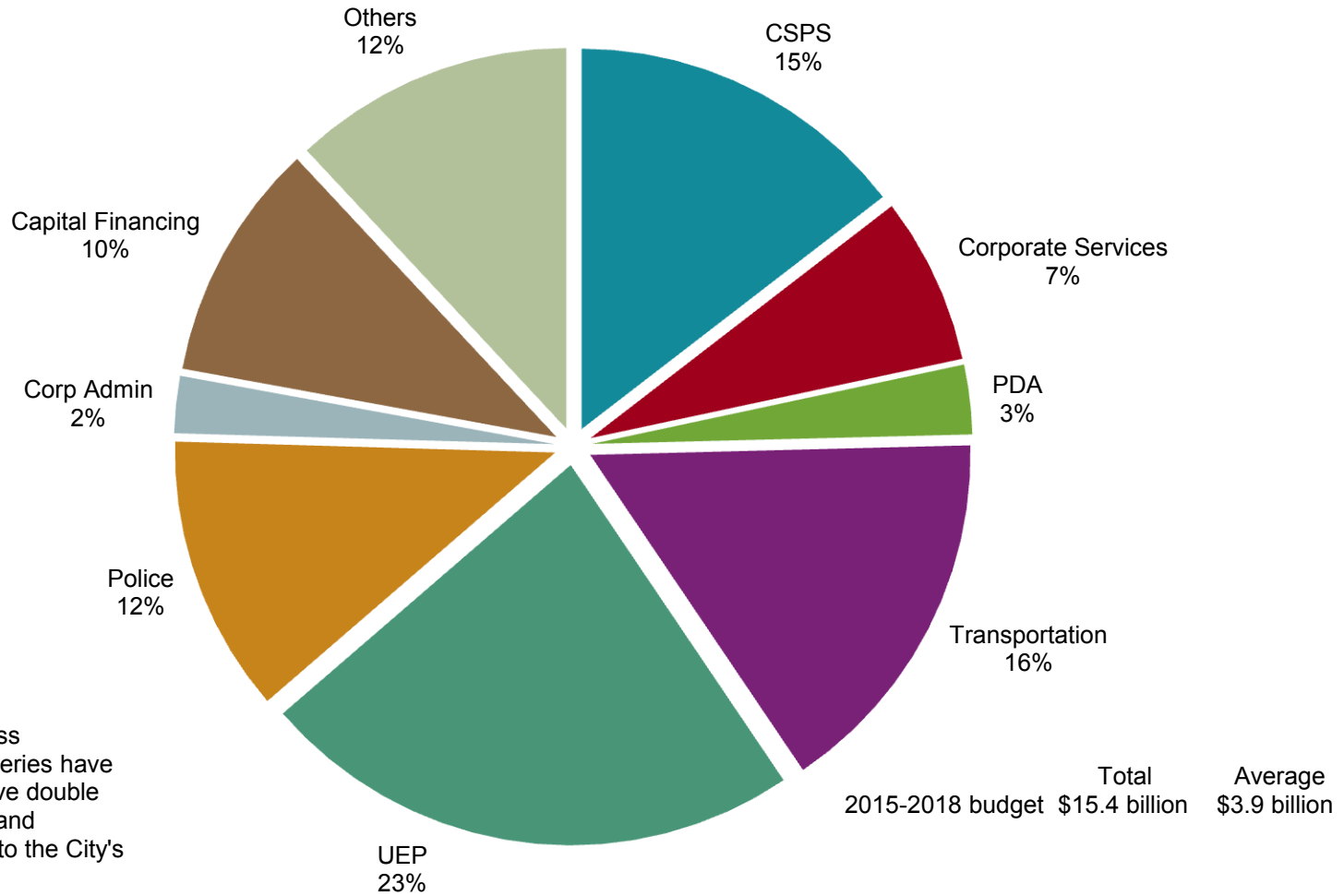
Business tax is levied on businesses that occupy business space within Calgary, with the tax levied at a rate applied to the assessment rental value of the premises occupied by the business. Estimates of changes in the business assessment base are derived by the Corporate Economics Division. Business tax revenue is in the process of being consolidated into non-residential property tax. This consolidation will be completed by 2019.

Sales of Goods and Services: Approximately 31 per cent of revenues come from sales of goods and services. The overall estimated change in revenues related to growth is based on the expected population growth for Calgary (1.8 per cent in 2015, 2.2 per cent in 2016, 2.3 per cent in 2017 and 1.8 per cent in 2018). In accordance with the User Fees policy, certain user fee increases are determined by considering costs to provide the services along with market competition factors and long-term recovery rates established through the analysis of societal benefits.

Utility Revenues: Utility revenues represent 19 per cent of revenues and are set by adhering to the Council-approved long-range financial policies of the utilities.

- Utilities must generate sufficient income to cover all operating and debt servicing costs and ensure a self-supporting status.
- In lieu of property taxes, Utilities must pay The City of Calgary a 10 per cent fee on revenue (franchise fee) from sales and service charges within the city.
- Utilities must also provide The City of Calgary with a 10 per cent return on equity as calculated from the financial statements, with an annual contribution cap of \$42.5 million.

Figure 2: Gross Expenditures Net of Recoveries by Department



On this chart, the total Gross Expenditures Net of Recoveries have not been adjusted to remove double counting of franchise fees and dividends paid by Utilities to the City's operating fund.

Supplemental Information: Operating Analysis



Figure 3: Operating Budget Summary by Department (\$000s)

Department / Budget Grouping	2012 Actual	2013 Actual	2014 Budget ⁽²⁾	2015			2016			2017			2018		
				Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
UTILITIES & ENVIRONMENTAL PROTECTION															
Expenditures	664,805	729,378	727,040	825,336	98,296	13.5%	891,057	65,722	8.0%	978,476	87,419	9.8%	1,063,786	85,309	8.7%
Recoveries	(32,254)	(39,937)	(36,914)	(44,310)	(7,396)	20.0%	(45,796)	(1,486)	3.4%	(51,713)	(5,917)	12.9%	(58,451)	(6,738)	13.0%
Revenues	(587,539)	(640,739)	(640,319)	(731,363)	(91,044)	14.2%	(794,221)	(62,858)	8.6%	(874,253)	(80,032)	10.1%	(952,318)	(78,065)	8.9%
Net Budget	45,012	48,703	49,807	49,662	(145)	(0.3)%	51,040	1,378	2.8%	52,511	1,471	2.9%	53,017	506	1.0%
TRANSPORTATION															
Expenditures	598,237	652,839	626,248	645,817	19,569	3.1%	666,262	20,445	3.2%	684,176	17,914	2.7%	698,935	14,759	2.2%
Recoveries	(66,537)	(68,507)	(57,206)	(56,077)	1,129	(2.0)%	(56,395)	(318)	0.6%	(56,718)	(323)	0.6%	(56,993)	(275)	0.5%
Revenues	(200,409)	(227,577)	(201,889)	(213,487)	(11,598)	5.7%	(222,466)	(8,979)	4.2%	(229,681)	(7,215)	3.2%	(237,765)	(8,084)	3.5%
Net Budget	331,291	356,756	367,153	376,252	9,099	2.5%	387,400	11,148	3.0%	397,776	10,376	2.7%	404,176	6,400	1.6%
COMMUNITY SERVICES & PROTECTIVE SERVICES															
Expenditures	514,736	546,251	542,232	562,949	20,717	3.8%	577,565	14,615	2.6%	595,410	17,845	3.1%	599,099	3,689	0.6%
Recoveries	(17,874)	(21,199)	(14,666)	(15,028)	(362)	2.5%	(15,050)	(22)	0.1%	(15,074)	(24)	0.2%	(15,097)	(23)	0.2%
Revenues	(124,933)	(138,661)	(115,961)	(111,053)	4,908	(4.2)%	(110,927)	125	(0.1)%	(112,726)	(1,799)	1.6%	(115,815)	(3,089)	2.7%
Net Budget	371,929	386,392	411,605	436,868	25,263	6.1%	451,587	14,719	3.4%	467,610	16,022	3.5%	468,187	577	0.1%
CIVIC PARTNERS															
Expenditures	74,849	78,453	78,769	77,492	(1,277)	(1.6)%	80,246	2,754	3.6%	84,296	4,050	5.0%	92,546	8,250	9.8%
Recoveries	(1,033)	(2,251)	(376)	0	376	(100.0)%	0	0	N/A	0	0	N/A	0	0	N/A
Revenues	(172)	(1,130)	(520)	0	520	(100.0)%	0	0	N/A	0	0	N/A	0	0	N/A
Net Budget	73,644	75,072	77,873	77,492	(381)	(0.5)%	80,246	2,754	3.6%	84,296	4,050	5.0%	92,546	8,250	9.8%
CALGARY POLICE SERVICE															
Expenditures	417,224	438,378	445,722	451,190	5,468	1.2%	454,712	3,522	0.8%	458,618	3,906	0.9%	459,928	1,310	0.3%
Recoveries	(2,895)	(3,234)	(1,900)	(2,600)	(700)	36.8%	(2,600)	0	0.0%	(2,600)	0	0.0%	(2,600)	0	0.0%
Revenues	(97,159)	(98,529)	(94,071)	(94,582)	(511)	0.5%	(94,974)	(392)	0.4%	(95,407)	(433)	0.5%	(95,781)	(374)	0.4%
Net Budget	317,170	336,615	349,751	354,008	4,257	1.2%	357,138	3,130	0.9%	360,611	3,473	1.0%	361,547	936	0.3%

Figure 3: Operating Budget Summary by Department (\$000s)

Department / Budget Grouping	2012 Actual	2013 Actual	2014 Budget ⁽²⁾	2015			2016			2017			2018			
				Budget	\$	%	Budget	\$	%	Budget	\$	%	Budget	\$	%	
PLANNING, DEVELOPMENT & ASSESSMENT																
Expenditures	115,344	131,402	110,904	146,135	35,231	31.8%	149,510	3,376	2.3%	153,194	3,683	2.5%	156,604	3,410	2.2%	
Recoveries	(7,747)	(8,371)	(4,336)	(35,837)	(31,501)	726.5%	(36,780)	(943)	2.6%	(37,893)	(1,113)	3.0%	(38,832)	(939)	2.5%	
Revenues	(70,129)	(81,735)	(67,023)	(69,038)	(2,015)	3.0%	(71,221)	(2,183)	3.2%	(73,476)	(2,255)	3.2%	(75,805)	(2,329)	3.2%	
Net Budget	37,468	41,295	39,545	41,259	1,714	4.3%	41,509	250	0.6%	41,824	315	0.8%	41,966	142	0.3%	
CORPORATE SERVICES																
Expenditures	509,494	523,128	504,988	543,851	38,863	7.7%	525,458	(18,393)	(3.4)%	558,238	32,780	6.2%	557,578	(660)	(0.1)%	
Recoveries	(269,099)	(282,546)	(265,414)	(272,079)	(6,665)	2.5%	(273,094)	(1,015)	0.4%	(273,616)	(522)	0.2%	(273,846)	(230)	0.1%	
Revenues	(98,031)	(86,929)	(80,191)	(100,967)	(20,776)	25.9%	(74,552)	26,415	(26.2)%	(99,113)	(24,561)	32.9%	(94,000)	5,113	(5.2)%	
Net Budget	142,364	153,652	159,383	170,806	11,423	7.2%	177,813	7,007	4.1%	185,509	7,697	4.3%	189,732	4,223	2.3%	
CORPORATE ADMINISTRATION																
Expenditures	132,354	184,433	142,863	148,123	5,260	3.7%	152,699	4,576	3.1%	161,581	8,883	5.8%	160,038	(1,543)	(1.0)%	
Recoveries	(52,310)	(52,323)	(51,702)	(57,923)	(6,221)	12.0%	(59,258)	(1,335)	2.3%	(60,539)	(1,281)	2.2%	(61,838)	(1,299)	2.1%	
Revenues	(17,927)	(66,351)	(14,329)	(14,984)	(655)	4.6%	(15,103)	(119)	0.8%	(16,791)	(1,688)	11.2%	(15,358)	1,433	(8.5)%	
Net Budget	62,117	65,758	76,832	75,215	(1,617)	(2.1)%	78,337	3,122	4.2%	84,251	5,914	7.5%	82,842	(1,409)	(1.7)%	
CORPORATE PROGRAMS - COMMON REVENUES																
Expenditures	87,030	100,113	60,311	59,921	(390)	(0.6)%	60,498	577	1.0%	61,180	682	1.1%	62,164	984	1.6%	
Recoveries	(805)	(724)	0	(300)	(300)	N/A	(300)	0	0.0%	(300)	0	0.0%	(300)	0	0.0%	
Revenues	(1,807,951)	(1,979,572)	(1,952,300)	(2,133,482)	(181,182)	9.3%	(2,254,359)	(120,877)	5.7%	(2,384,480)	(130,121)	5.8%	(2,500,316)	(115,836)	4.9%	
Net Budget	(1,721,726)	(1,880,183)	(1,891,989)	(2,073,861)	(181,872)	9.6%	(2,194,161)	(120,300)	5.8%	(2,323,600)	(129,439)	5.9%	(2,438,452)	(114,852)	4.9%	
CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING																
Expenditures	424,155	533,718	441,692	570,904	129,212	29.3%	645,207	74,303	13.0%	721,802	76,595	11.9%	813,497	91,695	12.7%	
Recoveries	(2,763)	(2,576)	(2,936)	(3,572)	(636)	21.7%	(3,577)	(5)	0.1%	(3,585)	(8)	0.2%	(3,592)	(7)	0.2%	
Revenues	(121,587)	(133,756)	(90,590)	(88,536)	2,054	(2.3)%	(86,113)	2,423	(2.7)%	(82,664)	3,449	(4.0)%	(79,200)	3,464	(4.2)%	
Net Budget	299,806	397,386	348,166	478,796	130,630	37.5%	555,517	76,721	16.0%	635,553	80,036	14.4%	730,705	95,152	15.0%	
COUNCIL																
Expenditures	9,878	10,527	11,950	13,579	1,629	13.6%	13,650	71	0.5%	13,735	85	0.6%	13,810	75	0.5%	
Recoveries	(208)	(112)	(76)	(76)	0	(0.4)%	(76)	0	0.0%	(76)	0	0.0%	(76)	0	0.0%	
Revenues	(4)	(20)	0	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A	
Net Budget	9,667	10,396	11,874	13,503	1,629	13.7%	13,574	71	0.5%	13,659	85	0.6%	13,734	75	0.5%	

Supplemental Information: Operating Analysis



Figure 3: Operating Budget Summary by Department (\$000s)

Department / Budget Grouping	2012 Actual	2013 Actual	2014 Budget ⁽²⁾	2015			2016			2017			2018		
				Budget	Change from previous year \$ %		Budget	Change from previous year \$ %		Budget	Change from previous year \$ %		Budget	Change from previous year \$ %	
TOTAL CITY ⁽¹⁾															
Expenditures	3,548,104	3,928,619	3,692,719	4,045,295	352,576	9.5%	4,216,863	171,568	4.2%	4,470,705	253,842	6.0%	4,677,984	207,278	4.6%
Recoveries	(453,523)	(481,779)	(435,526)	(487,803)	(52,277)	12.0%	(492,927)	(5,124)	1.1%	(502,115)	(9,188)	1.9%	(511,626)	(9,511)	1.9%
Revenues	(3,125,840)	(3,454,999)	(3,257,193)	(3,557,492)	(300,299)	9.2%	(3,723,936)	(166,444)	4.7%	(3,968,591)	(244,655)	6.6%	(4,166,358)	(197,768)	5.0%
Net Budget	(31,258)	(8,159)	0	0	0	N/A	0	0	N/A	0	0	N/A	0	0	N/A
LESS: UTILITIES															
Expenditures	(505,045)	(571,713)	(577,632)	(664,640)	(87,008)	15.1%	(723,895)	(59,255)	8.9%	(787,395)	(63,500)	8.8%	(856,917)	(69,522)	8.8%
Recoveries	25,177	31,668	28,796	35,084	6,288	21.8%	36,565	1,481	4.2%	38,476	1,911	5.2%	40,089	1,613	4.2%
Revenues	478,282	538,499	548,324	629,556	81,232	14.8%	687,330	57,774	9.2%	748,919	61,589	9.0%	816,828	67,909	9.1%
Net Budget	(1,586)	(1,546)	(512)	0	512	(100.0)%	0	0	N/A	0	0	N/A	0	0	N/A
TAX SUPPORTED															
Expenditures	3,043,059	3,356,907	3,115,087	3,380,655	265,568	8.5%	3,492,968	112,313	3.3%	3,683,310	190,342	5.4%	3,821,066	137,756	3.7%
Recoveries	(428,346)	(450,111)	(406,730)	(452,719)	(45,989)	11.3%	(456,362)	(3,643)	0.8%	(463,638)	(7,277)	1.6%	(471,536)	(7,898)	1.7%
Revenues	(2,647,558)	(2,916,500)	(2,708,869)	(2,927,936)	(219,067)	8.1%	(3,036,606)	(108,670)	3.7%	(3,219,672)	(183,066)	6.0%	(3,349,530)	(129,859)	4.0%
Net Budget	(32,844)	(9,705)	(512)	0	512	(100.0)%	0	0	N/A	0	0	N/A	0	0	N/A

(1) This summary does not reflect elimination of payments to The City from the Utilities.

(2) 2014 budget as at June 30, 2014

Figure 4: 2014 Operating Budget Continuity Schedule (\$000s)

	2014 Approved Budget as of December 2011	Changes made to 2014 budget in 2012	2014 Budget as of December 2012	Changes made to 2014 budget in 2013	2014 Budget as of December 2013	Changes made to 2014 budget in 2014	2014 Budget as of June 2014
UTILITIES & ENVIRONMENTAL PROTECTION							
Expenditures	739,024	2,306	741,330	(16,527)	724,803	2,237	727,040
Recoveries	(36,413)	0	(36,413)	(172)	(36,585)	(329)	(36,914)
Revenues	(658,482)	0	(658,482)	19,372	(639,110)	(1,209)	(640,319)
Net Budget	44,129	2,306	46,435	2,673	49,108	699	49,807
FTEs	1,853.1	0.0	1,853.1	17.0	1,870.1	14.0	1,884.1
TRANSPORTATION							
Expenditures	565,066	30,469	595,535	16,006	611,541	14,707	626,248
Recoveries	(58,083)	(462)	(58,545)	1,403	(57,142)	(64)	(57,206)
Revenues	(182,204)	0	(182,204)	(5,933)	(188,137)	(13,752)	(201,889)
Net Budget	324,779	30,007	354,786	11,476	366,262	891	367,153
FTEs	3,845.8	0.0	3,845.8	42.0	3,887.8	55.5	3,943.3
COMMUNITY SERVICES & PROTECTIVE SERVICES							
Expenditures	484,805	22,904	507,709	8,930	516,639	25,593	542,232
Recoveries	(14,297)	0	(14,297)	155	(14,142)	(524)	(14,666)
Revenues	(107,993)	0	(107,993)	(275)	(108,268)	(7,693)	(115,961)
Net Budget	362,515	22,904	385,419	8,810	394,229	17,376	411,605
FTEs	3,320.3	1.0	3,321.3	21.0	3,342.3	33.0	3,375.3
CIVIC PARTNERS							
Expenditures	73,568	1,122	74,690	2,641	77,331	1,438	78,769
Recoveries	(376)	0	(376)	0	(376)	0	(376)
Revenues	0	0	0	0	0	(520)	(520)
Net Budget	73,192	1,122	74,314	2,641	76,955	918	77,873
FTEs	3.0	0.0	3.0	0.0	3.0	0.0	3.0
CALGARY POLICE SERVICES							
Expenditures	411,075	32,266	443,341	782	444,123	1,599	445,722
Recoveries	(1,900)	0	(1,900)	0	(1,900)	0	(1,900)
Revenues	(90,071)	0	(90,071)	(4,000)	(94,071)	0	(94,071)
Net Budget	319,104	32,266	351,370	(3,218)	348,152	1,599	349,751
FTEs	2,758.0	0.0	2,758.0	0.0	2,758.0	0.0	2,758.0

Supplemental Information: Operating Analysis



Figure 4: 2014 Operating Budget Continuity Schedule (\$000s)

	2014 Approved Budget as of December 2011	Changes made to 2014 budget in 2012	2014 Budget as of December 2012	Changes made to 2014 budget in 2013	2014 Budget as of December 2013	Changes made to 2014 budget in 2014	2014 Budget as of June 2014
PLANNING DEVELOPMENT & ASSESSMENT							
Expenditures	115,671	4,436	120,107	1,573	121,680	(10,776)	110,904
Recoveries	(6,551)	(132)	(6,683)	(226)	(6,909)	2,573	(4,336)
Revenues	(74,446)	(1,500)	(75,946)	(131)	(76,077)	9,054	(67,023)
Net Budget	34,674	2,804	37,478	1,216	38,694	851	39,545
FTEs	755.2	9.0	764.2	3.0	767.2	(48.0)	719.2
CORPORATE SERVICES							
Expenditures	476,657	11,960	488,617	12,888	501,505	3,483	504,988
Recoveries	(258,801)	(1,802)	(260,603)	(4,902)	(265,505)	91	(265,414)
Revenues	(79,133)	0	(79,133)	(1,058)	(80,191)	0	(80,191)
Net Budget	138,723	10,158	148,881	6,928	155,809	3,574	159,383
FTEs	1,549.4	(6.0)	1,543.4	32.5	1,575.9	(2.0)	1,573.9
CORPORATE ADMINISTRATION							
Expenditures	122,621	6,754	129,375	6,341	135,716	7,147	142,863
Recoveries	(51,617)	0	(51,617)	(85)	(51,702)	0	(51,702)
Revenues	(14,070)	0	(14,070)	0	(14,070)	(259)	(14,329)
Net Budget	56,934	6,754	63,688	6,256	69,944	6,888	76,832
FTEs	700.7	6.0	706.7	3.0	709.7	5.0	714.7
CORPORATE PROGRAMS - COMMON REVENUES							
Expenditures	42,667	6,111	48,778	6,278	55,056	5,255	60,311
Recoveries	0	0	0	0	0	0	0
Revenues	(1,892,843)	(17,544)	(1,910,387)	(87,735)	(1,998,122)	45,822	(1,952,300)
Net Budget	(1,850,176)	(11,433)	(1,861,609)	(81,457)	(1,943,066)	51,077	(1,891,989)
FTEs	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Figure 4: 2014 Operating Budget Continuity Schedule (\$000s)

	2014 Approved Budget as of December 2011	Changes made to 2014 budget in 2012	2014 Budget as of December 2012	Changes made to 2014 budget in 2013	2014 Budget as of December 2013	Changes made to 2014 budget in 2014	2014 Budget as of June 2014
CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING							
Expenditures	560,499	(97,373)	463,126	45,778	508,904	(67,212)	441,692
Recoveries	(2,936)	0	(2,936)	0	(2,936)	0	(2,936)
Revenues	(71,740)	0	(71,740)	(2,070)	(73,810)	(16,780)	(90,590)
Net Budget	485,823	(97,373)	388,450	43,708	432,158	(83,992)	348,166
FTEs	0.0	0.0	0.0	0.0	0.0	0.0	0.0
COUNCIL							
Expenditures	10,379	485	10,864	967	11,831	119	11,950
Recoveries	(76)	0	(76)	0	(76)	0	(76)
Revenues	0	0	0	0	0	0	0
Net Budget	10,303	485	10,788	967	11,755	119	11,874
FTEs	63.0	(2.0)	61.0	0.0	61.0	0.0	61.0
TOTAL CITY							
Expenditures	3,602,032	21,440	3,623,472	85,657	3,709,129	(16,409)	3,692,719
Recoveries	(431,050)	(2,396)	(433,446)	(3,827)	(437,273)	1,747	(435,526)
Revenues	(3,170,984)	(19,042)	(3,190,026)	(81,830)	(3,271,856)	14,663	(3,257,193)
Net Budget	0	0	0	0	0	0	0
FTEs	14,848.5	8.0	14,856.5	118.5	14,975.0	57.5	15,032.5

Note: Changes to the 2014 budget are mainly due to property tax bylaw finalizations, transfer of salary of wages to Business Units, and from annual Budget Adjustments in November. Major change in 2013 is due to property tax room. Decrease in 2014 is due to rebate of the property tax room to taxpayers.

Supplemental Information: Operating Analysis



Figure 5: Continuity of 2014 Tax Revenues (\$ thousands)

	2014 Approved Budget as of December 2011	Changes made to 2014 budget in 2012	2014 Budget as of December 2012	Changes made to 2014 budget in 2013	2014 Budget as of December 2013	Changes made to 2014 budget in 2014	2014 Budget as of June 2014
Tax Revenue							
Business Tax: Base	199,563	0	199,563	(13,538)	186,025	0	186,025
Business Tax: Growth	1,996	0	1,996	794	2,790	1,656	4,446
Business Tax Total	201,559	0	201,559	(12,744)	188,815	1,656	190,471
Property Tax: Base	1,202,500	10,935	1,213,435	78,433	1,291,868	(664)	1,291,204
Property Tax: Growth	12,000	134	12,134	6,462	18,596	(137)	18,459
Property Tax: Rate Increase	74,395	364	74,759	904	75,663	(16,257)	59,406
One-time Rebate	0	0	0	0	0	(52,115)	(52,115)
Property Tax Total	1,288,895	11,433	1,300,328	85,799	1,386,127	(69,173)	1,316,954
TOTAL TAX REVENUE	1,490,454	11,433	1,501,887	73,055	1,574,942	(67,517)	1,507,425

Figure 6: Full Time Equivalents by Business Unit

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
UTILITIES & ENVIRONMENTAL PROTECTION							
Environmental & Safety Management	62.6	76.6	74.6	75.6	75.6	75.6	75.6
Waste & Recycling Services	548.5	561.0	573.0	583.0	587.0	627.0	630.0
Utilities (Water Resources and Water Services)	1,205.5	1,213.5	1,233.5	1,280.5	1,289.5	1,304.5	1,306.5
GM - Utilities & Environmental Protection	3.0	3.0	3.0	3.0	3.0	3.0	3.0
TOTAL	1,819.6	1,854.1	1,884.1	1,942.1	1,955.1	2,010.1	2,015.1
TRANSPORTATION							
Calgary Transit	2,736.0	2,807.0	2,876.5	2,877.0	2,966.0	3,019.0	3,070.5
Roads	930.8	914.8	911.8	920.8	929.8	938.8	947.8
Transportation Infrastructure	58.0	58.0	52.0	46.0	46.0	46.0	46.0
Transportation Planning	81.0	79.0	84.0	84.0	84.0	84.0	84.0
GM - Transportation	18.0	19.0	19.0	19.0	19.0	19.0	19.0
TOTAL	3,823.8	3,877.8	3,943.3	3,946.8	4,044.8	4,106.8	4,167.3
COMMUNITY SERVICES & PROTECTIVE SERVICES							
Animal & Bylaw Services	137.6	158.6	193.6	205.4	208.4	214.4	214.4
Community & Neighbourhood Services	263.7	284.7	284.7	299.7	299.7	299.7	299.7
Fire	1,401.0	1,431.0	1,464.0	1,505.0	1,539.0	1,583.0	1,629.0
Parks	587.0	572.0	575.0	576.0	593.0	610.0	611.0
Public Safety Communications	279.5	286.5	295.5	249.5	258.5	264.5	270.5
Recreation	573.5	560.5	559.5	565.5	569.5	569.5	569.5
GM - Community Services & Protective Services	3.0	3.0	3.0	3.0	3.0	3.0	3.0
TOTAL	3,245.3	3,296.3	3,375.3	3,404.1	3,471.1	3,544.1	3,597.1
CIVIC PARTNERS	3.0	3.0	3.0	1.0	1.0	1.0	1.0
CALGARY POLICE SERVICE	2,668.0	2,708.0	2,758.0	2,768.0	2,768.0	2,768.0	2,768.0
PLANNING, DEVELOPMENT & ASSESSMENT							
Assessment	159.2	163.2	164.2	166.2	166.2	166.2	167.2
City Wide Policy and Integration	-	-	168.0	168.0	169.0	169.0	169.0
Inspections and Permits	-	-	303.0	303.0	303.0	303.0	303.0
Local Area Planning and Implementation	-	-	80.0	80.0	80.0	81.0	81.0
Development & Building Approvals	479.5	477.5	-	-	-	-	-
Land Use Planning & Policy	103.5	106.5	-	-	-	-	-
GM - Planning, Development & Assessment	12.0	17.0	4.0	4.0	4.0	4.0	4.0
TOTAL	754.2	764.2	719.2	721.2	722.2	723.2	724.2

Supplemental Information: Operating Analysis



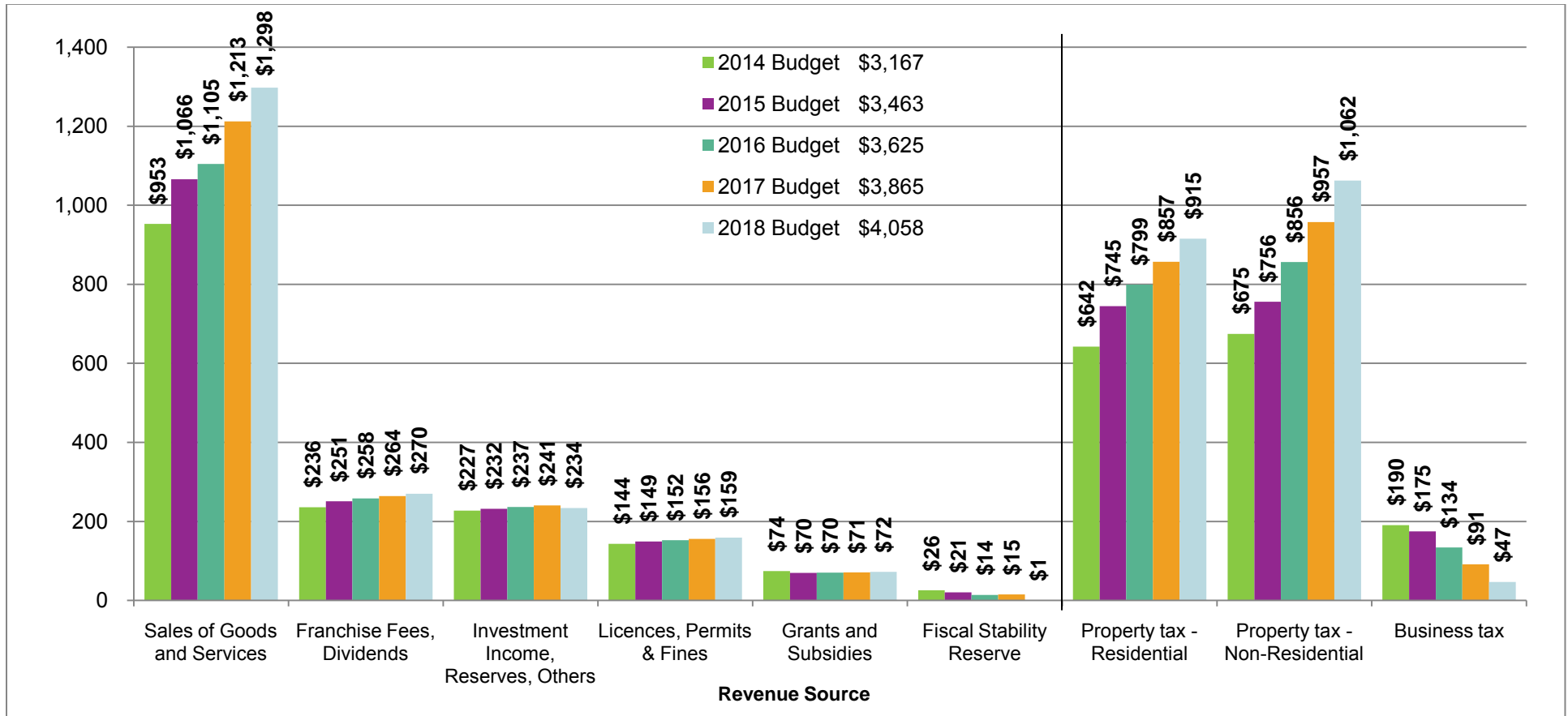
Figure 6: Full Time Equivalents by Business Unit

	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
CORPORATE SERVICES							
Corporate Properties & Buildings	203.5	211.5	212.5	221.5	221.5	221.5	221.5
Customer Service & Communications	154.4	158.4	158.4	172.4	180.4	183.4	186.4
Fleet Services	224.5	223.5	223.5	223.5	223.5	223.5	223.5
Human Resources	234.1	232.1	229.6	229.6	229.6	229.6	229.6
Information Technology	422.9	426.9	426.9	426.9	426.9	426.9	426.9
Infrastructure & Information Services	251.3	269.5	267.5	268.5	268.5	268.5	268.5
Office of Land Servicing & Housing	49.5	52.5	52.5	57.0	57.0	57.0	57.0
GM - Corporate Services	3.0	3.0	3.0	3.0	3.0	3.0	3.0
TOTAL	1,543.2	1,577.4	1,573.9	1,602.4	1,610.4	1,613.4	1,616.4
CORPORATE ADMINISTRATION							
Chief Financial Officer's Department	501.5	500.5	504.5	507.5	508.5	509.5	509.5
City Clerk's Office	58.7	58.7	59.7	61.7	62.7	63.7	63.7
City Manager's Office	22.0	22.0	22.0	28.0	28.0	28.0	28.0
Law	117.5	125.5	128.5	132.5	135.5	136.5	139.5
TOTAL	699.7	706.7	714.7	729.7	734.7	737.7	740.7
COUNCIL							
Audit Committee	1.0	1.0	1.0	1.0	1.0	1.0	1.0
City Auditor's Office	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Office of the Councillors	36.0	36.0	36.0	51.0	51.0	51.0	51.0
Office of the Mayor	10.0	10.0	10.0	10.0	10.0	10.0	10.0
TOTAL	61.0	61.0	61.0	76.0	76.0	76.0	76.0
TOTAL CITY	14,617.8	14,848.5	15,032.5	15,191.3	15,383.3	15,580.3	15,705.8
LESS: UTILITIES	(1,205.5)	(1,213.5)	(1,233.5)	(1,280.5)	(1,289.5)	(1,304.5)	(1,306.5)
TOTAL TAX-SUPPORTED	13,412.3	13,635.0	13,799.0	13,910.8	14,093.8	14,275.8	14,399.3

Note 1: 2012 and 2013 budget is based on the organization structure at that point in time. 2014 Budget is as at 2014 June 30.

Note 2: 2015-2018 budget as at 2014 June 30 with adjustments made during Council Budget Deliberation

Figure 7: Funding the 2015-2018 Operating Budget - Total City (\$ millions)

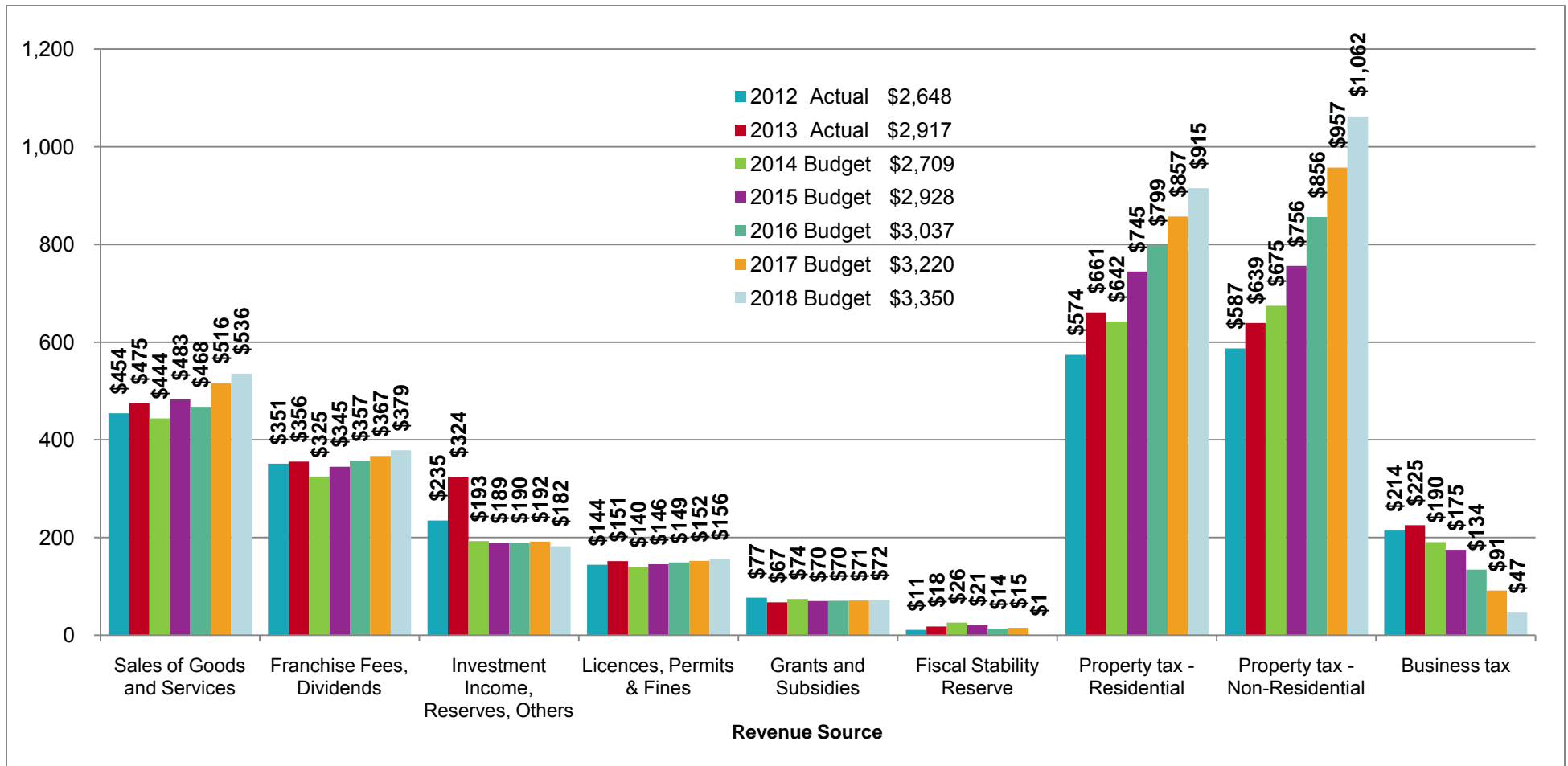


- The City of Calgary has a limited number of revenue sources with which to fund its operations. The single largest non-tax contributor to our revenues (about 31 per cent of the corporate total) is the sale of goods and services, of which approximately 57 per cent is from Utilities.
- Other funding sources include franchise fees, investment income, contributions from operating reserves, licences, permits and fines.
- The property and business tax revenues are the factors that produce a balanced budget; together they constitute 49 per cent of corporate revenue.
- On this chart the total operating funding numbers have been adjusted to remove double counting of franchise fees and dividends paid by Utilities to The City's operating fund.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.

Supplemental Information: Operating Analysis



Figure 8: Funding the 2015-2018 Operating Budget - Tax-Supported (\$ millions)



- Reliance on property tax as a revenue source is increasing, from 43.9 per cent in 2012 to 59.0 per cent in 2018, partially due to business tax consolidation.
- Business tax as a share of tax-supported revenues is declining, from 8.1 per cent in 2012 to 1.4 per cent in 2018, mainly due to business tax consolidation.
- Grants and subsidies as a portion of tax-supported revenue are declining slightly, from 2.9 per cent in 2012 to 2.2 per cent in 2018.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.

Figure 9: Summary of Tax Revenue (\$ millions)

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
Net Expenditures							
Total Budgeted Tax-Supported Expenditures	2,614.7	2,906.8	2,708.4	2,927.9	3,036.6	3,219.7	3,349.5
Less: Non-tax Revenue	(1,239.4)	(1,381.1)	(1,200.9)	(1,252.8)	(1,247.1)	(1,313.7)	(1,325.2)
Net Tax-Supported Expenditures	1,375.3	1,525.7	1,507.5	1,675.2	1,789.5	1,906.0	2,024.4
Tax Revenue							
Business Tax: Base at beginning of year	208.8	214.2	186.0	168.7	129.9	88.7	44.8
Business Tax: Growth in base	5.4	11.2	4.5	6.0	4.4	2.7	1.8
Business Tax Total	214.2	225.4	190.5	174.7	134.3	91.4	46.6
Property Tax: Base at beginning of year	1,066.6	1,161.1	1,291.2	1,393.3	1,545.3	1,700.8	1,861.2
Property Tax: Growth in base	18.5	20.9	18.5	45.1	39.5	39.3	36.4
Property Tax: Rate Increase	76.0	118.2	59.4	62.1	70.4	74.5	80.2
One-time Rebate	0.0	0.0	(52.1)	0.0	0.0	0.0	0.0
Property Tax Total	1,161.1	1,300.3	1,317.0	1,500.5	1,655.2	1,814.6	1,977.8
TOTAL TAX REVENUE	1,375.3	1,525.7	1,507.5	1,675.2	1,789.5	1,906.0	2,024.4

- Municipalities in Alberta are required under the Municipal Government Act to balance their operating budgets.
- This schedule shows the sources of tax revenue that fund The City's tax-supported budgeted net operating expenditures:
 - The base at the beginning of the year is the amount of tax that would be collected if no changes to either the tax rate or tax base occurred in that year.
 - The growth in the base is the additional tax revenue collected resulting from the increase in the physical stock of residential and non-residential space.
 - The rate increase is the additional tax revenue collected resulting from Council's property tax rate.

Supplemental Information: Operating Analysis

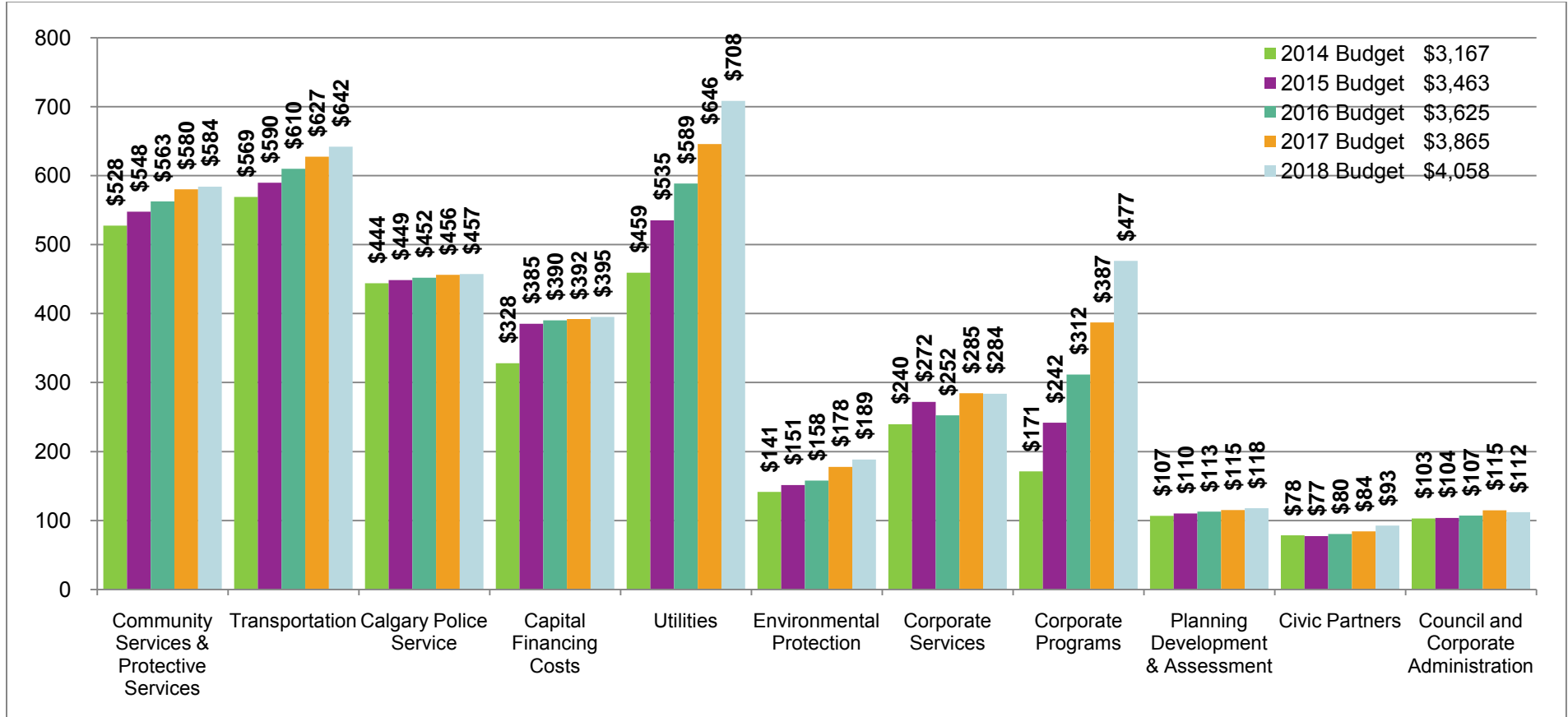


Figure 10: Business Tax Consolidation (\$ millions)

In 2012, Council approved the consolidation of the Business Tax into the non-residential property tax. Council also directed that an amount equivalent to the consolidated Business Tax be exempt from the non-residential property tax increase.

	2012	2013	2014	2015	2016	2017	2018
Business Tax	189.7	194.6	186.0	168.7	129.9	88.7	44.8
Business Tax Growth	4.9	12.1	4.4	6.1	4.4	2.7	1.8
Business Tax Consolidated into Non-Residential Property Tax	0.0	0.0	20.5	21.8	44.8	45.6	46.6
Frozen portion of the Non-Residential Property Tax	0.0	0.0	20.5	42.3	87.1	132.7	179.3

Figure 11: Spending the 2015-2018 Operating Budget - Total City (\$ millions)

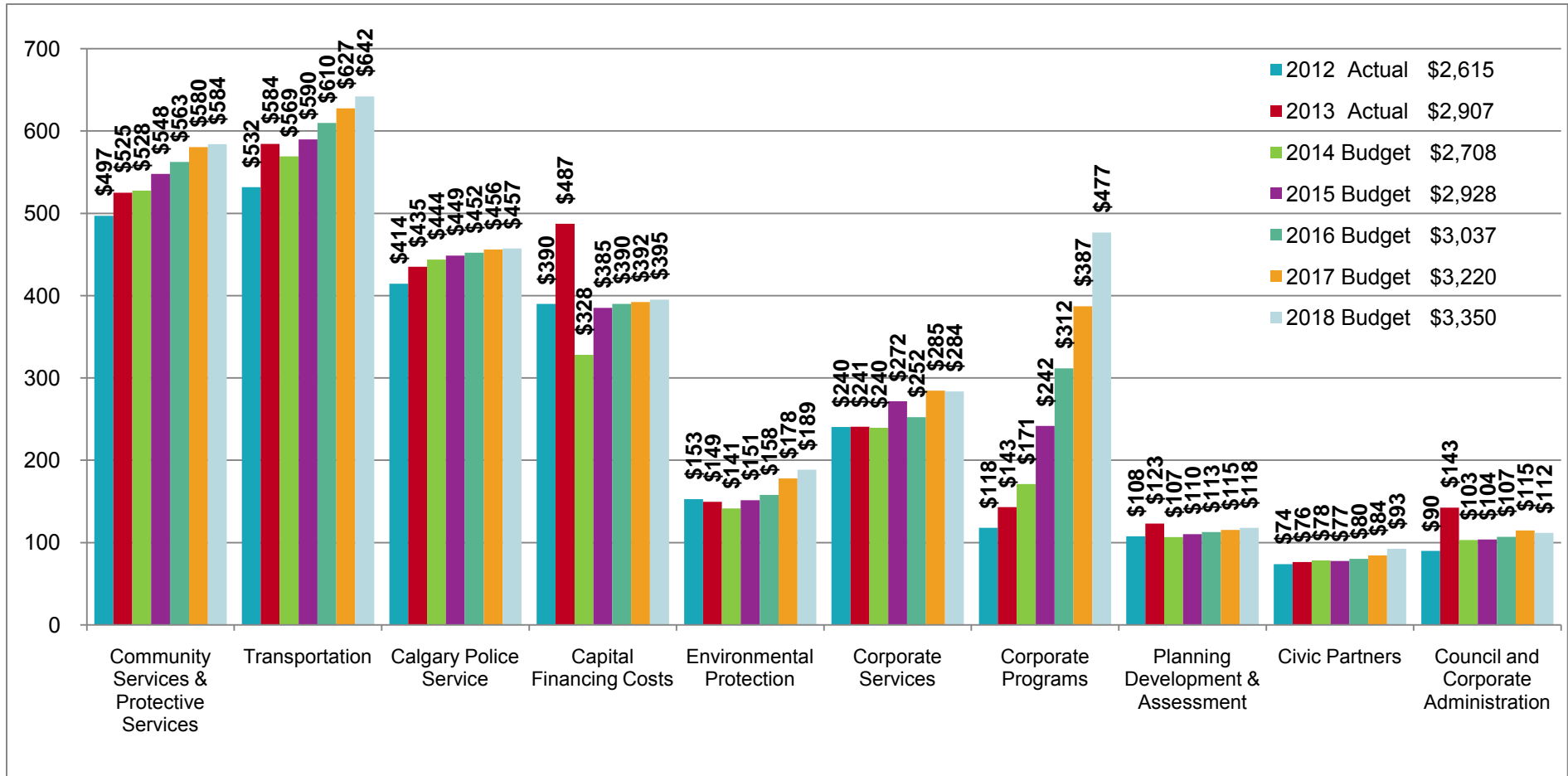


- The largest budget areas correspond to Council Priorities on frontline service delivery: Community Services & Protective Services, Transportation, Calgary Police Service, and Utilities.
- Areas of major spending are also our most people-intensive services, such as Calgary Transit and the Calgary Police Service.
- About 3 per cent of total spending is for the corporate governance functions, including Council and the corporate administration offices.
- All Utilities expenditures are covered by Utilities revenue streams. Utilities expenditures include operations and maintenance as well as capital financing costs.
- On this chart the total corporate gross expenditure numbers have been adjusted to remove double counting of franchise fees and dividends paid by Utilities to The City's operating fund.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.

Supplemental Information: Operating Analysis

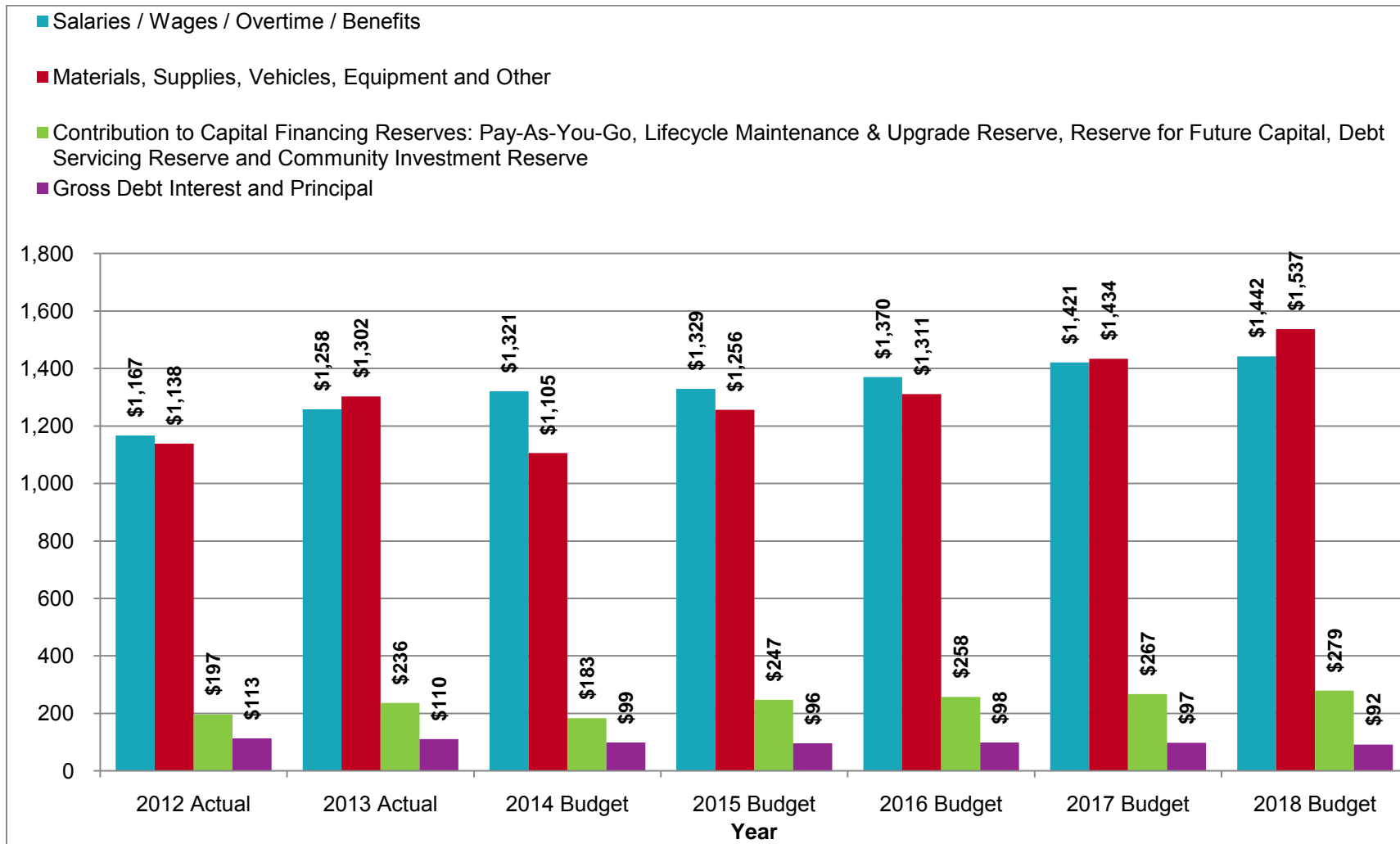


Figure 12: Tax-Supported Gross Expenditures Net of Recoveries (\$ millions)



- Areas of major spending correspond to Council Priorities: Transportation, Community Services & Protective Services.
- About 3.7 per cent of spending relates to governance functions, including Council and the corporate administration offices.
- Areas of major spending are also the most people-intensive services, such as Calgary Transit and the Calgary Police Service.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.

Figure 13: Tax-Supported Expenditure Net of Recoveries by Major Cost Components (\$ millions)

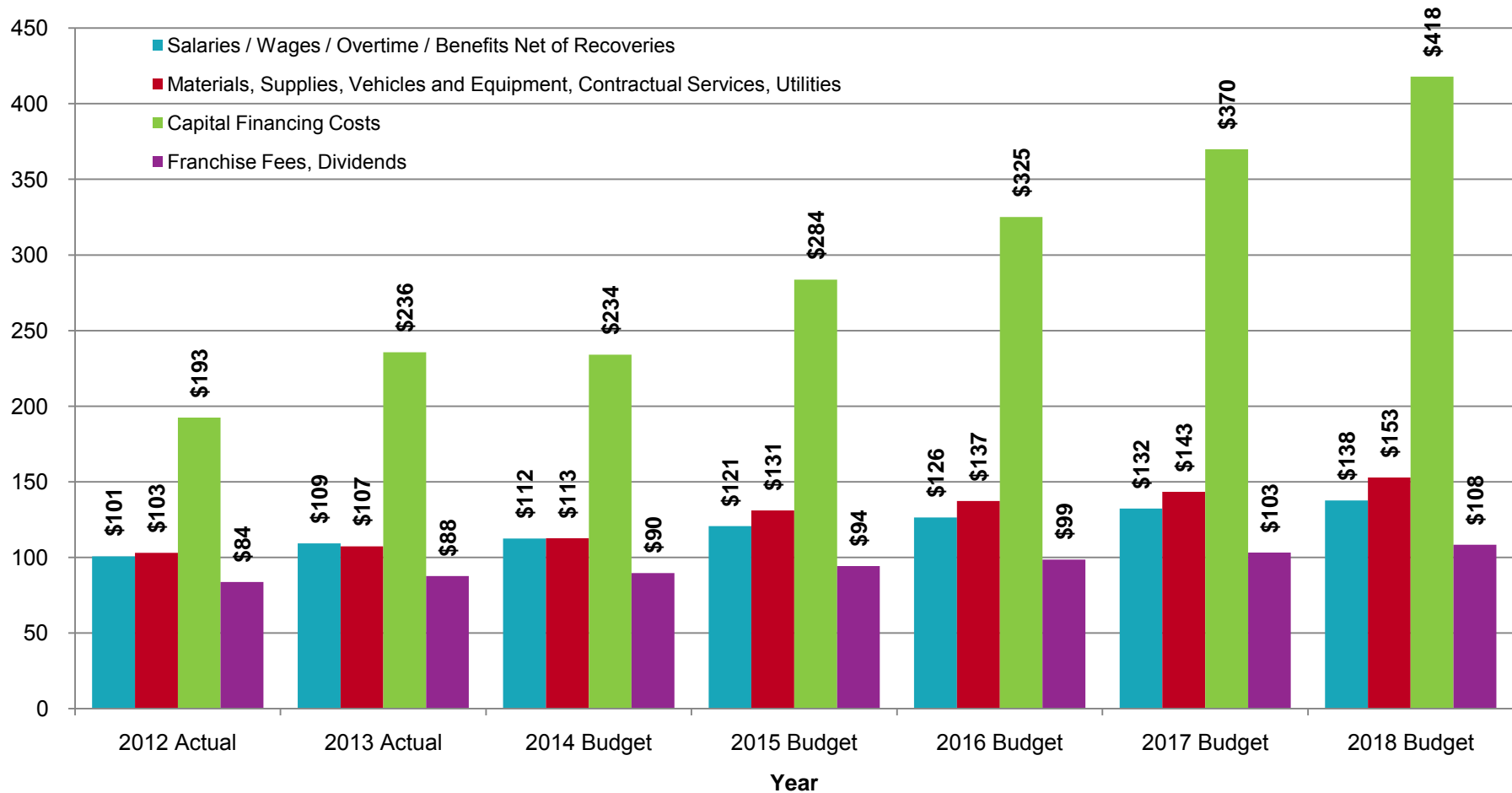


- The salaries, wages, overtime and benefits cost component is approximately 45 per cent of total tax-supported expenditures.
- Gross debt charges continue to decline as a portion of overall expenditures, from 4.3 per cent in 2012 to 2.7 per cent in 2018.
- 2014 budget as at 2014 June 30 and reflects removal of the provincial property tax.

Supplemental Information: Operating Analysis



Figure 14: Utilities Expenditures Net of Recoveries by Major Cost Components (\$ millions)



- Capital financing costs as the largest component of annual expenditures are increasing, from 40.1 per cent in 2012 to 51.2 per cent in 2018.
- Salaries, wages, overtime and benefits net of recoveries as a portion of overall spending are declining, from 21.0 per cent in 2012 to 16.9 per cent in 2018.
- 2014 budget as at 2014 June 30.

Figure 15: Operating Budget by Line of Service (\$ thousands)

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
Utilities & Environmental Protection										
Environmental Programs & Services	5,769	4,341	5,924	4,305	5,984	4,365	6,082	4,464	6,078	4,460
Safety Programs & Services	4,521	2,840	4,837	2,798	5,036	2,992	5,245	3,196	5,347	3,298
Strategic Services	2,498	2,162	3,313	3,163	3,189	3,189	3,293	3,143	3,148	3,148
Collection Services	61,030	54,905	62,681	57,102	65,450	59,861	78,251	72,651	76,779	71,169
Disposal & Processing Services	32,327	30,525	33,623	31,309	35,040	32,726	37,370	35,056	38,476	36,163
Infrastructure & Program Management	16,686	9,837	18,190	12,154	19,503	13,466	28,433	17,962	33,989	17,378
Strategic Services	7,056	7,026	9,191	9,164	9,156	9,129	9,400	9,373	9,629	9,602
Utilities Strategic Services	30,315	29,875	40,430	39,589	41,568	40,701	43,032	42,135	44,495	43,570
Infrastructure Planning	13,360	6,303	17,399	8,952	19,144	10,382	20,681	11,566	21,891	12,247
Infrastructure Delivery	13,573	4,199	15,728	4,464	16,892	4,662	17,935	4,826	18,534	4,980
Water Quality Services	12,289	11,778	13,280	12,959	14,453	14,120	14,927	14,580	15,370	15,010
Utilities Construction Services	36,796	28,940	38,498	31,048	39,396	31,728	40,367	32,455	41,293	33,151
Field Services	44,912	42,587	47,188	44,338	51,924	49,010	55,737	52,751	57,426	54,372
Water Treatment	32,882	31,872	35,979	33,873	36,675	34,908	37,432	35,592	38,141	36,233
Wastewater Treatment	41,704	41,164	50,443	49,366	52,028	50,910	55,700	54,536	64,849	63,641
Transportation										
Fleet & Infrastructure Management	162,015	154,325	171,228	163,537	177,092	169,401	181,260	173,559	187,777	180,086
Specialized Transit for Persons with Disabilities	36,464	34,420	38,391	36,348	40,957	38,914	43,300	41,257	45,137	43,094
Service Planning & Customer Service	13,521	13,521	14,936	14,936	15,054	15,054	15,074	15,074	15,074	15,074
CTrain & Bus Service	179,895	179,680	180,995	180,781	187,637	187,442	192,505	192,290	196,956	196,741
Business & Technical Support	6,154	5,727	6,100	5,980	6,393	6,273	6,699	6,579	6,908	6,788
Roadway & Bridge Infrastructure	76,977	44,706	77,849	43,113	80,324	45,088	82,954	47,219	84,495	47,760
Sidewalks & Bikeways	10,828	10,098	11,300	10,570	11,659	10,929	12,056	11,326	12,250	11,520
Snow & Ice Control & Street Sweeping	41,662	41,447	43,180	42,965	44,879	44,664	46,726	46,511	47,881	47,666
Traffic Control & Lighting	58,359	38,749	60,893	40,884	61,637	41,378	62,548	42,039	61,203	40,444

Supplemental Information: Operating Analysis



Figure 15: Operating Budget by Line of Service (\$ thousands)

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
Major Transportation Capital Projects	9,119	0	7,959	0	8,002	0	8,050	0	8,050	0
Optimizing & Improving Transportation Choice	4,085	3,813	3,862	3,590	3,160	2,888	3,165	2,893	3,156	2,884
Transportation Monitoring, Forecasting & Reporting	3,298	3,205	3,359	3,266	3,429	3,335	3,507	3,413	3,527	3,433
Transportation Planning Policy	4,214	3,427	4,261	3,473	4,312	3,524	4,368	3,580	4,390	3,603
Community Services & Protective Services										
Community & Strategic Services	4,107	4,107	4,448	4,448	4,408	4,408	4,478	4,478	4,512	4,512
Compliance Services	8,347	0	9,942	0	10,241	0	10,553	0	10,865	0
Departmental Strategic Services	3,899	3,199	3,930	3,230	3,964	3,264	3,999	3,299	4,022	3,322
Operations: Animal & General Bylaw Services	12,048	10,610	12,560	11,122	13,162	11,724	14,120	12,682	14,151	12,713
Shelter Operations	3,441	(2,060)	3,528	(1,723)	3,655	(1,626)	3,872	(1,479)	3,880	(1,571)
Emergency Management, Planning & Preparedness	3,193	3,193	3,589	3,589	3,796	3,796	3,963	3,963	3,963	3,963
Emergency Response Vehicles, Facilities & Equipment	14,246	13,971	14,731	14,456	15,371	15,096	16,002	15,727	16,515	16,240
Emergency Response & Fire Fighting	181,620	178,127	182,807	178,965	187,972	184,130	193,745	189,902	204,215	200,372
Fire, Life Safety, & Investigations	7,705	5,146	8,019	5,300	8,179	5,200	8,339	5,100	8,499	5,000
Planning, Risk Analysis, & Performance Management	13,518	10,414	14,074	10,970	14,206	11,102	14,359	11,254	14,383	11,278
Community Partnerships	5,196	5,196	5,722	5,722	5,603	5,603	6,001	6,001	5,752	5,752
Community Programs & Services	7,585	5,232	8,022	5,669	8,194	5,840	8,388	6,035	8,389	6,036
Community Social Development	14,297	7,871	15,654	9,289	16,093	9,672	16,526	10,104	16,527	10,106
Facility Development & Management	662	662	672	672	684	684	696	696	696	696
Strategy & Partnerships	38,556	12,485	39,000	13,178	39,023	13,201	39,049	13,227	39,051	13,228
City Wide Parks Services	12,661	11,033	13,963	12,334	14,218	12,590	14,503	12,874	14,574	12,945

Figure 15: Operating Budget by Line of Service (\$ thousands)

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
Parks Operations	63,606	54,127	64,045	54,566	67,341	57,862	70,773	61,294	72,473	61,794
Parks Pathway	2,503	2,478	2,564	2,540	2,602	2,577	2,644	2,619	2,794	2,769
Parks Urban Forestry	10,550	10,550	22,179	22,719	22,820	22,820	23,048	23,048	11,248	11,248
Planning & Developing the Parks System	4,429	2,255	4,377	2,204	4,465	2,292	4,565	2,392	4,565	2,392
Public Safety Communications Commander's Office	464	464	464	464	464	464	464	464	464	464
Operations	35,474	20,180	30,150	22,573	29,173	23,460	29,980	24,260	30,792	25,066
Specialized Support Services	4,839	4,839	4,940	4,940	5,571	5,571	5,642	5,642	5,656	5,656
Customer & Business Services	8,853	6,406	9,617	7,462	10,314	8,155	10,598	8,437	10,578	8,413
Golf Course Operations	10,573	353	10,722	402	10,963	492	10,993	352	10,924	95
Recreation Asset Management	2,815	1,281	2,903	1,264	3,164	1,526	3,599	1,960	3,933	2,295
Recreation Facilities, Products & Services	55,276	28,696	57,418	29,125	59,410	30,156	61,697	31,442	62,662	31,366
Sport & Culture Sector Development	8,481	7,502	9,069	8,090	9,193	8,214	9,484	8,505	9,680	8,701
Planning, Development & Assessment										
Assessment Development Services	3,462	3,460	3,547	3,545	3,644	3,642	3,753	3,751	3,895	3,893
Business Services	5,397	5,397	5,475	5,475	5,548	5,548	5,632	5,632	5,632	5,632
Customer & Governance Services	1,439	1,439	1,463	1,463	1,491	1,491	1,522	1,522	1,522	1,522
Valuation	10,027	10,027	10,541	10,415	10,863	10,737	11,229	11,103	11,229	11,103
Business Operations	18,858	18,858	20,605	(10,747)	21,171	(10,996)	21,773	(11,375)	22,231	(11,718)
Business Strategy	4,744	4,744	4,755	4,755	4,833	4,833	4,907	4,907	4,954	4,954
City Wide Strategy	6,656	6,431	7,224	6,999	7,569	7,344	7,031	6,806	7,070	6,845
Growth Management	3,976	3,976	4,152	4,152	4,169	4,169	4,338	4,338	4,588	4,588
Building Regulations	28,012	(40,710)	58,102	(12,645)	60,067	(12,979)	62,072	(13,349)	64,500	(13,373)
Customer Advisory Services	12,298	12,034	12,591	12,319	12,932	12,650	13,308	13,016	13,342	13,041
Applications & Policy	11,577	9,929	11,896	10,248	12,100	10,452	12,464	10,816	12,464	10,816
Centre City	847	847	847	847	847	847	847	847	847	847

Supplemental Information: Operating Analysis



Figure 15: Operating Budget by Line of Service (\$ thousands)

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
Corporate Services										
Real Estate Services	10,424	(3,656)	10,602	(1,903)	10,823	(1,631)	11,072	(1,383)	11,176	(1,279)
Workplace Facility Asset Management	37,217	28,880	41,946	30,159	42,814	30,997	43,589	31,741	44,246	32,368
Workspace Solutions	18,338	9,264	20,236	9,432	21,063	9,709	21,323	9,969	21,703	10,149
Creative Services	5,628	2,401	5,760	2,533	5,867	2,640	6,023	2,796	6,085	2,858
Customer Service, 311 & Research	11,508	11,142	12,107	11,741	12,945	12,579	13,822	13,456	14,362	13,996
Public & Employee Engagement & Communications	4,673	4,574	5,606	5,507	6,401	5,942	6,579	6,480	6,998	6,898
Fabrication & Welding Services	5,788	5,788	5,428	5,428	5,546	5,546	5,683	5,683	5,683	5,683
Fleet Acquisition	40,052	40,052	40,237	40,237	40,267	40,267	40,306	40,306	40,306	40,306
Fleet Maintenance & Repairs	33,717	33,717	32,971	32,971	33,215	33,215	33,484	33,484	33,484	33,484
Safety & Training Services	1,998	1,998	1,943	1,943	1,986	1,986	2,034	2,034	2,034	2,034
Corporate HR Services	18,936	11,203	19,095	11,362	19,360	11,627	19,645	11,912	19,836	12,103
HR Consulting to Business	6,848	6,296	6,923	6,371	7,092	6,540	7,269	6,717	7,460	6,908
Pay Services	4,917	4,481	5,112	4,675	5,237	4,800	5,380	4,943	5,367	4,931
HR Service Centre	6,600	5,888	6,780	6,068	6,889	6,177	6,793	6,081	6,773	6,062
Business Technology Solutions	56,169	44,053	59,917	45,701	61,330	47,114	62,503	48,287	63,294	49,078
Information and Communications Technologies	35,670	4,154	41,884	4,938	42,914	5,969	44,744	7,674	45,508	8,313
Strategic Business Technology Planning	7,227	6,774	7,091	6,638	7,106	6,653	7,123	6,670	7,123	6,670
Asset & Base Mapping	7,291	1,503	7,498	1,710	7,735	1,948	8,005	2,217	8,005	2,217
Data & Rights of Way Access	6,116	4,764	6,876	5,389	7,092	5,605	7,610	6,124	8,037	6,551
Engineering & Energy Management	90,218	1,752	90,218	1,752	90,218	1,752	90,218	1,752	90,218	1,752
Field Surveying Services	4,805	1,318	4,950	1,464	5,097	1,610	5,264	1,777	5,264	1,777
Geographic Data & Analysis	5,643	4,480	5,760	4,597	5,881	4,718	6,017	4,854	6,017	4,854

Figure 15: Operating Budget by Line of Service (\$ thousands)

Line of Service	2014		2015		2016		2017		2018	
	Exp	Net	Exp	Net	Exp	Net	Exp	Net	Exp	Net
Project & Asset Management	6,704	1,902	6,454	1,652	6,704	1,902	6,704	1,902	6,704	1,902
Affordable Housing	14,383	3,036	9,994	3,370	10,107	3,377	10,240	3,382	11,069	3,372
Land Servicing	3,588	139	3,669	149	3,681	161	3,695	174	3,695	174
Real Estate Sales & Marketing	52,120	491	76,432	537	50,014	590	74,382	650	68,305	650
Corporate Administration										
Financial Client Services	17,852	4,107	18,415	4,400	18,792	4,772	19,341	5,316	19,566	5,536
Governance Planning & Reporting	12,174	12,174	11,652	11,652	12,163	12,163	12,342	12,342	12,629	12,629
Procurement & Warehousing	26,579	6,993	27,019	7,433	27,585	7,999	28,206	8,620	28,366	8,780
Tax & Treasury Services	14,694	13,645	14,602	13,554	14,962	13,913	15,392	14,344	15,473	14,425
Administrative Services	2,791	2,691	2,884	2,785	2,954	2,854	3,050	2,951	3,106	3,007
Election & Information Services	3,132	2,838	3,136	2,895	3,409	3,079	7,401	5,530	2,901	2,660
Legislative Services	1,342	1,342	1,371	1,371	1,406	1,406	1,452	1,452	1,472	1,472
Quasi-Judicial Boards	5,922	5,164	5,967	5,209	6,127	5,369	6,248	5,491	6,431	5,674
Corporate Programs Oversight	1,341	1,341	1,037	1,037	1,037	1,037	1,037	1,037	1,037	1,037
Corporate Strategy	856	856	856	856	856	856	856	856	856	856
Flood Recovery & Resiliency	1,661	1,661	988	988	988	988	988	988	988	988
Corporate Security	10,438	4,699	12,371	6,421	13,287	7,115	14,396	7,993	14,853	8,208
Legal Services	12,525	8,298	12,783	8,336	12,867	8,420	13,199	8,752	13,360	8,913
Risk Management & Claims	24,636	4,192	28,153	1,480	29,337	1,525	30,579	1,575	31,828	1,575

Supplemental Information: Operating Analysis



Figure 16: User Fee and Utility Rate Highlights

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	Changes from 2014		2016 Budget	Changes from 2015		2017 Budget	Changes from 2016		2018 Budget	Changes from 2017	
					\$	%		\$	%		\$	%		\$	%
Transit															
Cash: Adult (age 15 to 64)	\$2.75	\$3.00	\$3.00	\$3.15	\$0.15	5.0%	\$3.25	\$0.10	3.2%	\$3.30	\$0.05	1.5%	\$3.35	\$0.05	1.5%
Youth (age 6 to 14)	\$1.75	\$1.75	\$2.00	\$2.10	\$0.10	5.0%	\$2.25	\$0.15	7.1%	\$2.35	\$0.10	4.4%	\$2.40	\$0.05	2.1%
Monthly Pass: Adult	\$94.00	\$94.00	\$96.00	\$99.00	\$3.00	3.1%	\$103.00	\$4.00	4.0%	\$105.00	\$2.00	1.9%	\$107.00	\$2.00	1.9%
Monthly Pass: Youth (September)	\$57.50	\$57.50	\$60.00	\$65.00	\$5.00	8.3%	\$70.00	\$5.00	7.7%	\$75.00	\$5.00	7.1%	\$80.00	\$5.00	6.7%
Adult Ticket Book (10)	\$27.50	\$30.00	\$30.00	\$31.50	\$1.50	5.0%	\$32.50	\$1.00	3.2%	\$33.00	\$0.50	1.5%	\$33.50	\$0.50	1.5%
Youth Ticket Book (10)	\$17.50	\$17.50	\$20.00	\$21.00	\$1.00	5.0%	\$22.50	\$1.50	7.1%	\$23.50	\$1.00	4.4%	\$24.00	\$0.50	2.1%
Adult Day Pass	\$8.25	\$9.00	\$9.00	\$9.50	\$0.50	5.6%	\$10.25	\$0.75	7.9%	\$10.75	\$0.50	4.9%	\$11.25	\$0.50	4.7%
Youth Day Pass	\$5.25	\$5.75	\$6.25	\$6.75	\$0.50	8.0%	\$7.25	\$0.50	7.4%	\$7.50	\$0.25	3.4%	\$8.00	\$0.50	6.7%
Low Income Transit Pass	\$40.00	\$44.00	\$44.00	\$44.00	\$0.00	0.0%	\$50.00	\$6.00	13.6%	\$52.00	\$2.00	4.0%	\$53.50	\$1.50	2.9%
Senior Annual Pass (Regular)	\$55.00	\$95.00	\$95.00	\$95.00	\$0.00	0.0%	\$115.00	\$20.00	21.1%	\$135.00	\$20.00	17.4%	\$155.00	\$20.00	14.8%
Senior Annual Pass (Low Income)	\$15.00	\$15.00	\$15.00	\$15.00	\$0.00	0.0%	\$25.00	\$10.00	66.7%	\$25.00	\$0.00	0.0%	\$30.00	\$5.00	20.0%
Reserve Parking: Monthly	\$70.00	\$70.00	\$70.00	\$80.00	\$10.00	14.3%	\$85.00	\$5.00	6.3%	\$90.00	\$5.00	5.9%	\$95.00	\$5.00	5.6%
Recreation Facility Admission (Adult: age 18-64)															
Ice Arenas: Prime Time per Hour ₁	\$218.95	\$229.50	\$241.40	\$252.25	\$10.85	4.5%	\$263.60	\$11.35	4.5%	\$275.45	\$11.85	4.5%	\$287.85	\$12.40	4.5%
Leisure Centres: General Admission	\$10.60	\$11.00	\$11.45	\$11.95	\$0.50	4.4%	\$12.50	\$0.55	4.6%	\$13.05	\$0.55	4.4%	\$13.65	\$0.60	4.6%
Swimming Pools: General Admission - Tier 1	\$5.35	\$5.55	\$5.75	\$6.00	\$0.25	4.3%	\$6.25	\$0.25	4.2%	\$6.55	\$0.30	4.8%	\$6.85	\$0.30	4.6%
Swimming Pools: General Admission - Tier 2	\$6.30	\$6.55	\$6.80	\$7.10	\$0.30	4.4%	\$7.40	\$0.30	4.2%	\$7.75	\$0.35	4.7%	\$8.10	\$0.35	4.5%
Swimming Pools: Annual Pool Pass - Tier 1	\$399.87	\$415.87	\$432.50	\$451.97	\$19.47	4.5%	\$472.31	\$20.34	4.5%	\$493.56	\$21.25	4.5%	\$515.77	\$22.21	4.5%
Swimming Pools: Annual Pool Pass - Tier 2	\$474.92	\$493.91	\$513.67	\$536.79	\$23.12	4.5%	\$560.94	\$24.15	4.5%	\$586.18	\$25.24	4.5%	\$612.56	\$26.38	4.5%
Footnotes:															
1) Ice arena rate provided is for the Local Amateur/Non-Profit Adult Category															

Figure 16: User Fee and Utility Rate Highlights

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	Changes from 2014		2016 Budget	Changes from 2015		2017 Budget	Changes from 2016		2018 Budget	Changes from 2017	
					\$	%		\$	%		\$	%		\$	%
Waste & Recycling Services*															
Commercial Tipping Fees/tonne	\$98.00	\$102.00	\$107.00	\$110.00	\$3.00	2.8%	\$113.00	\$3.00	2.7%	\$116.00	\$3.00	2.7%	\$119.00	\$3.00	2.6%
Blue Cart Fee/household/month	\$7.10	\$7.40	\$7.70	\$7.90	\$0.20	2.6%	\$8.10	\$0.20	2.5%	\$8.30	\$0.20	2.5%	\$8.50	\$0.20	2.4%
Waste Management Charge/household/month	\$4.50	\$4.70	\$4.90	\$4.90	\$0.00	0.0%	\$4.90	\$0.00	0.0%	\$4.90	\$0.00	0.0%	\$4.90	\$0.00	0.0%
UTILITY RATES															
Water															
Flat Rate **	\$62.87	\$67.58	\$72.57	\$74.02	\$1.45	2.0%	\$75.50	\$1.48	2.00%	\$77.01	\$1.51	2.00%	\$78.55	\$1.54	2.00%
Metered Rate - Average Monthly Charge per Household (based on projected water use)	\$41.91	\$45.05	\$48.38	\$49.02	\$0.64	1.3%	\$49.46	\$0.44	0.9%	\$49.35	(\$0.10)	-0.2%	\$48.47	(\$0.88)	-1.8%
Wastewater															
Flat Rate **	\$41.09	\$46.63	\$52.93	\$61.09	\$8.16	15.4%	\$78.00	\$16.91	27.7%	\$99.60	\$21.60	27.7%	\$127.29	\$27.69	27.8%
Metered Rate - Average Monthly Charge per Household (based on projected water use)	\$27.42	\$31.12	\$35.32	\$41.30	\$5.97	16.9%	\$48.16	\$6.86	16.6%	\$55.69	\$7.53	15.6%	\$63.75	\$8.06	14.5%
Drainage															
Stormwater Monthly Drainage Charge	\$8.36	\$8.77	\$9.20	\$10.96	\$1.76	19.1%	\$13.05	\$2.09	19.1%	\$15.54	\$2.49	19.1%	\$18.51	\$2.97	19.1%

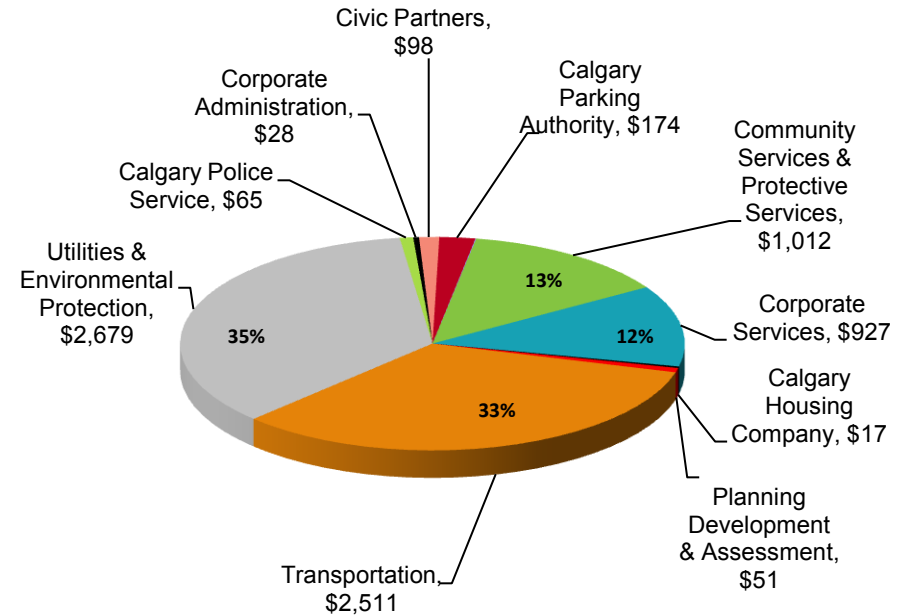
* Green Cart Rates/Fees will be added with the implementation of the program in 2017.

** currently 3% of residential accounts are decreasing due to conversion to meters.

Figure 17: Investing the 2015-2019 Capital Plan (\$millions)

The Capital Budget and the Capital Plan are two slightly different concepts. The 2015-2018 Capital Budget represents the budget of capital projects that are commencing during or before the four-year budget cycle (2015-2018). The 2015-2019 Capital Plan includes the 2015-2018 Capital Budget as well as the full budget of projects that are anticipated to commence in 2019.

- The Council approved capital budget of \$4.726 billion forms part of the five-year capital plan. The City's 2015-2019 capital plan totals \$7.562 billion. The tax-supported portion is \$5.269 billion and the Utilities portion is \$2.292 billion. In comparison, the five-year plan presented in the 2012-2016 capital plan totaled \$5.717 billion, with \$4.424 billion in tax-supported and \$1.293 billion in Utilities.
- With available funding of \$7.562 billion investment in the following major types of capital projects have been identified:
 - Transportation (\$2.511 billion)
 - Community Services & Protective Services (\$1.012 billion – \$781 million for Community Services, such as Parks and Recreation and \$231 million for protective services, such as Animal & Bylaw Services and Fire)
 - Corporate Services (\$927 million – \$187 million for Corporate Properties & Buildings, \$227 million for Fleet Services, \$303 million for Office of Land Servicing & Housing, \$143 million for Information Technology and \$67 million for other business units)
 - Environmental Protection (\$387 million)
 - Utilities (\$2.292 billion)
- Expenditures include construction, acquisition, lifecycle maintenance, replacement or upgrades of City facilities and major equipment due to growth, new services or regular use of existing assets.
- The five-year capital plan recognizes the nature and impact of multi-year projects.



2015-2019 Capital Plan : \$7,562 million

Supplemental Information: Capital Analysis



Figure 18: Capital Plan (Funded) By Department – Incremental spending by year (\$000s)

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2015-2019 TOTAL</u>
UTILITIES & ENVIRONMENTAL PROTECTION							
Approved Projects in Progress	566,198	328,380	153,516	26,392	11,190	-	519,478
Projects Requiring Approval		116,674	405,753	542,516	360,275	447,091	1,872,309
2015 - 2018 Capital Budget		445,054	559,269	568,908	371,465	447,091	2,391,787
Projects in Capital Plan for 2019 (Not Requiring Approval)						287,490	287,490
Total	566,198	445,054	559,479	568,908	371,465	734,581	2,679,277
TRANSPORTATION							
Approved Projects in Progress	612,855	555,687	111,945	6,810	-	-	674,442
Projects Requiring Approval		278,290	365,655	365,648	287,462	343,840	1,640,895
2015 - 2018 Capital Budget		833,977	477,600	372,458	287,462	343,840	2,315,337
Projects in Capital Plan for 2019 (Not Requiring Approval)						195,712	195,712
Total	612,855	833,977	477,600	372,458	287,462	539,552	2,511,049
CALGARY PARKING AUTHORITY							
Approved Projects in Progress	18,595	7,650	-	-	-	-	7,650
Projects Requiring Approval		15,616	41,885	67,810	35,170	-	160,481
2015 - 2018 Capital Budget		23,266	41,885	67,810	35,170	-	168,131
Projects in Capital Plan for 2019 (Not Requiring Approval)						5,795	5,795
Total	18,595	23,266	41,885	67,810	35,170	5,795	173,926
COMMUNITY SERVICES & PROTECTIVE SERVICES							
Approved Projects in Progress	264,108	301,864	228,099	129,937	54,442	-	714,342
Projects Requiring Approval		60,553	51,875	94,305	86,895	4,000	297,628
2015 - 2018 Capital Budget		362,417	279,974	224,242	141,337	4,000	1,011,970
Projects in Capital Plan for 2019 (Not Requiring Approval)						-	-
Total	264,108	362,417	279,974	224,242	141,337	4,000	1,011,970

Figure 18: Capital Plan (Funded) By Department – Incremental spending by year (\$000s)

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2015-2019 TOTAL</u>
CIVIC PARTNERS							
Approved Projects in Progress	243,294	57,730	-	-	-	-	57,730
Projects Requiring Approval		9,954	9,954	9,954	9,954	-	39,816
2015 - 2018 Capital Budget		67,684	9,954	9,954	9,954	-	97,546
Projects in Capital Plan for 2019 (Not Requiring Approval)						-	-
Total	243,294	67,684	9,954	9,954	9,954	-	97,546
CALGARY POLICE SERVICE							
Approved Projects in Progress	77,035	-	-	-	-	-	-
Projects Requiring Approval		7,640	14,290	14,290	14,290	-	50,510
2015 - 2018 Capital Budget		7,640	14,290	14,290	14,290	-	50,510
Projects in Capital Plan for 2019 (Not Requiring Approval)						14,290	14,290
Total	77,035	7,640	14,290	14,290	14,290	14,290	64,800
PLANNING, DEVELOPMENT & ASSESSMENT							
Approved Projects in Progress	15,732	1,000	-	-	-	-	1,000
Projects Requiring Approval		12,050	12,350	13,650	11,550	-	49,600
2015 - 2018 Capital Budget		13,050	12,350	13,650	11,550	-	50,600
Projects in Capital Plan for 2019 (Not Requiring Approval)						-	-
Total	15,732	13,050	12,350	13,650	11,550	-	50,600
CORPORATE SERVICES							
Approved Projects in Progress	515,680	239,493	27,789	10,516	910	-	278,708
Projects Requiring Approval		133,950	135,473	153,946	130,139	18,020	571,528
2015 - 2018 Capital Budget		373,443	163,262	164,462	131,049	18,020	850,236
Projects in Capital Plan for 2019 (Not Requiring Approval)						76,585	76,585
Total	515,680	373,443	163,262	164,462	131,049	94,605	926,821

Supplemental Information: Capital Analysis



Figure 18: Capital Plan (Funded) By Department – Incremental spending by year (\$000s)

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2015-2019</u> <u>TOTAL</u>
CALGARY HOUSING COMPANY							
Approved Projects in Progress	8,221	-	-	-	-	-	-
Projects Requiring Approval		4,206	6,069	2,982	3,668	-	16,925
2015 - 2018 Capital Budget		4,206	6,069	2,982	3,668	-	16,925
Projects in Capital Plan for 2019 (Not Requiring Approval)						564	564
Total	8,221	4,206	6,069	2,982	3,668	564	17,489
CORPORATE ADMINISTRATION							
Approved Projects in Progress	4,176	1,500	-	-	-	-	1,500
Projects Requiring Approval		12,600	7,500	3,500	3,000	-	26,600
2015 - 2018 Capital Budget		14,100	7,500	3,500	3,000	-	28,100
Projects in Capital Plan for 2019 (Not Requiring Approval)						-	-
Total	4,176	14,100	7,500	3,500	3,000	-	28,100

Figure 18: Capital Plan (Funded) By Department – Incremental spending by year (\$000s)

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2015-2019 TOTAL</u>
TOTAL CITY							
Approved Projects in Progress	2,325,894	1,493,304	521,349	173,655	66,542	-	2,254,850
Projects Requiring Approval		651,533	1,050,804	1,268,601	942,403	812,951	4,726,292
2015 - 2018 Capital Budget		2,144,837	1,572,153	1,442,256	1,008,945	812,951	6,981,142
Projects in Capital Plan for 2019 (Not Requiring Approval)						580,436	580,436
Total	2,325,894	2,144,837	1,572,153	1,442,256	1,008,945	1,393,387	7,561,578
UTILITIES							
Approved Projects in Progress	493,695	203,135	60,652	22,100	6,700	-	292,587
Projects Requiring Approval		141,076	372,706	486,655	332,508	435,789	1,768,734
2015 - 2018 Capital Budget		344,211	433,358	508,755	339,208	435,789	2,061,321
Projects in Capital Plan for 2019 (Not Requiring Approval)						231,119	231,119
Total	493,695	344,211	433,358	508,755	339,208	666,908	2,292,440
TAX-SUPPORTED							
Approved Projects in Progress	1,832,199	1,290,169	460,697	151,555	59,842	-	1,962,263
Projects Requiring Approval		510,457	678,098	781,946	609,895	377,162	2,957,558
2015 - 2018 Capital Budget		1,800,626	1,138,795	933,501	669,737	377,162	4,919,821
Projects in Capital Plan for 2019 (Not Requiring Approval)						349,317	349,317
Total	1,832,199	1,800,626	1,138,795	933,501	669,737	726,479	5,269,138

Supplemental Information: Capital Analysis



Figure 19 - Operating Costs of Capital (Incremental) (\$000s)

	Operating Costs of New Capital Requests				Operating Costs of Previously Approved Capital				Total Operating Costs of Capital			
	Budget				Budget				Budget			
	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018
UTILITIES & ENVIRONMENTAL PROTECTION												
Environmental Safety Management	33	27	0	0	67	0	0	0	100	27	0	0
Waste & Recycling Services	0	96	395	0	476	184	6,776	5,241	476	280	7,171	5,241
Utilities (Water Resources and Water Services)	554	5,324	6,530	4,982	7,895	1,466	2,623	3,717	8,449	6,790	9,153	8,699
GM - Utilities & Environmental Protection	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL UTILITIES & ENVIRONMENTAL PROTECTION	587	5,447	6,925	4,982	8,438	1,650	9,399	8,958	9,025	7,097	16,324	13,940
TRANSPORTATION												
Calgary Transit	0	805	358	2,300	1,758	1,120	0	0	1,758	1,925	358	2,300
Roads	375	386	397	408	175	0	0	0	550	386	397	408
Transportation Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0
Transportation Planning	0	0	0	0	0	0	0	0	0	0	0	0
GM - Transportation	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL TRANSPORTATION	375	1,191	755	2,708	1,933	1,120	0	0	2,308	2,311	755	2,708
COMMUNITY SERVICES & PROTECTIVE SERVICES												
Animal & Bylaw Services	0	0	0	0	360	360	720	0	360	360	720	0
Community & Neighbourhood Services	0	0	0	0	0	0	0	0	0	0	0	0
Fire	0	440	780	9,580	1,400	4,900	5,200	9,600	1,400	5,340	5,980	19,180
Parks	0	175	250	200	0	0	0	0	0	175	250	200
Public Safety Communications	0	0	0	0	600	650	0	0	600	650	0	0
Recreation	0	0	0	0	0	0	0	0	0	0	0	0
GM - Community Services & Protective Services	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMMUNITY SERVICES & PROTECTIVE SERVICES	0	615	1,030	9,780	2,360	5,910	5,920	9,600	2,360	6,525	6,950	19,380
CIVIC PARTNERS	0	0	0	0	0	0	1,200	5,500	0	0	1,200	5,500

Figure 19 - Operating Costs of Capital (Incremental) (\$000s)

	Operating Costs of New Capital Requests				Operating Costs of Previously Approved Capital				Total Operating Costs of Capital			
	Budget				Budget				Budget			
	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018
CALGARY POLICE SERVICE	0	0	0	0	0	0	0	0	0	0	0	0
PLANNING, DEVELOPMENT & ASSESSMENT												
Assessment	0	0	0	0	0	0	0	0	0	0	0	0
City Wide Policy & Integration	0	0	0	0	0	0	0	0	0	0	0	0
Inspections & Permit Services	0	0	0	0	0	0	0	0	0	0	0	0
Local Area Planning & Implementation	0	0	0	0	0	0	0	0	0	0	0	0
GM - Planning, Development & Assessment	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PLANNING, DEVELOPMENT & ASSESSMENT	0	0	0	0	0	0	0	0	0	0	0	0
CORPORATE SERVICES												
Corporate Properties & Buildings	175	200	150	100	225	0	0	0	400	200	150	100
Customer Service & Communications	125	0	75	63	125	0	0	0	250	0	75	63
Fleet Services	0	0	0	0	0	0	0	0	0	0	0	0
Human Resources	0	0	220	7	0	0	0	0	0	0	220	7
Information Technology	506	918	807	905	0	0	0	0	506	918	807	905
Infrastructure & Information Services	505	0	170	0	125	0	0	0	630	0	170	0
Office of Land Servicing & Housing	0	0	0	0	0	0	0	0	0	0	0	0
GM - Corporate Services	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL CORPORATE SERVICES	1,311	1,118	1,422	1,075	475	0	0	0	1,786	1,118	1,422	1,075
CORPORATE ADMINISTRATION												
Chief Financial Officer's Department	45	45	95	100	0	0	0	0	45	45	95	100
City Clerk's Office	15	1	1	1	0	0	0	0	15	1	1	1
City Manager's Office	0	0	0	0	0	0	0	0	0	0	0	0
Law	1,447	450	857	125	70	0	0	0	1,517	450	857	125
TOTAL CORPORATE ADMINISTRATION	1,507	496	953	226	70	0	0	0	1,577	496	953	226
TOTAL CITY	3,780	8,867	11,085	18,771	13,276	8,680	16,519	24,058	17,056	17,547	27,604	42,829
Less: UTILITIES	(554)	(5,324)	(6,530)	(4,982)	(7,895)	(1,466)	(2,623)	(3,717)	(8,449)	(6,790)	(9,153)	(8,699)
TOTAL TAX-SUPPORTED	3,226	3,543	4,555	13,789	5,381	7,214	13,896	20,341	8,607	10,757	18,451	34,130

Note: The operating costs of capital added to the base budgets between 2015 and 2018 total \$105 million, of which \$71.9 million is tax-supported and \$33.1 million is Utilities.



Figure 20: Investing the 2015-2019 Tax-Supported Capital Plan (\$millions)

The City's 2015-2019 Capital Plan totals \$7.562 billion. The tax-supported portion is \$5.269 billion and the utilities portion is \$2.292 billion.

The 2015-2019 tax-supported capital plan of \$5.269 billion includes all business units except the Utilities.

For comparison, the 2012-2016 tax-supported capital plan totalled \$4.424 billion.

The \$5.269 billion tax-supported capital plan is for the following major capital project areas:

- Transportation (\$2.511 billion - \$1.645 billion for Transportation Infrastructure, \$532 million for Calgary Transit and \$334 million for Roads)
- Community & Protective Services (\$1.012 billion - \$360 million for Parks and Recreation, \$421 million for Community & Neighbourhood Services and \$231 million for protective services)
- Environmental Protection (\$387 million - \$382 million for Waste & Recycling Services and \$4 million for Environmental & Safety Management)
- Corporate Services (\$927 million – \$187 million for Corporate Properties & Buildings, \$227 million for Fleet Services, \$303 million for Office of Land Servicing & Housing, \$143 million for Information Technology and \$67 million for other business units)

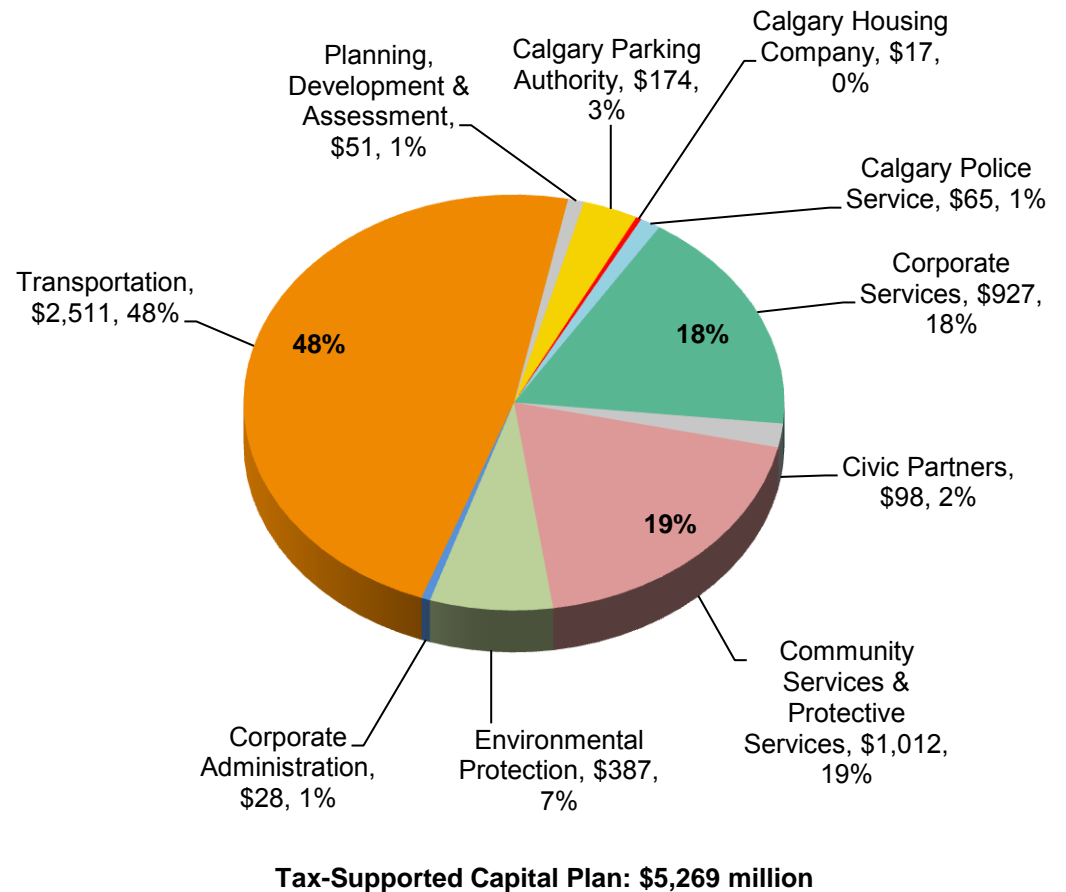


Figure 21: Tax-Supported Capital Plan Funding Sources (\$millions)

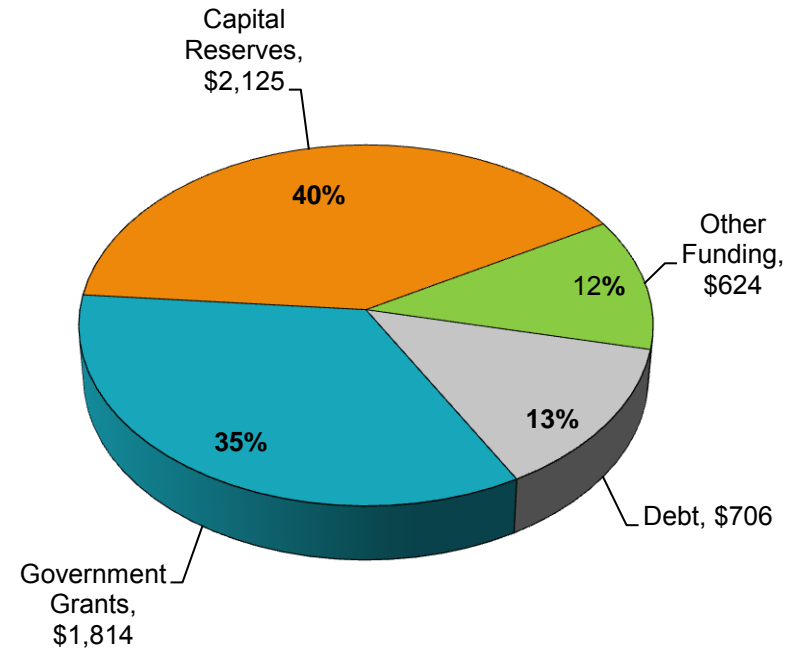
For the capital projects identified within the five-year capital planning process, monies provided by government grants comprise on average 35 per cent of the tax-supported capital plan while capital reserves, debentures and other sources comprise on average 40 per cent, 13 per cent and 12 per cent respectively.

The government grants of \$1.814 billion primarily include Municipal Sustainability Initiative (\$662 million) and related bridge financing, Basic Municipal Transportation Grant (BMTG) (\$692 million), Federal Gas Tax Fund (GTF) (\$316 million), the Green Transit Incentives Program (GreenTRIP) (\$112 million) and other (\$32 million). MSI monies are used to fund transportation, recreational, cultural and protective services projects, GreenTRIP monies to fund Transit projects, while the other monies are used primarily to fund transportation projects.

The City has set up reserves to fund specific capital projects such as landfill, storm sewer upgrade, downtown improvements, legacy parks and lifecycle maintenance and upgrades. Contributions from capital reserves are \$2.125 billion.

Debt borrowing of \$706 million is another funding source for capital expenditures in Fleet Services, Office of Land Servicing & Housing, Waste & Recycling Services, Calgary Housing Company, Corporate Properties & Buildings, Parks (cemeteries), Recreation (golf courses), and Roads.

Other funding sources such as Contributions from Developers, Contributions from the Calgary Parking Authority and Acreage Assessments totalled \$624 million mainly to fund transportation projects.



Funding the Tax-Supported Capital Plan: \$5,269 million

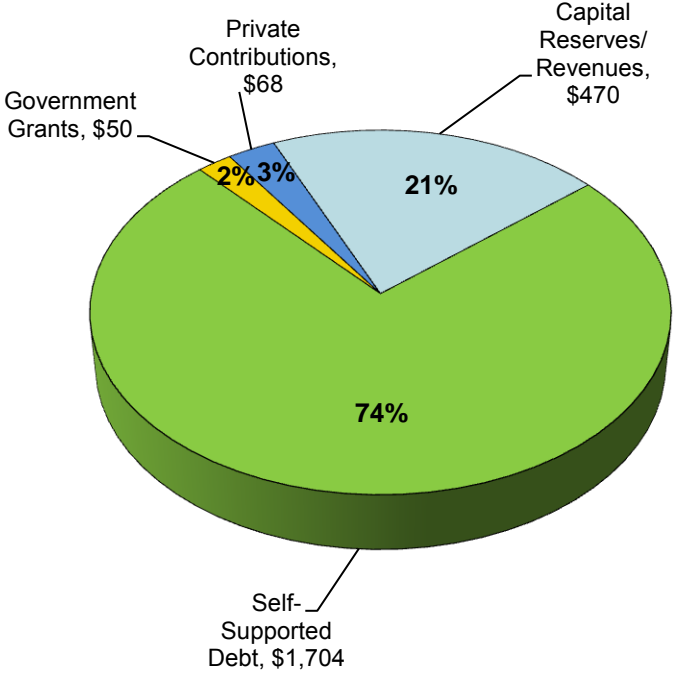
Supplemental Information: Capital Analysis



Figure 22: Utilities Capital Plan and Funding Sources (\$millions)

The 2015-2019 Capital Plan for Utilities is \$2.292 billion. For comparison, the 2012-2016 Utilities Capital Plan totalled \$1.293 billion.

74% of capital projects within the utilities five-year capital plan are funded through self-supported debt and 21% through capital reserves/revenues.



Funding the Utilities Capital Plan: \$2,292 million

Figure 23: Major Sources of Capital Funding

Source or type of funding	Description	2015-2019 Capital Plan (\$millions)
Municipal Sustainability Initiative (MSI)	Provincial ten year (2007/2008 – 2016/2017) grant for transportation, recreation, cultural and protective service projects. MSI in the 2015-2019 capital plan includes bridge financing. Some of the projects funded by this grant are – West LRT and extensions to the existing LRT lines; Light Rail Vehicles (LRV); Recreation Centers; Calgary Police Headquarter acquisition. The province has allowed the City to use debt to bridge finance projects against future MSI allocations.	\$662
Basic Municipal Transportation Grant (BMTG)	Provincial fuel tax revenue-sharing program started in 2000 for transportation-related projects. Some of the projects funded by this grant are – NW LRT extension; Light Rail vehicle purchase; Fire Stations and Emergency operating centers; Roads and street improvements; The new funding for the program was put in place and it is based on an historic 43% of the annual provincial taxable fuel sales delivered to the Calgary and Edmonton, and the allocation being 55% to Calgary and 45% to Edmonton.	\$692
Federal Gas Tax Fund	Federal five year program announced in 2005 supporting the development of environmentally sustainable municipal infrastructure while protecting and improving the quality of the environment, such as public transit systems, water and wastewater system, solid waste management. The program provides permanent funding for the City of Calgary and the new funding for the 2014 has been confirmed by the province to be \$62.4 million and the new agreement has been signed.	\$316
Green Transit Incentive Program (GreenTRIP)	Federal capital grant program (2006 -2015) dedicated to public transit projects for municipally owned and provincially recognized public transit system to maintain or enhance economic social and cultural opportunity and well being for the region. The public transit capital projects are eligible for cost-sharing, generally on a maximum 66 2/3 % Government of Alberta and a minimum of 33 1/3 % proponent basis. The City of Calgary is eligible for \$640 million (60% of the \$800M) allocated to Calgary Region. To date, three projects, i.e West LRT, LRT vehicle purchase and SETWAY southeast transit way (green line) construction, have been approved by the province for the total of \$473 million GreenTRIP funding.	\$112
Debt	Self-supported debts, which are held by Alberta Capital Finance Authority, are structured to match available cash flow to debt servicing funded through user fees. Total of \$2.17 billion for 2015-2019 Capital Plan. Tax-supported debt, the majority of \$240 million is for four recreation centres.	\$2,410



Figure 23: Major Sources of Capital Funding

Source or type of funding	Description	2015-2019 Capital Plan (\$millions)
Pay-As-You-Go	The City allocates from its operating budget to fund capital projects.	\$435
Lifecycle Maintenance & Upgrade Reserve	2.6% of annual residential property taxes provide funds for maintenance and upgrades of capital assets. The \$10.2 million annual tax room is transferred to Lifecycle Maintenance & Upgrade Reserve (LMUR) starting 2012, and this amount is committed to various projects up to 2017. An additional \$52.1 million tax room was being transfer to LMUR in 2013 for flood related projects and annually starting from 2015; it is committed to fund the Green Line Transitway from 2015 to 2024.	\$776
Business Units' Reserves	City policy requires Council approval to establish reserves. These reserves are created to fund specific projects, such as Landfill Closure and Storm Sewer Upgrade reserves.	\$1,157
Community Investment Reserve	Council directed Administration to allocate GST savings of \$8.9 million annually to fund community amenities. Council approved \$42 million annual contribution (re: 2011 provincial property tax room) to be transferred to fund community infrastructure.	\$175
Transportation Acreage Assessment	The City charges a transportation levy in growth areas to fund new roads in these areas.	\$329

Figure 24: Capital Plan (Funded) by Project Type (\$millions)

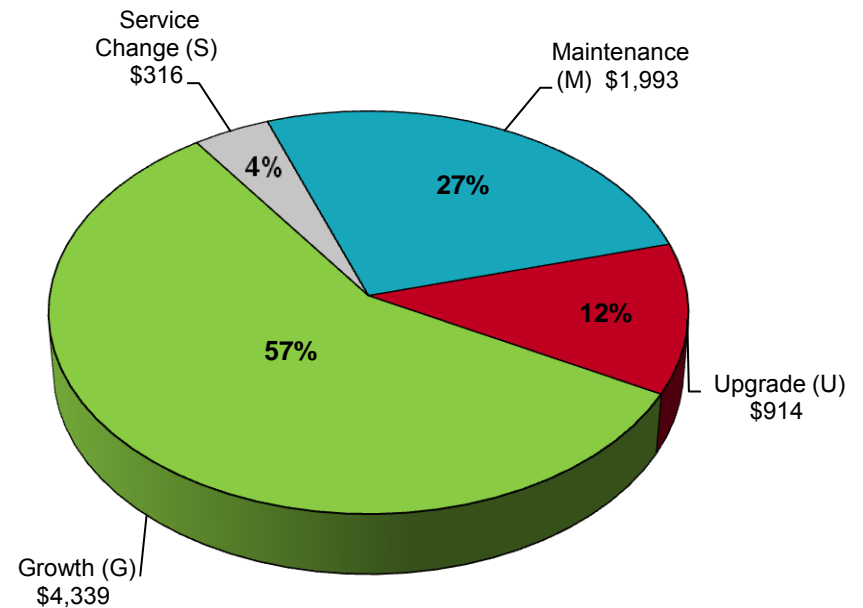
The four categories of project types are:

M Maintenance/Replacement – rehabilitation of existing infrastructure due to obsolescence, safety concerns, age, or condition of the infrastructure.

U Upgrade – improvement of existing infrastructure with new assets that constitute improved functionality, reliability or compatibility. These changes are driven by legislation, technological innovations, changing public needs and expectations, change in the environment or changes in potential risk.

G Growth of infrastructure to service Calgary’s growth, in both population and area, demographic changes, and economic expansion. It includes “downstream” projects such as transportation improvements that are necessitated primarily by growth at the periphery of the city.

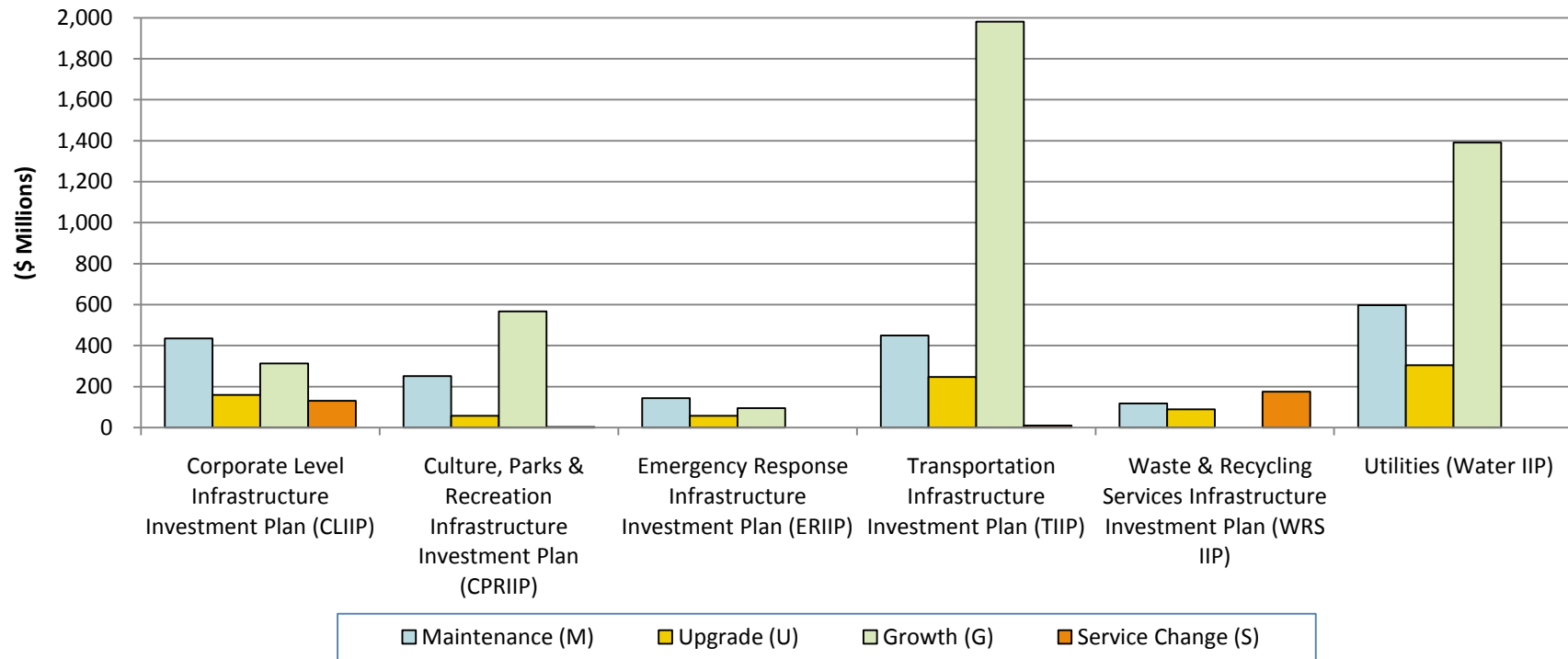
S Service Change – new infrastructure associated with a Council decision to provide a new or expanded level of service. This is driven primarily by changing public expectations or legislation.



**Total City Capital Plan: \$7,562 million
2015 - 2019**



Figure 25: Capital Plan (Funded) by Project Type and Infrastructure Investment Plan (IIP)



**Total Capital Plan: \$7,562 million
2015 - 2019**

Note:

- CLIIP comprises Corporate Services, Environmental Safety Management, Planning, Development & Assessment, Corporate Administration.
- CPRIIP comprises Community Services and Civic Partners.
- ERIIP comprises Protective Services and Calgary Police Service.
- TIIP comprises Transportation and Calgary Parking Authority.
- WRS IIP comprises Waste & Recycling Services.
- Water IIP comprises Water Resources and Water Services.

Figure 26: 2015- 2019 Capital Plan by Business Unit (Funded) (\$000s)

	2015	2016	2017	2018	2019	TOTAL
UTILITIES & ENVIRONMENTAL PROTECTION						
Environmental & Safety Management	585	1,190	1,116	1,507	-	4,398
Waste & Recycling Services	100,258	124,721	59,037	30,750	67,673	382,439
Utilities	344,211	433,358	508,755	339,208	666,908	2,292,440
TOTAL UTILITIES & ENVIRONMENTAL PROTECTION	445,054	559,269	568,908	371,465	734,581	2,679,277
TRANSPORTATION						
Calgary Transit	212,351	135,480	54,573	53,997	75,787	532,188
Roads	110,990	59,625	59,725	55,965	47,865	334,170
Transportation Infrastructure	510,636	282,495	258,160	177,500	415,900	1,644,691
TOTAL TRANSPORTATION	833,977	477,600	372,458	287,462	539,552	2,511,049
Calgary Parking Authority	23,266	41,885	67,810	35,170	5,795	173,926
COMMUNITY SERVICES & PROTECTIVE SERVICES						
Community & Neighbourhood Services	180,746	143,387	89,842	7,510	-	421,485
Parks	46,192	57,328	46,621	60,197	-	210,338
Recreation	59,732	34,705	29,908	24,869	-	149,214
Community Services	286,670	235,420	166,371	92,576	-	781,037
Animal and Bylaw Services	2,218	921	371	171	-	3,681
Fire	63,482	39,675	52,535	45,250	4,000	204,942
Public Safety Communications	10,047	3,958	4,965	3,340	-	22,310
Protective Services	75,747	44,554	57,871	48,761	4,000	230,933
TOTAL COMMUNITY SERVICES & PROTECTIVE SERVICES	362,417	279,974	224,242	141,337	4,000	1,011,970
CIVIC PARTNERS						
Capital Investment in Civic Partners	6,637	6,637	6,637	6,637	-	26,548
Calgary Public Library	58,137	3,137	3,137	3,137	-	67,548
Calgary TELUS Convention Centre	180	180	180	180	-	720
Culture Related Infrastructure	2,730	-	-	-	-	2,730
TOTAL CIVIC PARTNERS	67,684	9,954	9,954	9,954	-	97,546
Calgary Police Service	7,640	14,290	14,290	14,290	14,290	64,800

Supplemental Information: Capital Analysis



Figure 26: 2015- 2019 Capital Plan by Business Unit (Funded) (\$000s)

	2015	2016	2017	2018	2019	TOTAL
PLANNING, DEVELOPMENT & ASSESSMENT						
Assessment	4,800	2,700	3,400	4,700	-	15,600
City Wide Policy & Integration	7,950	9,350	9,950	6,550	-	33,800
Local Area Planning & Implementation	300	300	300	300	-	1,200
TOTAL PLANNING, DEVELOPMENT & ASSESSMENT	13,050	12,350	13,650	11,550	-	50,600
CORPORATE SERVICES						
Corporate Properties & Buildings	65,028	40,950	35,220	33,230	12,920	187,348
Customer Service & Communications	6,000	6,350	6,950	5,650	4,950	29,900
Fleet Services	55,520	47,055	35,600	43,153	45,298	226,626
Human Resources	-	1,200	500	-	-	1,700
Information Technology	27,704	23,859	31,132	28,701	31,437	142,833
Infrastructure & Information Services	19,426	8,160	5,000	2,700	-	35,286
Office of Land Servicing & Housing	199,765	35,688	50,060	17,615	-	303,128
TOTAL CORPORATE SERVICES	373,443	163,262	164,462	131,049	94,605	926,821
Calgary Housing Company	4,206	6,069	2,982	3,668	564	17,489
CORPORATE ADMINISTRATION						
Chief Financial Officer	7,400	3,700	2,000	1,300	-	14,400
City Clerk's Office	1,300	1,800	-	-	-	3,100
Law	5,400	2,000	1,500	1,700	-	10,600
TOTAL CORPORATE ADMINISTRATION	14,100	7,500	3,500	3,000	-	28,100
TOTAL CITY	2,144,837	1,572,153	1,442,256	1,008,945	1,393,387	7,561,578

Figure 27: 2015 - 2019 Capital Project Listing (Funded)

Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management											
815	12F	Technology	C	U	0	425	530	316	592	0	1,863
815	14F	Environmental Programs	C	U	0	160	660	800	915	0	2,535
Total					0	585	1,190	1,116	1,507	0	4,398
UTILITIES & ENVIRONMENTAL PROTECTION: Waste & Recycling Services											
256	000	Landfill/Treatment Infrastructure	A	M	20,110	24,059	24,630	294	4,490	0	53,473
256	000	Landfill/Treatment Infrastructure	C	M	0	0	6,139	22,323	13,428	1,022	42,912
256	000	Landfill/Treatment Infrastructure	D	M	0	0	0	0	0	20,889	20,889
257	000	Diversion Infrastructure	A	S	21,246	51,868	81,454	8,367	0	0	141,689
257	000	Diversion Infrastructure	C	S	0	0	568	21,481	1,284	0	23,333
257	000	Diversion Infrastructure	D	S	0	0	0	0	0	10,604	10,604
258	000	Facilities & Equipment	A	U	28,444	24,331	6,667	731	0	0	31,729
258	000	Facilities & Equipment	C	U	0	0	5,263	5,841	11,548	10,280	32,932
258	000	Facilities & Equipment	D	U	0	0	0	0	0	24,878	24,878
Total					69,800	100,258	124,721	59,037	30,750	67,673	382,439
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019											
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change											

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
UTILITIES & ENVIRONMENTAL PROTECTION: Utilities											
891	000	Water Treatment Plants	A	M	0	5,600	0	0	0	0	5,600
891	000	Water Treatment Plants	C	M	0	23,823	42,859	50,482	12,372	0	129,536
891	000	Water Treatment Plants	D	M	0	0	0	0	0	15,368	15,368
892	000	Water Distribution Network	A	M	0	3,700	0	0	0	0	3,700
892	000	Water Distribution Network	C	M	0	39,483	53,563	73,609	68,402	78,314	313,371
892	000	Water Distribution Network	D	M	0	0	0	0	0	63,557	63,557
894	000	Wastewater Treatment Plants	A	G	0	74,638	133,780	213,371	142,368	278,743	842,900
894	000	Wastewater Treatment Plants	C	G	0	24,555	20,757	10,342	10,266	0	65,920
894	000	Wastewater Treatment Plants	D	G	0	0	0	0	0	42,681	42,681
895	000	Wastewater Collection Network	A	G	0	48,277	58,640	13,430	0	0	120,347
895	000	Wastewater Collection Network	C	G	0	32,575	54,124	62,201	53,615	60,480	262,995
895	000	Wastewater Collection Network	D	G	0	0	0	0	0	56,771	56,771
897	000	Drainage Facilities & Network	A	U	0	8,811	0	0	0	0	8,811
897	000	Drainage Facilities & Network	C	U	0	26,244	38,358	63,883	42,063	18,252	188,800
897	000	Drainage Facilities & Network	D	U	0	0	0	0	0	42,488	42,488
899	000	Facilities, Equipment & Technology	A	U	0	6,857	0	0	0	0	6,857
899	000	Facilities, Equipment & Technology	C	U	0	9,580	15,077	13,877	7,962	0	46,496
899	000	Facilities, Equipment & Technology	D	U	0	0	0	0	0	10,254	10,254
952	001	Flood-Water	C	M	0	5,400	5,400	3,240	1,080	0	15,120
952	002	Flood-Wastewater	C	M	0	6,210	5,400	3,240	1,080	0	15,930
952	003	Flood-Drainage	C	M	0	28,458	5,400	1,080	0	0	34,938
Total					0	344,211	433,358	508,755	339,208	666,908	2,292,440
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change											

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
TRANSPORTATION: Calgary Transit											
563	001	Primary Transit Network Optimization	C	U	0	1,000	1,000	1,000	1,000	0	4,000
563	001	Primary Transit Network Optimization	D	U	0	0	0	0	0	1,000	1,000
564	001	Access Calgary Technology	C	M	0	500	950	950	950	0	3,350
564	001	Access Calgary Technology	D	M	0	0	0	0	0	950	950
564	002	Transit Customer Service Tech. (Lifecycle)	C	M	0	1,450	1,325	1,325	1,325	0	5,425
564	002	Transit Customer Service Tech. (Lifecycle)	D	M	0	0	0	0	0	1,325	1,325
655	07W	Traction Power 4-Car Upgrades	A	U	3,515	19,500	10,000	0	0	0	29,500
655	14W	LRT Lifecycle Asset Management	C	M	0	6,000	10,700	8,700	10,700	0	36,100
655	14W	LRT Lifecycle Asset Management	D	M	0	0	0	0	0	8,700	8,700
655	17W	Rail Syst Lifecycle Asset Mgmt	C	M	0	1,730	3,250	3,250	3,250	0	11,480
655	17W	Rail Syst Lifecycle Asset Mgmt	D	M	0	0	0	0	0	3,250	3,250
656	04W	Buildings Lifecycle Asset Mgmt	A	M	5,364	250	0	0	0	0	250
656	04W	Buildings Lifecycle Asset Mgmt	C	M	0	1,600	2,500	2,500	2,500	0	9,100
656	04W	Buildings Lifecycle Asset Mgmt	D	M	0	0	0	0	0	2,500	2,500
656	10W	Westbrook Building	A	G	9,237	12,500	12,500	0	0	0	25,000
656	12W	Major Mtn Facilities Upgrades	A	U	25,925	64,000	0	0	0	0	64,000
656	12W	Major Mtn Facilities Upgrades	C	U	0	0	6,000	2,000	2,000	0	10,000
656	307	LRT Stations & Aux Bldgs Upgr	A	U	3,539	2,100	0	0	0	0	2,100
656	307	LRT Stations & Aux Bldgs Upgr	C	U	0	1,100	1,425	1,425	1,425	0	5,375
656	307	LRT Stations & Aux Bldgs Upgr	D	U	0	0	0	0	0	1,425	1,425
657	01W	Bus Refurbishment	C	M	0	4,200	3,400	4,000	3,200	0	14,800

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
TRANSPORTATION: Calgary Transit											
657	01W	Bus Refurbishment	D	M	0	0	0	0	0	5,300	5,300
657	02W	LRV Refurbishment	C	M	0	5,000	7,550	8,543	8,767	0	29,860
657	02W	LRV Refurbishment	D	M	0	0	0	0	0	6,000	6,000
657	03W	Fleet & Equipment	C	M	0	700	700	700	700	0	2,800
657	03W	Fleet & Equipment	D	M	0	0	0	0	0	700	700
658	000	Transit Realibility	A	U	3,101	2,000	2,000	2,000	0	0	6,000
664	07W	LRV Purchases	A	G	50,750	51,000	54,000	0	0	0	105,000
664	07W	LRV Purchases	D	G	0	0	0	0	0	24,457	24,457
665	02W	Big Buses/Community Shuttle Buses	A	G	53,655	29,821	0	0	0	0	29,821
665	02W	Big Buses/Community Shuttle Buses	C	G	0	0	17,330	17,330	17,330	0	51,990
665	02W	Big Buses/Community Shuttle Buses	D	G	0	0	0	0	0	19,330	19,330
668	01W	Fare Collection Equipment & System	C	U	0	550	850	850	850	0	3,100
668	01W	Fare Collection Equipment & System	D	U	0	0	0	0	0	850	850
668	02W	Fare Collection Equipment & System	A	U	4,566	7,350	0	0	0	0	7,350
Total					159,652	212,351	135,480	54,573	53,997	75,787	532,188
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**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
TRANSPORTATION: Roads											
126	101	Commuter Cycle Pathway	A	G	6,960	11,500	0	0	0	0	11,500
126	103	City Wide Active Modes Program	C	G	0	3,850	3,850	2,000	2,000	0	11,700
126	103	City Wide Active Modes Program	D	G	0	0	0	0	0	3,000	3,000
127	130	New Traffic Signals and Pedestrian Corridors	C	G	0	1,950	1,950	1,950	2,450	0	8,300
127	130	New Traffic Signals and Pedestrian Corridors	D	G	0	0	0	0	0	2,450	2,450
127	140	Various Street Improvements	A	U	7,310	3,980	0	0	0	0	3,980
127	140	Various Street Improvements	C	U	0	2,500	3,000	3,000	3,000	0	11,500
127	140	Various Street Improvements	D	U	0	0	0	0	0	3,000	3,000
127	141	Safety Improvements	C	G	0	1,000	1,000	1,000	1,000	0	4,000
127	141	Safety Improvements	D	G	0	0	0	0	0	1,000	1,000
127	150	Traffic Congestion Relief	A	U	3,074	2,550	2,000	2,000	0	0	6,550
127	186	Intelligent Transportation System	A	G	1,094	1,800	0	0	0	0	1,800
127	186	Intelligent Transportation System	C	G	0	500	500	1,000	1,000	0	3,000
127	186	Intelligent Transportation System	D	G	0	0	0	0	0	1,000	1,000
127	190	Next Generation Traffic Management Centre	C	G	0	7,100	100	800	400	0	8,400
128	100	Streetlight - Upgrade & Maintenance	C	M	0	12,800	12,800	13,300	13,300	0	52,200
128	100	Streetlight - Upgrade & Maintenance	D	M	0	0	0	0	0	4,500	4,500
128	130	Traffic Signals/Ped Corridors Lifecycle	C	M	0	3,000	3,350	3,500	3,500	0	13,350
128	130	Traffic Signals/Ped Corridors Lifecycle	D	M	0	0	0	0	0	3,500	3,500
128	131	Traffic Signals-LED Relamp	C	M	0	600	600	600	600	0	2,400
128	131	Traffic Signals-LED Relamp	D	M	0	0	0	0	0	600	600
128	132	Pavement Rehabilitation	C	M	0	10,000	10,000	10,000	10,000	0	40,000
128	132	Pavement Rehabilitation	D	M	0	0	0	0	0	10,000	10,000

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Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
TRANSPORTATION: Roads											
128	135	Roads Equipments & Systems	A	G	317	250	0	0	0	0	250
128	135	Roads Equipments & Systems	C	G	0	825	825	825	825	0	3,300
128	135	Roads Equipments & Systems	D	G	0	0	0	0	0	825	825
128	136	Plants Capital	C	U	0	250	250	250	250	0	1,000
128	136	Plants Capital	D	U	0	0	0	0	0	250	250
128	166	Roads District Yards & Depot	C	G	0	2,000	500	500	500	0	3,500
128	166	Roads District Yards & Depot	D	G	0	0	0	0	0	500	500
128	170	Activity Centre & Corridor Maintenance	C	M	0	500	500	600	600	0	2,200
128	170	Activity Centre & Corridor Maintenance	D	M	0	0	0	0	0	600	600
128	885	Bridge Rehabilitation and Protection	C	M	0	10,000	10,000	10,000	10,000	0	40,000
128	885	Bridge Rehabilitation and Protection	D	M	0	0	0	0	0	10,000	10,000
129	143	Subdivision Construction	C	G	0	1,300	1,300	1,300	1,300	0	5,200
129	143	Subdivision Construction	D	G	0	0	0	0	0	1,300	1,300
129	145	Slope Stabilization	C	M	0	500	500	500	500	0	2,000
129	145	Slope Stabilization	D	M	0	0	0	0	0	500	500
129	204	Development of Access Roads	A	G	11,746	1,500	0	0	0	0	1,500
129	204	Development of Access Roads	C	G	0	4,000	4,000	4,000	4,000	0	16,000
129	204	Development of Access Roads	D	G	0	0	0	0	0	4,000	4,000
133	001	Railway Crossing Upgrades	C	G	0	300	600	600	740	840	3,080
147	148	Local Improvement - Paving, Sidewalk C&G	A	U	11,095	6,400	2,000	2,000	0	0	10,400
948	001	Pavement and Sidewalk Reconstr	A	M	1,000	14,535	0	0	0	0	14,535
948	002	Slope Stability Projects	A	M	1,085	5,500	0	0	0	0	5,500
Total					43,681	110,990	59,625	59,725	55,965	47,865	334,170

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**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
TRANSPORTATION: Transportation Infrastructure											
149	001	Glenmore Tr Widening (Crowchild Tr to 37 St SW)	A	G	1,175	1,000	0	0	0	0	1,000
150	001	McKnight Widening (12-19 St NE)	A	G	750	16,250	0	0	0	0	16,250
151	001	Glenmore & Ogden Interchange	A	G	6,000	81,536	31,150	7,500	0	0	120,186
202	000	Noise Attenuation Retrofit	A	U	1,299	1,550	0	0	0	0	1,550
202	000	Noise Attenuation Retrofit	C	U	0	900	900	900	900	0	3,600
202	000	Noise Attenuation Retrofit	D	U	0	0	0	0	0	900	900
221	000	Future Land	C	G	0	8,000	16,350	28,500	23,500	0	76,350
221	000	Future Land	D	G	0	0	0	0	0	16,500	16,500
223	000	Pedestrian Bridge Replacement and Upgrading	A	G	21,662	12,500	0	0	0	0	12,500
223	000	Pedestrian Bridge Replacement and Upgrading	C	G	0	4,000	6,000	6,000	6,000	0	22,000
223	000	Pedestrian Bridge Replacement and Upgrading	D	G	0	0	0	0	0	6,000	6,000
234	003	Operational Improvement Projects	A	U	948	414	0	0	0	0	414
234	003	Operational Improvement Projects	C	U	0	7,000	6,950	8,500	8,500	0	30,950
234	003	Operational Improvement Projects	D	U	0	0	0	0	0	8,500	8,500
543	001	Connectors/Improv - Prov Ring Rd Projects	A	G	10,531	25,332	0	0	0	0	25,332
543	001	Connectors/Improv - Prov Ring Rd Projects	C	G	0	6,000	0	6,000	0	0	12,000
543	001	Connectors/Improv - Prov Ring Rd Projects	D	G	0	0	0	0	0	23,500	23,500
558	001	Metis Trail: 64 - 80 Av NE	A	G	3,035	3,700	0	0	0	0	3,700
566	001	RouteAhead Rapid Transit Corridors	C	G	0	10,000	30,000	30,000	8,000	0	78,000
567	001	Chinook TOD	C	G	0	10,000	10,000	0	0	0	20,000
568	001	University of Calgary TOD (Banff Trail / Stadium)	C	G	0	3,000	0	0	10,500	18,000	31,500
569	001	Centre City Mobility Program	C	G	0	2,000	5,650	7,300	11,000	3,000	28,950

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Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
TRANSPORTATION: Transportation Infrastructure											
569	001	Centre City Mobility Program	D	G	0	0	0	0	0	6,000	6,000
570	001	Southwest & West Ring Road Connections	C	G	0	10,000	25,000	47,000	41,000	10,000	133,000
573	001	194 Avenue S Slough Crossing & CPR Grade Separatio	C	G	0	5,000	20,750	20,750	0	0	46,500
575	001	Vehicle Bridge Replacement - 9th Ave (Inglewood)	C	M	0	0	0	4,400	6,600	0	11,000
575	002	Vehicle Bridge Replacement - 12th Street (Zoo)	C	M	0	7,700	11,300	0	0	0	19,000
686	C01	96th Avenue N: Deerfoot Tr. To Harvest Hills Lk.	A	G	9,125	10,000	0	0	0	0	10,000
724	001	TCH / Bowfort Road Interchange	A	G	5,428	47,000	19,300	0	0	0	66,300
733	001	MacLeod Trail & 162 Avenue Interchange	C	G	0	10,000	20,000	25,000	0	0	55,000
738	001	Financing costs	A	G	31,624	101,293	12,645	810	0	0	114,748
832	001	Pre-Engineering Studies	C	S	0	2,000	2,000	2,000	2,000	0	8,000
832	001	Pre-Engineering Studies	D	S	0	0	0	0	0	2,000	2,000
854	000	Major Road Reconstruction	A	M	6,400	1,935	0	0	0	0	1,935
854	000	Major Road Reconstruction	C	M	0	2,500	12,500	11,500	7,500	0	34,000
854	000	Major Road Reconstruction	D	M	0	0	0	0	0	9,500	9,500
855	002	Airport Trail Underpass (Construction Costs)	A	G	15,826	25,000	0	0	0	0	25,000
867	000	Flanders Avenue Special Development Agreement	A	U	0	20,000	0	0	0	0	20,000
869	000	Green Line Transitway	A	G	1,999	23,026	0	0	0	0	23,026
869	000	Green Line Transitway	C	G	0	52,000	52,000	52,000	52,000	312,000	520,000
Total					115,802	510,636	282,495	258,160	177,500	415,900	1,644,691

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Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
Calgary Parking Authority											
106	001	Replacement of vehicles and equipment	C	M	0	227	110	107	110	0	554
106	001	Replacement of vehicles and equipment	D	M	0	0	0	0	0	150	150
106	002	City Centre Parkade	C	M	0	1,900	325	1,100	400	0	3,725
106	002	City Centre Parkade	D	M	0	0	0	0	0	500	500
106	004	City Hall Parkade	C	M	0	725	450	150	200	0	1,525
106	004	City Hall Parkade	D	M	0	0	0	0	0	500	500
106	005	James Short Parkade	C	M	0	1,325	200	250	375	0	2,150
106	005	James Short Parkade	D	M	0	0	0	0	0	500	500
106	006	Surface Lots	C	M	0	250	100	125	100	0	575
106	006	Surface Lots	D	M	0	0	0	0	0	150	150
106	007	Parking Enforcement	C	M	0	1,038	963	968	973	0	3,942
106	007	Parking Enforcement	D	M	0	0	0	0	0	978	978
106	008	Office equipment and furniture	C	M	0	85	75	50	55	0	265
106	008	Office equipment and furniture	D	M	0	0	0	0	0	60	60
106	009	Centennial Parkade	C	M	0	400	1,000	275	125	0	1,800
106	009	Centennial Parkade	D	M	0	0	0	0	0	500	500
106	012	Signage	C	M	0	200	210	220	230	0	860
106	012	Signage	D	M	0	0	0	0	0	240	240
106	013	Information technology infrastructure	C	M	0	646	636	419	395	0	2,096
106	013	Information technology infrastructure	D	M	0	0	0	0	0	390	390

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Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
Calgary Parking Authority											
106	018	McDougall Parkade	C	M	0	1,600	400	200	650	0	2,850
106	018	McDougall Parkade	D	M	0	0	0	0	0	500	500
106	019	Future facilities design & consulting	C	G	0	500	500	200	150	0	1,350
106	019	Future facilities design & consulting	D	G	0	0	0	0	0	190	190
106	020	Impound Lot Building Replacement Project	A	G	3,927	7,650	0	0	0	0	7,650
106	021	Security system and parts	C	M	0	150	200	200	200	0	750
106	021	Security system and parts	D	M	0	0	0	0	0	200	200
106	023	CENTENNIAL WEST PARKADE	C	G	0	0	2,500	30,000	30,000	0	62,500
106	028	Impound Lot	C	M	0	850	600	400	250	0	2,100
106	028	Impound Lot	D	M	0	0	0	0	0	250	250
106	029	ParkPlus	C	U	0	2,720	3,291	2,946	657	0	9,614
106	029	ParkPlus	D	U	0	0	0	0	0	187	187
106	031	EAST VILLAGE PARKADE	C	G	0	2,500	30,000	30,000	0	0	62,500
106	032	Convention Centre Parkade	C	M	0	500	325	200	300	0	1,325
106	032	Convention Centre Parkade	D	M	0	0	0	0	0	500	500
Total					3,927	23,266	41,885	67,810	35,170	5,795	173,926
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**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services											
498	001	Capital Conservation Grant	A	M	3,334	3,500	2,500	461	0	0	6,461
498	001	Capital Conservation Grant	C	M	0	4,000	6,000	6,000	6,000	0	22,000
506	693	Seton Recreation Facility	A	G	8,429	68,941	69,967	44,465	133	0	183,506
506	694	Rocky Ridge Recreation Facility	A	G	33,553	52,890	55,516	38,089	1,377	0	147,872
506	698	Great Plains Recreation Facility	A	G	9,016	22,463	0	0	0	0	22,463
506	699	Quarry Park Recreation Facility	A	G	18,305	28,952	9,404	827	0	0	39,183
Total					72,637	180,746	143,387	89,842	7,510	0	421,485
COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks											
499	811	Legacy Parks - New Regional Parks	A	G	674	2,000	4,600	0	1,500	0	8,100
499	842	Legacy Parks - Existing Park Enhancements	A	U	1,961	1,130	250	0	0	0	1,380
499	852	Legacy Parks - Phase 3	A	G	3,636	7,631	12,877	17,659	33,083	0	71,250
500	001	Parks Bldg Infrastructure & Washroom Lifecycle	C	M	0	2,500	1,000	3,000	3,000	0	9,500
500	002	Emergency Repairs - Various	C	M	0	150	150	150	150	0	600
500	005	Sportsfield Lifecycle & Renovations	A	U	2,662	0	1,000	0	0	0	1,000
500	005	Sportsfield Lifecycle & Renovations	C	U	0	700	550	2,000	3,350	0	6,600
500	009	Playground Lifecycle & CSA Compliance	C	M	0	1,050	1,770	1,500	1,500	0	5,820
500	010	Wading Pool Retrofits	A	U	1,346	886	0	0	0	0	886
500	012	Bowness Park Redevelopment	C	U	0	3,870	0	2,000	0	0	5,870
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Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks											
500	014	Parks Infrastructure Lifecycle	A	M	2,801	0	1,000	0	0	0	1,000
500	014	Parks Infrastructure Lifecycle	C	M	0	2,000	2,500	3,000	3,150	0	10,650
500	019	Laycock Park Wetland Restoration	A	U	0	0	500	3,436	3,000	0	6,936
500	047	Established Communities Open Space Upgrade	A	U	3,113	2,290	0	0	0	0	2,290
500	047	Established Communities Open Space Upgrade	C	U	0	75	525	75	525	0	1,200
500	048	Class A Parks Lifecycle Repairs And Upgrades	A	U	1,324	762	1,500	0	0	0	2,262
500	049	Blakiston Park	A	U	380	575	0	0	0	0	575
500	067	Natural Area Remediation	C	M	0	614	626	638	650	0	2,528
500	068	Urban Forestry Poplar Replacement Program	C	M	0	350	350	400	400	0	1,500
500	069	Water Management Central Control System Lifecycle	C	M	0	250	250	250	250	0	1,000
500	070	Bend in the Bow - Phase 1 Inglewood Bird Sanctuary	C	G	0	0	1,000	1,900	1,000	0	3,900
500	913	Major Parks-Lifecycle	C	M	0	1,300	900	525	525	0	3,250
500	941	Land Acquisition - New	A	G	102	50	0	0	0	0	50
500	952	Other Parks Projects-Upgrade/Retrofit	A	U	1,115	0	1,000	2,000	0	0	3,000
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks											
500	952	Other Parks Projects- Upgrade/Retrofit	C	U	0	551	562	573	583	0	2,269
500	962	12 Mile Coulee Park Construction	C	U	0	0	0	500	1,500	0	2,000
503	007	Pathway Lifecycle(Regional &Local)	A	M	2,574	0	2,000	0	0	0	2,000
503	931	Pathways - New	C	G	0	1,000	2,000	2,000	3,000	0	8,000
503	933	Pathways - Lifecycle	C	M	0	1,000	1,740	2,515	2,031	0	7,286
503	984	Pathway Safety Project	A	G	2,167	0	1,000	0	0	0	1,000
504	631	Cemeteries-New	A	G	194	2,000	2,481	0	0	0	4,481
504	632	Cemeteries - Upgrade/Retrofit	C	U	0	520	0	0	0	0	520
513	004	Planning And Admin/Area Office/Life Cycle	C	M	0	1,000	1,000	1,000	1,000	0	4,000
932	001	Pathways	A	M	5,590	5,353	7,767	1,500	0	0	14,620
932	002	Parks Building	A	M	892	290	200	0	0	0	490
932	003	Major Parks (Prince's Island and Bowness Park)	A	M	2,238	920	0	0	0	0	920
932	004	Other Parks (excluding Bowness & Prince's Island)	A	M	2,823	5,375	5,980	0	0	0	11,355
932	901	Flood Resiliency	A	M	2,090	0	250	0	0	0	250
Total					37,682	46,192	57,328	46,621	60,197	0	210,338

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 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation											
505	642	Golf Course Upgrade	A	U	196	1,760	0	0	0	0	1,760
505	643	Golf Course Lifecycle	A	M	0	0	900	900	710	0	2,510
505	644	Willow Park Golf Course Irrigation Water Supply Li	C	M	0	0	0	400	1,339	0	1,739
507	004	Silver Springs Outdoor Pool	A	M	377	150	1,579	0	0	0	1,729
507	102	Soccer Centre-ANNEX	A	M	8,249	0	300	2,700	0	0	3,000
507	631	New Brighton Athletic Park Development	A	G	9,208	6,499	0	0	0	0	6,499
507	632	Recreation Upgrade Retrofit	A	M	4,799	7,580	10,000	0	0	0	17,580
507	633	SkatePark Amenities / Leisure Centre Upgrade	A	M	2,671	2,000	2,000	4,390	0	0	8,390
507	633	SkatePark Amenities / Leisure Centre Upgrade	C	M	0	0	0	1,000	1,000	0	2,000
507	691	Genesis Centre	A	G	12,671	11,443	0	0	0	0	11,443
507	700	Aquatic Centre Upgrade	A	U	99	4,300	0	0	0	0	4,300
507	700	Aquatic Centre Upgrade	C	U	0	0	400	2,000	0	0	2,400
519	003	CP Westside Rec Centre Upgrade	A	G	0	1,500	0	0	0	0	1,500
519	109	Arenas Upgrade	C	U	0	3,000	3,000	1,920	1,920	0	9,840
519	130	Facility Lifecycle	C	M	0	10,700	9,480	12,500	18,900	0	51,580
519	148	Athletic Parks Irrigation	A	M	600	1,000	0	0	0	0	1,000
519	148	Athletic Parks Irrigation	C	M	0	0	1,000	1,000	1,000	0	3,000
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation											
519	150	Land Purchase for Rocky Ridge Athletic Park	C	G	0	2,500	0	0	0	0	2,500
519	152	Class Software system upgrade	C	U	0	100	1,046	1,598	0	0	2,744
933	001	MapleRidge Golf Course Pumphouse	A	M	295	1,000	0	0	0	0	1,000
933	002	Shaganappi Golf Course Pumphouse	A	M	445	1,200	0	0	0	0	1,200
933	004	Shouldice Athletic Park Artificial Turf Replacemen	A	M	462	5,000	5,000	1,500	0	0	11,500
Total					40,072	59,732	34,705	29,908	24,869	0	149,214
COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services											
048	004	Communications Lifecycle	C	M	0	560	60	260	60	0	940
048	011	Equipment Lifecycle	C	M	0	145	60	60	60	0	325
048	014	Compliance Services Communications Lifecycle	C	M	0	213	11	11	11	0	246
048	015	Compliance Services Equipment Lifecycle	C	M	0	50	40	40	40	0	170
048	016	Reno of Livery Transport Services Front Counter	C	U	0	250	0	0	0	0	250
048	017	Renovation of New Stockman Space	C	U	0	250	0	0	0	0	250
048	018	Dispatching Interface with PSC	C	G	0	750	750	0	0	0	1,500
Total					0	2,218	921	371	171	0	3,681
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire											
041	164	Tuscany TempEmerg Resp St	A	G	3,000	1,500	4,520	0	0	0	6,020
041	166	Royal Vista Emergency Response Station	A	G	4,191	4,000	9,000	0	0	0	13,000
041	171	NE Super Station	A	G	1	0	1,800	5,000	8,149	0	14,949
041	175	East Macleod Emergency Response Station	A	G	0	0	2,500	9,000	7,500	1,000	20,000
041	177	Station # 7 Replacement	A	U	1,500	5,726	4,000	0	0	0	9,726
041	178	Cornerstone Emergency Response Station	C	G	0	200	2,000	6,750	6,750	2,000	17,700
041	180	West Macleod Emergency Response Station	C	G	0	0	0	0	1,000	0	1,000
042	002	Bow River Safety Boom	C	G	0	500	0	0	0	0	500
042	175	Facility Rehabilitation	A	M	3,621	16,814	5,000	6,000	0	0	27,814
042	179	Station 17 Replacement	C	G	0	0	250	9,000	8,750	1,000	19,000
042	B01	Lifecycle Maintenance - Facility	C	M	0	1,400	1,400	2,401	1,400	0	6,601
043	015	Critical Technology Upgrade	C	U	0	8,000	0	0	0	0	8,000
043	043	Incident Management & Notification Software Upgrad	C	U	0	500	0	0	150	0	650
043	044	Transit Signals Priority System Upgrade	C	U	0	800	800	800	800	0	3,200
044	008	Fire Training Academy Equip Lifecycle	C	M	0	385	385	200	200	0	1,170
044	009	Personal Protective Equipment	A	M	1,392	7,400	0	0	0	0	7,400
044	009	Personal Protective Equipment	C	M	0	2,400	1,400	1,300	3,400	0	8,500
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire											
044	011	Corporate Pandemic Supply	C	M	0	420	220	220	220	0	1,080
044	012	Redevelopment Areas Emergency Response Units	C	U	0	0	0	832	0	0	832
044	D02	Replace Emergency Units	A	M	7,456	11,837	4,000	3,000	0	0	18,837
044	D02	Replace Emergency Units	C	M	0	0	1,000	5,732	6,281	0	13,013
044	D07	Fire Equipment Lifecycle	C	M	0	1,600	1,400	2,300	650	0	5,950
Total					21,161	63,482	39,675	52,535	45,250	4,000	204,942
COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications											
045	005	Equipment Lifecycle	C	M	0	150	225	255	100	0	730
045	006	Telephone & Technical Upgrades	A	U	2,055	1,527	0	0	0	0	1,527
045	008	Deployment Management Planning Software	A	G	0	0	0	110	990	0	1,100
045	009	Critical Technology Maintenance	A	M	532	0	700	0	0	0	700
045	009	Critical Technology Maintenance	C	M	0	150	300	1,000	1,150	0	2,600
045	010	Emergency Services Quality Assurance Program	A	G	0	0	233	0	0	0	233
045	011	Central Communication Hardware Replacement	A	U	200	2,550	0	0	0	0	2,550
045	013	NG911 Technology Upgrades	A	U	298	4,700	2,500	2,500	0	0	9,700
045	014	Systems Integration	A	U	520	770	0	0	0	0	770
045	018	Computer-Aided Dispatch System Maintenance	C	M	0	200	0	1,100	1,100	0	2,400
Total					3,605	10,047	3,958	4,965	3,340	0	22,310

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Projects Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
Civic Partners											
479	002	New Central Library	A	G	83,767	55,000	0	0	0	0	55,000
479	003	Library Lifecycle Grant	A	M	5,303	3,137	3,137	3,137	3,137	0	12,548
626	096	Convention Centre - Lifecycle	A	M	180	180	180	180	180	0	720
633	002	Civic Partners Infrastructure Grant	A	M	9,208	6,637	6,637	6,637	6,637	0	26,548
639	007	Decidedly Jazz Dance Centre	A	S	2,730	2,730	0	0	0	0	2,730
Total					101,188	67,684	9,954	9,954	9,954	0	97,546

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**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
Calgary Police Service											
031	315	Police Equipment - Replacement	C	M	0	850	850	850	850	0	3,400
031	315	Police Equipment - Replacement	D	M	0	0	0	0	0	850	850
031	318	Red Light Enforcement Project	C	M	0	1,640	1,640	1,640	1,640	0	6,560
031	318	Red Light Enforcement Project	D	M	0	0	0	0	0	1,640	1,640
032	330	Telecom Equip. - Replacement	C	M	0	1,420	1,125	1,625	1,050	0	5,220
032	330	Telecom Equip. - Replacement	D	M	0	0	0	0	0	675	675
037	370	Vehicles - Replacement	C	M	0	0	6,650	6,650	6,650	0	19,950
037	370	Vehicles - Replacement	D	M	0	0	0	0	0	6,650	6,650
038	381	Infrastructure Upgrade - Int./Ext.	C	U	0	1,530	1,875	1,275	2,400	0	7,080
038	381	Infrastructure Upgrade - Int./Ext.	D	U	0	0	0	0	0	2,305	2,305
039	394	Computer Equipment - Upgrades	C	U	0	2,200	2,150	2,250	1,700	0	8,300
039	394	Computer Equipment - Upgrades	D	U	0	0	0	0	0	2,170	2,170
Total					0	7,640	14,290	14,290	14,290	14,290	64,800

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Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
PLANNING, DEVELOPMENT & ASSESSMENT: Assessment											
153	001	Assessment Systems Improvement	C	U	0	4,800	2,700	3,400	4,700	0	15,600
Total						4,800	2,700	3,400	4,700	0	15,600
PLANNING, DEVELOPMENT & ASSESSMENT: City Wide Policy & Integration											
061	002	Capital Asset Lifecycle	C	M	0	1,250	2,350	3,250	1,400	0	8,250
067	002	Business Technology Sustainment	A	U	9,820	4,500	5,000	5,000	3,500	0	18,000
067	003	Technology Upgrades	C	M	0	1,500	1,500	1,500	1,500	0	6,000
067	004	3D Services in Planning	C	G	0	700	500	200	150	0	1,550
Total					9,820	7,950	9,350	9,950	6,550	0	33,800
PLANNING, DEVELOPMENT & ASSESSMENT: Local Area Planning & Implementation											
152	002	Downtown Improvements	C	M	0	300	300	300	300	0	1,200
Total					0	300	300	300	300	0	1,200
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Corporate Properties & Buildings											
698	444	Real Estate Demolitions	C	M	0	1,400	1,400	1,400	1,400	0	5,600
698	701	CPB Heritage Building Portfolio Lifecycle Projects	C	M	0	1,000	1,300	0	0	0	2,300
698	719	Corporate Land Management Framework	C	U	0	700	300	0	0	0	1,000
769	001	Tomorrow's Workplace	A	M	7,501	7,763	6,200	4,700	0	0	18,663
770	001	Space Reno (Manch/Sp.Grd/D.Twn)	A	G	9,085	3,800	0	0	0	0	3,800
770	702	Workspace Optimization Program	C	M	0	3,280	7,000	7,110	8,450	0	25,840
773	706	Furniture Program	A	M	5,555	500	0	0	0	0	500
773	706	Furniture Program	C	U	0	1,000	1,250	1,250	1,500	0	5,000
773	708	Ergonomic Furniture	A	U	200	225	0	0	0	0	225
776	011	Major OWC - Sarcee	A	G	7,999	24,440	2,500	0	0	0	26,940
776	710	Bearspaw OWC Storm Water and Salt Management Plan	C	M	0	1,215	645	0	0	0	1,860
776	711	OWC Planning	C	M	0	160	420	400	400	0	1,380
776	712	Richmond Green Satellite Redevelopment	C	M	0	0	0	170	380	12,020	12,570
776	713	Sarcee Site Grading for Parks Relocation	C	M	0	0	750	250	0	0	1,000
779	714	Integrated Operations and Asset Management System	C	M	0	1,740	1,740	1,740	1,740	0	6,960
779	716	Integrated Customer Data Management	C	M	0	0	500	1,300	0	0	1,800

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Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Corporate Properties & Buildings											
779	726	Sustainable Business Program	C	U	0	650	900	900	650	0	3,100
779	729	Workplace Continuity Management Program	C	S	0	455	455	455	455	0	1,820
779	H26	Sustainable Business Program	D	U	0	0	0	0	0	900	900
880	014	CPB- Facility Operations - Building Envelope Proje	A	G	3,114	2,000	2,000	2,000	0	0	6,000
880	721	Workplace Accommodation Site Management Program	C	M	0	1,755	2,050	2,810	3,605	0	10,220
880	722	Corporate Accommodation Building Portfolio Base Bu	C	M	0	6,795	6,540	6,685	7,650	0	27,670
880	724	Corporate Accommodation Buildings Portfolio – Enve	C	M	0	0	0	0	500	0	500
880	727	Municipal Complex Optimization	C	M	0	3,050	1,450	500	2,500	0	7,500
880	881	Corporate Accommodation Building Portfolio - Commo	C	M	0	2,950	2,950	2,950	2,950	0	11,800
880	882	Building Recommissioning Program for Energy Use Red	C	M	0	150	600	600	1,050	0	2,400
Total					33,454	65,028	40,950	35,220	33,230	12,920	187,348
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**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Customer Service & Communications											
788	001	Customer Service Framework, Research & Analytics	C	U	0	539	897	1,037	877	0	3,350
788	001	Customer Service Framework, Research & Analytics	D	U	0	0	0	0	0	500	500
789	001	Online Customer Service Transactions	C	M	0	219	776	833	523	0	2,351
789	001	Online Customer Service Transactions	D	M	0	0	0	0	0	500	500
791	002	311 Software & Upgrades	A	S	438	450	0	0	0	0	450
791	002	311 Software & Upgrades	C	U	0	627	908	1,315	1,051	0	3,901
791	002	311 Software & Upgrades	D	U	0	0	0	0	0	800	800
791	003	Customer Service Tools & Technology	A	M	400	500	500	500	500	0	2,000
793	001	Intranet for All City Employees (including field)	C	S	0	750	290	684	276	0	2,000
793	001	Intranet for All City Employees (including field)	D	S	0	0	0	0	0	1,000	1,000
793	002	Diversity and Crisis Communication Tools	C	M	0	328	416	475	581	0	1,800
793	002	Diversity and Crisis Communication Tools	D	M	0	0	0	0	0	200	200
794	002	Engagement, Customer Service Framework, Research &	A	M	452	250	250	250	250	0	1,000
794	003	Online (calgary.ca) Upgrades & Maintenance	A	M	1,681	500	200	0	0	0	700
794	003	Online (calgary.ca) Upgrades & Maintenance	C	M	0	937	1,613	1,856	1,592	0	5,998
794	003	Online (calgary.ca) Upgrades & Maintenance	D	M	0	0	0	0	0	1,600	1,600
794	004	Online Service Enhancements	A	M	2,984	600	500	0	0	0	1,100
794	004	Online Service Enhancements	D	M	0	0	0	0	0	350	350

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Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Customer Service & Communications											
794	005	Communication Equipment Replacement	A	M	371	100	0	0	0	0	100
794	006	Video Image Data	A	S	289	200	0	0	0	0	200
Total					6,615	6,000	6,350	6,950	5,650	4,950	29,900
CORPORATE SERVICES: Fleet Services											
871	000	Replacements	C	M	0	41,364	41,336	32,666	39,653	0	155,019
871	000	Replacements	D	M	0	0	0	0	0	40,298	40,298
871	001	Growth	C	G	0	13,656	5,219	2,434	3,000	0	24,309
871	001	Growth	D	G	0	0	0	0	0	4,500	4,500
872	001	Maintenance Mgmt. Systems	C	U	0	150	150	150	150	0	600
872	001	Maintenance Mgmt. Systems	D	U	0	0	0	0	0	150	150
872	003	Machinery - Maintenance	C	M	0	300	300	300	300	0	1,200
872	003	Machinery - Maintenance	D	M	0	0	0	0	0	300	300
872	005	Furniture & Fixtures	C	M	0	50	50	50	50	0	200
872	005	Furniture & Fixtures	D	M	0	0	0	0	0	50	50
Total					0	55,520	47,055	35,600	43,153	45,298	226,626
CORPORATE SERVICES: Human Resources											
795	001	Asset Optimization – Talent Management/LMS	C	G	0	0	1,200	500	0	0	1,700
Total					0	0	1,200	500	0	0	1,700
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Information Technology											
735	001	PeopleSoft FSCM	C	U	0	250	150	3,750	1,250	0	5,400
735	004	PeopleSoft HCM	C	U	0	900	2,650	1,400	900	0	5,850
741	020	Network Infrastructure (Hardware and Cabling)	C	M	0	600	600	600	600	0	2,400
741	020	Network Infrastructure (Hardware and Cabling)	D	M	0	0	0	0	0	600	600
741	040	IT Communications Infrastructure	C	U	0	900	925	1,000	1,175	0	4,000
741	040	IT Communications Infrastructure	D	M	0	0	0	0	0	1,000	1,000
741	050	IT -Lifecycle Replace-Desktop	C	M	0	1,840	1,840	1,840	1,840	0	7,360
741	050	IT -Lifecycle Replace-Desktop	D	M	0	0	0	0	0	3,096	3,096
741	070	Extended Core Infrastructure	A	U	0	400	0	0	0	0	400
741	080	Infrastructure Management Systems	A	S	457	565	300	160	45	0	1,070
741	100	IT-Enterprise Storage Units	A	M	648	675	0	0	0	0	675
741	100	IT-Enterprise Storage Units	C	M	0	1,000	1,500	2,500	1,850	0	6,850
741	100	IT-Enterprise Storage Units	D	M	0	0	0	0	0	1,300	1,300
741	101	Client Computing	C	S	0	1,000	800	550	500	0	2,850
741	101	Client Computing	D	S	0	0	0	0	0	150	150
741	102	Multi-Data Centre Strategy	C	U	0	0	0	3,300	3,700	6,000	13,000
741	103	IT Service Resiliency and Disaster Recovery	C	U	0	1,500	300	350	300	0	2,450
741	140	IT-Enterprise Servers	C	M	0	600	1,000	1,100	1,500	0	4,200
741	140	IT-Enterprise Servers	D	M	0	0	0	0	0	600	600
741	160	Data Centre Environmentals (Lifecycle Replacement)	C	M	0	550	240	400	290	0	1,480

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Information Technology											
741	160	Data Centre Environmentals (Lifecycle Replacement)	D	M	0	0	0	0	0	690	690
741	170	Enterprise Software Licensing	C	G	0	2,400	3,300	4,000	3,800	0	13,500
741	170	Enterprise Software Licensing	D	M	0	0	0	0	0	4,000	4,000
741	180	IT-Calgary City Net	A	S	3,802	1,000	1,500	1,000	0	0	3,500
741	180	IT-Calgary City Net	C	U	0	0	1,000	1,000	2,600	0	4,600
741	180	IT-Calgary City Net	D	S	0	0	0	0	0	5,000	5,000
741	190	Software Lifecycle Replacement	C	M	0	3,229	3,334	5,012	5,051	0	16,626
741	190	Software Lifecycle Replacement	D	M	0	0	0	0	0	5,836	5,836
744	002	ATC Phase 2	A	U	0	1,500	0	0	0	0	1,500
744	006	ATC Phase 3	A	U	6,875	3,475	0	0	0	0	3,475
744	007	Digital Strategy	C	S	0	500	500	500	500	0	2,000
744	063	Mobile Application Framework	D	M	0	0	0	0	0	200	200
744	988	Application and Information Platforms	D	S	0	0	0	0	0	165	165
751	001	Fibre Optics	C	G	0	670	670	670	800	0	2,810
751	001	Fibre Optics	D	G	0	0	0	0	0	800	800
803	001	IT-Development Pool	A	S	7,272	1,250	1,250	0	0	0	2,500
803	001	IT-Development Pool	C	S	0	2,000	2,000	2,000	2,000	0	8,000
803	001	IT-Development Pool	D	S	0	0	0	0	0	2,000	2,000
803	003	Real Estate Track Sys (REST)	A	M	100	900	0	0	0	0	900
Total					19,154	27,704	23,859	31,132	28,701	31,437	142,833
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Infrastructure & Information Services											
813	001	Energy Information Systems	C	G	0	150	200	150	0	0	500
813	008	Buildings Repository	A	U	1,697	200	0	0	0	0	200
813	012	Enterprise GIS Lifecycle Upgrades	C	U	0	225	225	225	225	0	900
813	016	City Online Rewrite	A	U	538	100	0	0	0	0	100
813	017	Utility Line Assignment System	C	U	0	660	585	330	50	0	1,625
813	020	Dynamic Geographical Asset Information Management	A	U	1,254	1,300	0	0	0	0	1,300
813	021	CADD Upgrade for Design Asset Maintenance	A	U	307	250	0	0	0	0	250
813	099	Construction Documents and Drawings Management Pro	C	U	0	1,250	1,050	791	426	0	3,517
813	222	Building Repository-Generation III	C	U	0	750	300	780	620	0	2,450
813	333	Calgary.ca Web Mapping Framework Upgrade Program	C	U	0	70	820	46	104	0	1,040
813	551	Cityonline Phase III	C	U	0	900	900	150	0	0	1,950
813	555	Corporate Imagery Program	C	U	0	945	945	945	1,225	0	4,060
814	001	Survey Equipment	A	M	262	100	0	0	0	0	100
814	002	Business Equipment	A	M	324	390	0	0	0	0	390
814	003	Survey Control Marker	A	M	308	280	0	0	0	0	280
814	016	Survey Equipment	C	M	0	200	200	158	0	0	558
814	017	Survey Control Marker	C	M	0	250	150	350	50	0	800

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Infrastructure & Information Services											
819	001	Energy Management	A	M	60	124	0	0	0	0	124
819	003	Capital Planning Software	A	U	803	3,550	660	0	0	0	4,210
819	004	Infrastructure Investment Planning Software	A	U	151	375	0	0	0	0	375
819	005	CLIP Automation (Phase 2)	A	U	5,964	2,343	0	0	0	0	2,343
819	005	CLIP Automation (Phase 2)	C	U	0	350	150	150	0	0	650
819	006	Energy Management Prog. Tier 1	A	M	2,199	1,064	0	0	0	0	1,064
819	010	IAM Enterprise Architecture Phase 5	A	M	50	950	0	0	0	0	950
819	100	Project Management Information Systems (ProMIS) Im	C	S	0	750	700	500	0	0	1,950
819	234	Sustainable Infrastructure Capital Program (SICP)	C	S	0	1,900	1,275	425	0	0	3,600
Total					13,917	19,426	8,160	5,000	2,700	0	35,286

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Office of Land Servicing & Housing											
489	012	AH Land Transfers	C	G	0	4,200	1,000	1,050	1,100	0	7,350
489	013	AH Pre-Development	C	G	0	950	750	500	500	0	2,700
489	CHB	Crescent Heights Build	A	G	250	2,069	963	0	0	0	3,032
489	KLD	Kingsland	A	G	253	4,166	1,939	0	0	0	6,105
489	PKD	Parkdale/Wildwood	A	G	1,586	5,690	3,720	0	0	0	9,410
696	BD1	Aurora Business Park	A	G	0	73,085	0	0	0	0	73,085
696	BVC	The Bridges - Bow Valley Centre Dev.	A	G	3,772	300	200	0	0	0	500
696	SBP	Royal Vista (Spyhill Business Park)	A	S	500	1,300	800	1,691	0	0	3,791
696	WMA	Lincoln Park (Atco)/Westmount	A	G	2,951	150	3,811	100	100	0	4,161
697	DI3	Dufferin Industrial III - Intermodal	A	S	24,116	45,000	0	0	0	0	45,000
697	FLC	Forest Lawn Creek	A	G	917	950	16,500	42,750	14,000	0	74,200
697	GP4	Great Plains IV	A	G	1,654	2,700	1,847	250	250	0	5,047
697	PTT	Point Trotter	A	G	11,885	11,100	1,493	1,204	50	0	13,847
697	STF	Starfield	A	S	640	344	150	100	0	0	594
697	WIP	Eastlake Industrial	A	G	704	2,400	400	300	0	0	3,100
703	TOD	Anderson TOD	A	G	609	691	0	0	0	0	691
704	DOA	David Oughton Development	A	G	15	4,940	15	15	15	0	4,985
704	RBB	RB Bennett Development	A	G	0	4,844	0	0	0	0	4,844
705	GLS	Gen Land Sale Servicing	A	M	2	500	500	500	500	0	2,000

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE SERVICES: Office of Land Servicing & Housing											
705	PDV	OLSH Pre-Development	C	G	0	2,000	1,500	1,500	1,000	0	6,000
705	TCH	Technology Advancement	C	G	0	250	100	100	100	0	550
705	WHM	Winston Heights- Mountainview	A	S	1,318	32,136	0	0	0	0	32,136
Total					51,172	199,765	35,688	50,060	17,615	0	303,128
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
Calgary Housing Company											
492	002	Building Betterments	C	U	0	4,206	6,069	2,982	3,668	0	16,925
492	002	Building Betterments	D	U	0	0	0	0	0	564	17,489
Total					0	4,206	6,069	2,982	3,668	564	17,489
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE ADMINISTRATION/CFOD: Chief Financial Officer's Department											
736	001	Business Applications and Technology Maintenance U	C	U	0	3,100	1,150	0	500	0	4,750
736	002	Warehouse	C	M	0	100	200	300	400	0	1,000
736	004	Project Costing Pilot	C	U	0	1,000	0	0	0	0	1,000
736	005	Planning and Budgeting Module	C	U	0	0	500	1,400	100	0	2,000
736	006	Building U Upgrade	C	U	0	1,250	1,250	0	0	0	2,500
736	008	Business Applications and Technology Maintenance U	A	U	1,440	1,500	0	0	0	0	1,500
811	003	Fueling Systems	C	U	0	450	600	300	300	0	1,650
Total					1,440	7,400	3,700	2,000	1,300	0	14,400
CORPORATE ADMINISTRATION/CFOD: City Clerk's Office											
796	001	Content Suite (Phase 2) - Enterprise Document and	C	S	0	1,000	1,000	0	0	0	2,000
796	002	Audio-Visual Upgrades to Council Chamber & Committ	C	U	0	100	500	0	0	0	600
796	003	Assessment Review Board Online Service Enhancement	C	U	0	200	300	0	0	0	500
Total					0	1,300	1,800	0	0	0	3,100

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Projects Funded Within 5 Year Plan (\$000s)											
Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE ADMINISTRATION/CFOD: Law											
710	021	Public Safety Network CCTV Expansion and Redundanc	C	M	0	105	100	100	100	0	405
710	022	Replacement of Two Way Radios	C	S	0	300	0	0	0	0	300
710	023	Highly Restricted Zone Architecture and Account Pa	C	U	0	250	0	0	0	0	250
710	024	USB Encryption and Malware Prevention	C	S	0	200	200	0	0	0	400
710	025	Incident and Event Management System	C	S	0	425	250	175	0	0	850
710	026	Intrusion Prevention Systems	C	S	0	700	100	0	0	0	800
710	027	Vulnerability License Additions	C	G	0	250	0	0	0	0	250
710	028	Roles-Based Access Project	C	S	0	250	500	625	625	0	2,000
710	029	E-mail Security Enhancements	C	S	0	300	0	0	0	0	300
710	030	Cybersecurity Suite	C	S	0	0	0	150	150	0	300
710	031	Network Analytics	C	S	0	0	0	125	125	0	250
710	032	E-Discovery and Forensics	C	S	0	300	0	0	0	0	300
710	033	Life Safety/Security Power & Network Redundancy	C	G	0	375	200	50	0	0	625
710	034	Commend Security Intercom Redundancy	C	M	0	250	150	100	50	0	550
710	035	Enterprise System Redundancy Project	C	U	0	770	0	0	0	0	770
Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service											

**Projects Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2014	2015	2016	2017	2018	2019	2015 – 2019 Total
CORPORATE ADMINISTRATION/CFOD: Law											
710	036	Video Analytics and Video Management Software Solu	C	U	0	100	100	100	100	0	400
710	037	Risk Management & Claims - Riskmaster Upgrades and	C	U	0	0	0	0	400	0	400
710	038	Office relocation and upgrades	C	U	0	600	400	0	0	0	1,000
710	039	Information Management System	C	U	0	225	0	0	25	0	250
710	040	Training and E-Learning Systems	C	S	0	0	0	75	125	0	200
Total					0	5,400	2,000	1,500	1,700	0	10,600

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=New Projects starting in 2019
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service

Supplemental Information: Capital Analysis



Figure 28: 2015 - 2019 Capital Plan by Business Unit (Not Funded) (\$000s)

	2015	2016	2017	2018	2019	TOTAL
UTILITIES & ENVIRONMENTAL PROTECTION						
Environmental & Safety Management	0	0	0	0	0	0
Waste & Recycling Services	0	0	0	0	0	0
Utilities (Water Resources and Water Services)	0	0	0	0	0	0
TOTAL UTILITIES & ENVIRONMENTAL PROTECTION	0	0	0	0	0	0
TRANSPORTATION						
Calgary Transit	51,788	51,788	51,788	51,788	51,788	258,940
Roads	0	0	0	0	0	0
Transportation Infrastructure	97,800	97,800	97,800	97,800	97,800	489,000
TOTAL TRANSPORTATION	149,588	149,588	149,588	149,588	149,588	747,940
Calgary Parking Authority	0	0	0	0	0	0
COMMUNITY SERVICES & PROTECTIVE SERVICES						
Community & Neighbourhood Services	0	0	0	0	6,000	6,000
Parks	18,554	27,031	28,342	30,640	57,897	162,464
Recreation	20,535	37,945	35,534	47,425	443,666	585,105
Community Services	39,089	64,976	63,876	78,065	507,563	753,569
Animal & Bylaw Services	1,000	1,500	0	0	113	2,613
Fire	38,371	39,238	20,756	19,711	64,696	182,772
Public Safety Communications	3,560	7,425	8,155	20,000	15,360	54,500
Protective Services	42,931	48,163	28,911	39,711	80,169	239,885
TOTAL COMMUNITY SERVICES & PROTECTIVE SERVICES	82,020	113,139	92,787	117,776	587,732	993,454
CIVIC PARTNERS						
Capital Investment in Civic Partners	763	911	421	691	8,335	11,121
Calgary Public Library	13,350	14,249	12,569	9,205	10,655	60,028
Calgary TELUS Convention Centre	500	925	325	325	390	2,465
Calgary Zoological Society	19,990	41,247	15,174	4,968	2,460	83,839
Fort Calgary	787	138	150	163	210	1,448
Heritage Park	1,902	2,041	1,297	1,374	1,910	8,524
Talisman Centre	1,000	500	500	500	500	3,000
TELUS World of Science	423	250	750	500	0	1,923
TOTAL CIVIC PARTNERS	38,715	60,261	31,186	17,726	24,460	172,348

Figure 28: 2015 - 2019 Capital Plan by Business Unit (Not Funded) (\$000s)

	2015	2016	2017	2018	2019	TOTAL
Calgary Police Service	24,000	8,900	6,350	11,750	11,900	62,900
PLANNING, DEVELOPMENT & ASSESSMENT						
Assessment	0	0	0	0	0	0
City Wide Policy & Integration	0	0	0	0	0	0
Local Area Planning & Implementation	0	0	0	0	0	0
TOTAL PLANNING, DEVELOPMENT & ASSESSMENT	0	0	0	0	0	0
CORPORATE SERVICES						
Corporate Properties & Buildings	110,800	131,708	161,570	134,609	59,703	598,390
Customer Service & Communications	3,306	4,226	3,741	3,326	780	15,379
Fleet Services	0	0	0	0	0	0
Human Resources	0	0	0	0	0	0
Information Technology	4,600	4,112	3,624	1,936	3,500	17,772
Infrastructure & Information Services	970	1,521	3,157	3,251	3,132	12,031
Office of Land Servicing & Housing	0	0	0	0	0	0
TOTAL CORPORATE SERVICES	119,676	141,567	172,092	143,122	67,115	643,572
Calgary Housing Company	0	0	0	0	0	0
CORPORATE ADMINISTRATION						
Chief Financial Officer's Department	0	0	0	0	1,575	1,575
City Clerk's Office	0	0	0	0	0	0
Law	300	500	1,000	1,000	0	2,800
TOTAL CORPORATE ADMINISTRATION	300	500	1,000	1,000	1,575	4,375
Office of the Councillors	0	0	0	0	0	0
TOTAL CITY	414,299	473,955	453,003	440,962	842,370	2,624,589

Supplemental Information: Capital Analysis



Figure 29: 2015-2019 Capital Project Listing (Not Funded)

Projects Not Funded Within 5 Year Plan (\$000s)										
Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
TRANSPORTATION: Calgary Transit										
563	001	Primary Transit Network Optimization	C	M	3,000	3,000	3,000	3,000	0	12,000
563	001	Primary Transit Network Optimization	D	M	0	0	0	0	3,000	3,000
564	003	Security Technologies	C	M	450	450	450	450	0	1,800
564	003	Security Technologies	D	M	0	0	0	0	450	450
564	004	Public Safety and Enforcement Technologies	C	M	400	400	400	400	0	1,600
564	004	Public Safety and Enforcement Technologies	D	M	0	0	0	0	400	400
564	005	Training Simulators	C	M	350	350	350	350	0	1,400
564	005	Training Simulators	D	M	0	0	0	0	350	350
564	001	Access Calgary Technology	C	M	335	335	335	335	0	1,340
564	001	Access Calgary Technology	D	M	0	0	0	0	335	335
564	002	Transit Customer Service Tech.(lifecycle)	C	M	2,165	2,165	2,165	2,165	0	8,660
564	002	Transit Customer Service Tech.(lifecycle)	D	M	0	0	0	0	2,165	2,165
565	001	Parking Lot Lifecycle Asset Management	C	M	300	300	300	300	0	1,200
565	001	Parking Lot Lifecycle Asset Management	D	M	0	0	0	0	300	300
655	07E	Traction Power Upgrade	C	M	240	240	240	240	0	960
655	07E	Traction Power Upgrade	D	M	0	0	0	0	240	240
655	14E	LRT Rehab-Substation Equipment	C	M	1,325	1,325	1,325	1,325	0	5,300
655	14E	LRT Rehab-Substation Equipment	D	M	0	0	0	0	1,325	1,325
655	17E	Signal & Communication Infrastructure	C	U	2,398	2,398	2,398	2,398	0	9,592
655	17E	Signal & Communication Infrastructure	D	U	0	0	0	0	2,398	2,398
656	04E	Buildings Lifecycle Asset Mgmt	C	U	1,090	1,090	1,090	1,090	0	4,360
656	04E	Buildings Lifecycle Asset Mgmt	D	U	0	0	0	0	1,090	1,090
656	10E	Westbrook OCC	C	M	700	700	700	700	0	2,800

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
TRANSPORTATION: Calgary Transit										
656	10E	Westbrook OCC	D	M	0	0	0	0	700	700
656	12E	Transit Fleet Maintenance Facility	C	U	13,264	13,264	13,264	13,264	0	53,056
656	12E	Transit Fleet Maintenance Facility	D	U	0	0	0	0	13,264	13,264
656	3O7	LRT Stations & Aux Bldgs Upgr	C	U	1,790	1,790	1,790	1,790	0	7,160
656	3O7	LRT Stations & Aux Bldgs Upgr	D	U	0	0	0	0	1,790	1,790
658	00O	Transit Reliability	C	U	1,400	1,400	1,400	1,400	0	5,600
658	00O	Transit Reliability	D	U	0	0	0	0	1,400	1,400
664	07E	LRVs for LRT(50%)	C	U	8,000	8,000	8,000	8,000	0	32,000
664	07E	LRVs for LRT(50%)	D	U	0	0	0	0	8,000	8,000
665	02E	Big Buses/Community Shuttles	C	M	12,666	12,666	12,666	12,666	0	50,664
665	02E	Big Buses/Community Shuttles	D	M	0	0	0	0	12,666	12,666
668	01E	Fare Collection Equipment - APIS	C	U	1,915	1,915	1,915	1,915	0	7,660
668	01E	Fare Collection Equipment - APIS	D	U	0	0	0	0	1,915	1,915
Total					51,788	51,788	51,788	51,788	51,788	258,940

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Supplemental Information: Capital Analysis



Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
TRANSPORTATION: Transportation Infrastructure										
180	001	Crowchild Trail - Bow River Crossing	C	G	15,000	15,000	15,000	15,000	0	60,000
180	001	Crowchild Trail - Bow River Crossing	D	G	0	0	0	0	15,000	15,000
190	001	Country Hills Blvd Widening - Barlow Tr to Coventr	C	G	2,000	2,000	2,000	2,000	0	8,000
190	001	Country Hills Blvd Widening - Barlow Tr to Coventr	D	G	0	0	0	0	2,000	2,000
231	001	Glenmore Tr & Barlow Trl SE Interchange	C	G	8,200	8,200	8,200	8,200	0	32,800
231	001	Glenmore Tr & Barlow Trl SE Interchange	D	G	0	0	0	0	8,200	8,200
231	002	Glenmore Tr & 52 Str SE Interchange	C	G	10,100	10,100	10,100	10,100	0	40,400
231	002	Glenmore Tr & 52 Str SE Interchange	D	G	0	0	0	0	10,100	10,100
236	001	52 St SE Widening - Peigan Tr to 61 Ave SE	C	G	600	600	600	600	0	2,400
236	001	52 St SE Widening - Peigan Tr to 61 Ave SE	D	G	0	0	0	0	600	600
530	001	16 Avenue NE & 19 Street NE Interchange	C	G	8,000	8,000	8,000	8,000	0	32,000
530	001	16 Avenue NE & 19 Street NE Interchange	D	G	0	0	0	0	8,000	8,000
571	009	Stoney Trail & 130 Avenue SE Ramp	C	G	1,500	1,500	1,500	1,500	0	6,000
571	009	Stoney Trail & 130 Avenue SE Ramp	D	G	0	0	0	0	1,500	1,500
576	001	NW HUB Transit Project	C	G	3,000	3,000	3,000	3,000	0	12,000
576	001	NW HUB Transit Project	D	G	0	0	0	0	3,000	3,000
577	001	South LRT Extension & Maintenance Facility	C	G	35,000	35,000	35,000	35,000	0	140,000
577	001	South LRT Extension & Maintenance Facility	D	G	0	0	0	0	35,000	35,000
578	001	Northeast LRT Station Upgrades	C	G	2,200	2,200	2,200	2,200	0	8,800
578	001	Northeast LRT Station Upgrades	D	G	0	0	0	0	2,200	2,200
579	001	South LRT Station Upgrades	C	G	1,600	1,600	1,600	1,600	0	6,400
579	001	South LRT Station Upgrades	D	G	0	0	0	0	1,600	1,600
580	001	114 Avenue S.E. Widening (52 St to 68 St)	C	G	1,500	1,500	1,500	1,500	0	6,000

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**Projects Not Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
TRANSPORTATION: Transportation Infrastructure										
580	001	114 Avenue S.E. Widening (52 St to 68 St)	D	G	0	0	0	0	1,500	1,500
581	001	85 St NW Realignment at Country Hills Blvd	C	G	400	400	400	400	0	1,600
581	001	85 St NW Realignment at Country Hills Blvd	D	G	0	0	0	0	400	400
673	008	14 St SW: Anderson Rd - Canyon Meadows Dr	C	G	1,500	1,500	1,500	1,500	0	6,000
673	008	14 St SW: Anderson Rd - Canyon Meadows Dr	D	G	0	0	0	0	1,500	1,500
859	001	Airport Tr NE Ph 2 - Connection to Metis Tr and In	C	G	7,200	7,200	7,200	7,200	0	28,800
859	001	Airport Tr NE Ph 2 - Connection to Metis Tr and In	D	G	0	0	0	0	7,200	7,200
		Total			97,800	97,800	97,800	97,800	97,800	489,000

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Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Community & Neighbourhood Services										
198	U01	Capital Conservation Grant	D	M	0	0	0	0	6,000	6,000
Total					0	0	0	0	6,000	6,000
COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks										
477	U03	Major Parks - Lifecycle	C	M	669	483	270	285	0	1,707
477	U03	Major Parks - Lifecycle	D	M	0	0	0	0	825	825
477	U04	Enoch Sales House Park	C	M	918	0	0	0	0	918
477	X02	Sien Lok Park Construction	C	U	0	0	5,830	5,940	0	11,770
499	U42	Regional Park - Various Improvements	C	M	714	728	742	756	0	2,940
499	U42	Regional Park - Various Improvements	D	M	0	0	0	0	770	770
499	X12	Haskayne-Bearspaw Park Development (Legacy)	C	G	1,224	1,120	3,863	0	2,200	8,407
499	X13	Clearwater Regional Park Construction (Legacy)	C	G	0	0	318	1,188	1,210	2,716
499	X55	Bend in the Bow Construction Phase 1 - Inglewood B	C	U	0	520	530	0	0	1,050
499	X56	Beltline Community Park	C	U	1,500	0	0	0	0	1,500
500	U01	Parks Washroom and Building Lifecycle	C	M	0	694	0	0	0	694
500	U01	Parks Washroom and Building Lifecycle	D	M	0	0	0	0	2,640	2,640
500	U02	Various Emergency Repairs	C	M	3	6	9	12	0	30
500	U02	Various Emergency Repairs	D	M	0	0	0	0	165	165
500	U04	Irrigation and Drainage Upgrades	C	U	551	561	572	583	0	2,267
500	U04	Irrigation and Drainage Upgrades	D	U	0	0	0	0	1,188	1,188
500	U16	Beaverdam Flats Park Design Development Plan & Con	C	U	0	0	340	1,080	770	2,190

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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks										
500	U17	Glenmore Reservoir Park Design Development Plan	D	U	0	0	0	0	500	500
500	U18	Bio Diversity Strategy	C	S	255	260	0	1,080	4,230	5,825
500	U20	Eau Claire Plaza Construction	D	G	0	0	0	0	100	100
500	U21	Natural Area Remediation	D	M	0	0	0	0	662	662
500	U24	Edworthy Park Douglas Fir Trail Rehabilitation Saf	C	U	156	1,040	795	270	0	2,261
500	U25	Stanley Park Construction	C	M	510	5,720	3,710	3,240	0	13,180
500	U26	Seton Regional Park Design Development Plan	C	G	0	300	0	0	0	300
500	U27	Priddis Slough Regional Park Plan & Construction	C	G	0	0	0	0	1,100	1,100
500	U28	River Access Improvements	C	U	0	0	159	432	1,515	2,106
500	U29	Community and Allotment Gardens City-Wide	C	G	145	145	120	145	820	1,375
500	U30	Seton Regional Park Construction	C	G	0	0	0	2,160	3,300	5,460
500	U31	Centre City Urban Forestry	C	M	300	900	800	300	0	2,300
500	U31	Centre City Urban Forestry	D	M	0	0	0	0	900	900
500	U32	Humpy Hollow Park	C	U	1,500	0	0	0	0	1,500
500	U33	12 Mile Coulee Park Construction	C	U	255	540	484	364	550	2,193
500	U34	Roadway Landscaping - Urban Forestry	C	U	550	550	550	550	3,300	5,500
500	U36	Edworthy Park Construction	D	M	0	0	0	0	1,320	1,320
500	U38	Shaw Millennium Park Design Dvpment Plan	C	M	0	0	150	0	0	150
500	U40	Riley Park Design Development Plan and Constructio	C	U	0	0	530	3,780	7,210	11,520
500	U41	Forest Lawn Creek Park Construction/Greenway Link	C	G	0	0	0	0	222	222
500	U43	Jack Long Park	C	U	179	1,040	345	0	0	1,564
500	U44	Marlborough Regional Park Design Development Plan	C	U	0	0	150	1,500	0	1,650
500	U45	Olympic Plaza Design Development Plan	C	U	0	0	0	500	0	500

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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks										
500	U47	Established Communities Open Space Improvements an	C	M	1,025	575	1,025	575	0	3,200
500	U47	Established Communities Open Space Improvements an	D	M	0	0	0	0	800	800
500	U50	Water Management Central Control System Lifecycle	D	M	0	0	0	0	500	500
500	U55	Urban Forestry Poplar Replacement Program	D	M	0	0	0	0	800	800
500	X05	Sports Field Lifecycle	C	M	1,000	4,450	3,000	1,650	0	10,100
500	X05	Sports Field Lifecycle	D	M	0	0	0	0	3,900	3,900
500	X09	Playground Lifecycle	C	M	950	230	500	500	0	2,180
500	X09	Playground Lifecycle	D	M	0	0	0	0	2,000	2,000
500	X14	Parks Infrastructure Lifecycle	C	M	940	940	1,800	1,800	0	5,480
500	X14	Parks Infrastructure Lifecycle	D	M	0	0	0	0	2,600	2,600
503	U33	City-Wide Pathways and Trail Lifecycle	C	M	280	0	0	0	0	280
503	U33	City-Wide Pathways and Trail Lifecycle	D	M	0	0	0	0	3,200	3,200
503	U34	Regional Pathways Missing Links	C	G	2,750	3,300	1,650	1,650	6,600	15,950
503	U35	Bearspaw / Glenbow Ranch Reg' I Pathway Connection	C	G	1,680	2,629	0	0	0	4,309
504	U36	Cemetery Building Lifecycle Maintenance	C	M	500	300	100	300	0	1,200
504	U36	Cemetery Building Lifecycle Maintenance	D	M	0	0	0	0	1,000	1,000
513	U04	Department Admin Buildings Lifecycle	D	M	0	0	0	0	1,000	1,000
Total					18,554	27,031	28,342	30,640	57,897	162,464

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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation										
505	U03	Shaganappi Point Golf Course Clubhouse Upgrade	C	U	2,202	3,127	3,050	0	0	8,379
505	U05	Golf Courses Buildings Lifecycle	C	M	960	476	485	247	0	2,168
505	U05	Golf Courses Buildings Lifecycle	D	M	0	0	0	0	72	72
505	U06	Golf Courses Landscape Lifecycle	C	M	156	652	20	932	0	1,760
505	U06	Golf Courses Landscape Lifecycle	D	M	0	0	0	0	661	661
505	X42	Golf Course Upgrades	C	U	67	60	1,299	1,222	2,262	4,910
507	U07	Established Outdoor Pool Upgrades	C	U	1,700	500	500	0	0	2,700
507	U14	Skateboarding Amenities Strategy	C	G	2,670	2,250	1,500	1,500	15,000	22,920
507	U42	Wildflower Art Centre	C	U	250	750	0	0	0	1,000
507	X00	Established Area Pool Upgrades	C	U	0	0	0	200	17,200	17,400
507	X32	Sports Facility Renewal	C	U	0	400	4,400	4,000	0	8,800
519	U04	Artificial Turf Field Development - Renfrew Athlet	C	U	650	5,270	100	0	0	6,020
519	U05	Outdoor Oval Field Development	C	G	0	0	345	1,553	1,553	3,451
519	U07	Foothills Athletic Park Upgrade	C	G	0	0	0	13,104	162,171	175,275
519	U08	Community Cultural Spaces	C	G	0	1,600	4,800	4,800	4,800	16,000
519	U10	Bob Bahan / Ernie Starr Sport Facility Expansion	C	G	0	0	0	1,550	13,950	15,500
519	U14	Foothills Fieldhouse Development	C	G	0	0	3,000	4,500	194,413	201,913
519	U20	Class A Baseball Stadium Upgrades	C	U	0	0	575	1,917	3,834	6,326
519	U31	Renfrew Aquatic and Recreation Centre Expansion	C	G	300	2,700	0	0	0	3,000
519	U37	Sir Winston Churchill Aquatic and Recreation Centre	C	G	0	0	0	550	4,950	5,500
519	X06	Centre City Aquatic & Fitness	C	U	2,780	10,660	10,660	10,650	0	34,750

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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation										
519	X09	Established Area Arena Upgrade	D	U	0	0	0	0	300	300
519	X30	Recreation Facility Lifecycle	C	M	8,800	8,500	4,600	0	0	21,900
519	X30	Recreation Facility Lifecycle	D	M	0	0	0	0	18,000	18,000
519	X48	Irrigation for Athletic Parks	C	U	0	1,000	200	700	4,500	6,400
Total					20,535	37,945	35,534	47,425	443,666	585,105
COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services										
048	U01	ABS Communications Lifecycle	D	M	0	0	0	0	53	53
048	U02	ABS Equipment Lifecycle	D	M	0	0	0	0	60	60
048	U03	ABS Property Impound Facility	C	U	1,000	1,500	0	0	0	2,500
Total					1,000	1,500	0	0	113	2,613
COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire										
041	U07	East Core Emergency Response Station	C	G	3,200	6,200	3,200	0	0	12,600
042	U05	Facility Capital Lifecycle	C	M	1,450	1,450	449	1,450	0	4,799
042	U05	Facility Capital Lifecycle	D	M	0	0	0	0	2,850	2,850
042	U10	Emergency Operations Center (EOC) Facility Rehab	C	M	700	100	100	500	0	1,400
042	U10	Emergency Operations Center (EOC) Facility Rehab	D	M	0	0	0	0	100	100
042	U18	Building Infrastructure Flood Mitigation Measures	C	U	1,400	0	0	0	0	1,400
042	U20	Emergency Operations Center (EOC) Facility Upgrade	C	U	1,000	900	0	0	0	1,900
042	U23	Station 1 Renovation	C	U	1,150	2,000	0	0	0	3,150
042	U24	Station 12 Replacement	D	U	0	0	0	0	5,300	5,300

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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire										
042	U27	Training Academy Transformer Upgrade	C	U	760	0	0	0	0	760
043	U16	Critical Technology Service Program (CTSP)	C	U	12,989	12,440	7,500	7,500	0	40,429
043	U21	Wellness Clinic Software Upgrade	C	U	100	0	0	0	0	100
043	U25	Fireview Upgrade	C	U	250	250	0	0	0	500
043	U28	Transit Signals Priority System Upgrade	C	U	1,700	1,700	1,700	0	4,800	9,900
043	U30	Inventory Management & Warehouse improvements	C	U	285	0	0	0	0	285
043	U31	Asset Management Information System	C	U	0	1,300	1,300	0	0	2,600
043	U32	FireHub - Training Module	C	U	0	1,400	0	0	0	1,400
043	U33	FireHub - ePCR Module	C	U	0	0	2,500	0	0	2,500
044	U01	Firefighting Equipment Lifecycle	C	M	1,600	1,350	2,250	625	0	5,825
044	U01	Firefighting Equipment Lifecycle	D	M	0	0	0	0	950	950
044	U02	Personal Protective Equipment Lifecycle	D	M	0	0	0	0	2,000	2,000
044	U03	Fleet Lifecycle	C	M	4,942	5,748	1,227	3,136	0	15,053
044	U03	Fleet Lifecycle	D	M	0	0	0	0	7,776	7,776
044	U11	Urban Search and Rescue (USAR) and Disaster Respon	C	M	400	400	400	400	0	1,600
044	U11	Urban Search and Rescue (USAR) and Disaster Respon	D	M	0	0	0	0	400	400
044	U12	Fire Training Academy Equipment Lifecycle	C	M	215	0	0	100	0	315
044	U12	Fire Training Academy Equipment Lifecycle	D	M	0	0	0	0	300	300
044	U13	Training Academy Facility Upgrades	C	U	2,000	0	0	6,000	40,000	48,000
044	U14	Pandemic Supply Management	D	M	0	0	0	0	220	220

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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire										
044	U17	CFD Resiliency Projects	C	U	4,100	4,000	0	0	0	8,100
044	U19	Medical Response Unit Implementation	C	G	130	0	130	0	0	260
Total					38,371	39,238	20,756	19,711	64,696	182,772
COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications										
045	U16	Disaster Recovery Site	C	G	0	2,000	0	0	1,000	3,000
045	X05	PSC Equipment Lifecycle	C	M	160	225	255	100	0	740
045	X05	PSC Equipment Lifecycle	D	M	0	0	0	0	860	860
045	X06	Computer Aided Dispatch System Maintenance	C	M	0	0	1,100	1,100	0	2,200
045	X06	Computer Aided Dispatch System Maintenance	D	M	0	0	0	0	200	200
045	X07	PSC Backup Facility	C	U	800	5,200	6,500	18,800	8,700	40,000
045	X09	Critical Technology Maintenance	D	M	0	0	0	0	2,100	2,100
045	X15	PSC Facility Maintenance	C	M	200	0	100	0	0	300
045	X15	PSC Facility Maintenance	D	M	0	0	0	0	2,000	2,000
045	X17	Mobile 9-1-1 Communications Centre	C	G	2,400	0	200	0	500	3,100
Total					3,560	7,425	8,155	20,000	15,360	54,500
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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
Civic Partners										
479	U01	Calgary Public Library Building Lifecycle Maintena	C	M	1,000	1,000	1,000	1,000	0	4,000
479	U01	Calgary Public Library Building Lifecycle Maintena	D	M	0	0	0	0	1,000	1,000
479	U02	Calgary Public Library IT Lifecycle Maintenance	C	M	1,100	1,374	1,544	1,405	0	5,423
479	U02	Calgary Public Library IT Lifecycle Maintenance	D	M	0	0	0	0	1,255	1,255
479	U03	Library2Go	C	G	1,000	0	0	0	0	1,000
479	U04	Calgary Public Library Existing Communities	C	U	4,000	7,500	6,000	6,500	0	24,000
479	U04	Calgary Public Library Existing Communities	D	U	0	0	0	0	8,000	8,000
479	U05	Calgary Public Library Interior Refurbishment	C	U	3,025	0	0	0	0	3,025
479	U06	Calgary Public Library IT Enhancements	C	U	1,125	1,175	825	300	0	3,425
479	U06	Calgary Public Library IT Enhancements	D	U	0	0	0	0	400	400
479	U08	Calgary Public Library Symons Valley	C	S	2,100	3,200	3,200	0	0	8,500
508	U01	Talisman Centre Lifecycle Maintenance Program	C	M	500	500	500	500	0	2,000
508	U01	Talisman Centre Lifecycle Maintenance Program	D	M	0	0	0	0	500	500
508	U02	Talisman Flood Mitigation	C	U	500	0	0	0	0	500
509	U01	Heritage Park Buildings and Exhibits Maintenance	C	M	1,323	1,177	258	399	0	3,157

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Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
Civic Partners										
509	U01	Heritage Park Buildings and Exhibits Maintenance	D	M	0	0	0	0	950	950
509	U02	Heritage Park Infrastructure and Equipment Progra	C	M	375	499	330	334	0	1,538
509	U02	Heritage Park Infrastructure and Equipment Progra	D	M	0	0	0	0	460	460
509	U03	Heritage Park Rolling Stock Program	C	M	204	365	709	641	0	1,919
509	U03	Heritage Park Rolling Stock Program	D	M	0	0	0	0	500	500
510	U01	Zoo Lifecycle Maintenance Program	C	M	2,186	2,251	2,319	2,388	0	9,144
510	U01	Zoo Lifecycle Maintenance Program	D	M	0	0	0	0	2,460	2,460
510	U02	Zoo Flood Mitigation	C	U	8,750	16,250	0	0	0	25,000
510	U03	Zoo Building Capacity for Giant Pandas	C	U	2,394	3,139	10,683	2,580	0	18,796
510	U04	Zoo Land of Lemurs Exhibit	C	G	3,244	715	0	0	0	3,959
510	U05	Zoo Revitalize Prehistoric Park	C	U	2,938	13,231	263	0	0	16,432
510	U06	Zoo Wildlife Interactive Education	C	U	478	5,661	1,909	0	0	8,048
511	U01	Spark Lifecycle Maintenance Program	C	M	260	0	0	0	0	260
511	U02	Spark Catering Infrastructure	C	U	0	250	750	500	0	1,500
511	U03	Spark 3D Upgrade Dome Theatre	C	U	163	0	0	0	0	163
512	U01	Fort Calgary Lifecycle Maintenance Program	C	M	255	138	150	163	0	706
512	U01	Fort Calgary Lifecycle Maintenance Program	D	M	0	0	0	0	210	210
512	U02	Fort Calgary Childrens Education Ctr	C	U	145	0	0	0	0	145
512	U03	Fort Calgary Upgrade of 1875 Fort	C	U	387	0	0	0	0	387
626	U01	Calgary TELUS Convention Centre Lifecycle Maintena	C	M	325	325	325	325	0	1,300

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
Civic Partners										
626	U01	Calgary TELUS Convention Centre Lifecycle Maintena	D	M	0	0	0	0	390	390
626	U02	Calgary Telus Convention Centre Flood Mitigation	C	U	175	0	0	0	0	175
626	U03	Calgary Telus Convention Centre Chair Replacement	C	U	0	600	0	0	0	600
633	U01	Capital Civic Partner Grant Program	D	M	0	0	0	0	7,500	7,500
633	U03	EPCOR Lifecycle Maintenance Program	C	M	763	911	421	691	0	2,786
633	U03	EPCOR Lifecycle Maintenance Program	D	M	0	0	0	0	835	835
Total					38,715	60,261	31,186	17,726	24,460	172,348

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Supplemental Information: Capital Analysis



Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
Calgary Police Service										
032	320	Telecom Equip. - Replacement	D	M	0	0	0	0	500	500
038	388	Westwinds Future Office Growth	C	G	0	1,200	1,200	10,000	0	12,400
038	388	Westwinds Future Office Growth	D	G	0	0	0	0	10,000	10,000
038	450	Calgary Police Service Warehouse	C	G	22,500	0	0	0	0	22,500
038	451	Tech. Services Lab	C	G	0	0	1,000	0	0	1,000
038	452	Facilities Shop	C	G	0	0	1,000	0	0	1,000
038	453	DNA Lab	C	G	0	1,500	0	0	0	1,500
038	454	Ballistics Lab	C	G	0	1,500	0	0	0	1,500
038	460	Aero Centre	C	G	0	2,800	0	0	0	2,800
038	462	Fleet Garage Relocation - WW	C	G	0	1,400	1,400	0	0	2,800
038	472	Driver Training Track	C	G	1,500	500	0	0	0	2,000
038	474	Ammunition Warehouse Expansion	C	G	0	0	1,750	1,750	0	3,500
038	484	NSC - Washrooms/Classrooms	D	G	0	0	0	0	1,400	1,400
Total					24,000	8,900	6,350	11,750	11,900	62,900

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
CORPORATE SERVICES: Corporate Properties & Buildings										
698	55U	Heritage Properties Restoration	C	M	6,000	6,000	6,000	6,500	0	24,500
769	U01	Tomorrow's Workplace Repayment	C	M	2,000	2,000	2,000	2,000	0	8,000
769	U01	Tomorrow's Workplace Repayment	D	M	0	0	0	0	2,000	2,000
770	00U	Andrew Davison Streetscape Improvements	C	U	100	2,400	0	0	0	2,500
770	02U	Municipal Complex - Accessibility, Information & F	C	U	500	1,000	10,000	8,500	0	20,000
770	03U	Municipal Complex - Plaza Upgrades	C	U	1,000	2,000	10,000	7,000	0	20,000
770	04U	Municipal Complex - 3rd Street Arcade Upgrades	C	U	500	1,500	500	0	0	2,500
770	05U	Municipal Complex - 9th Avenue Upgrades	C	U	400	1,600	0	0	0	2,000
770	06U	Municipal Complex - Great Room & Food Service	C	U	2,000	3,000	15,000	15,000	0	35,000
770	07U	Municipal Complex - Security Upgrades	C	U	200	300	4,500	0	0	5,000
770	10U	Municipal Complex - 3rd Street NE Entrance, Univer	C	U	900	2,700	900	0	0	4,500
770	11U	Municipal Complex - 3rd Street SE Entrance, Univer	C	U	1,300	3,900	1,300	0	0	6,500
770	18U	Tenant Fit-up of Added 3rd Floor, Sarcee Administr	C	G	1,800	0	0	0	0	1,800
770	19U	NW Alternative Workplace Hub (Royal Vista)	C	U	500	0	0	0	0	500
770	20U	Andrew Davison Main Floor Reno	C	U	1,000	0	0	0	0	1,000
770	21U	Workspace Program - existing Workplace Redevelopme	C	G	3,750	3,750	3,750	3,750	0	15,000
770	21U	Workspace Program - existing Workplace Redevelopme	D	G	0	0	0	0	7,500	7,500
770	33U	Andrew Davison +15	C	G	100	0	0	0	0	100

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Supplemental Information: Capital Analysis



Projects Not Funded Within 5 Year Plan (\$000s)										
Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
CORPORATE SERVICES: Corporate Properties & Buildings										
770	89U	Calgary Public Building - new un-manned Elevator	C	U	550	1,000	0	0	0	1,550
770	U34	Mayland Heights Office Space Upgd	C	U	1,240	0	0	0	0	1,240
773	U05	Alternative Workplace Boardroom Technical Equipmen	C	G	550	550	550	550	0	2,200
773	U22	Corporate Furniture Program	C	U	3,000	3,000	3,000	3,000	0	12,000
773	U22	Corporate Furniture Program	D	U	0	0	0	0	4,000	4,000
776	00U	Whitehorn Masterplan Strategic Redevelopment	C	G	2,000	18,000	20,000	5,000	0	45,000
776	01U	Sarcee Vehicle Storage Facilities	C	G	0	130	1,570	6,700	0	8,400
776	01U	Sarcee Vehicle Storage Facilities	D	G	0	0	0	0	3,600	3,600
776	02U	Bearspaw OWC - salt pond, site grading and stormwa	C	U	390	6,620	0	0	0	7,010
776	20U	Shepard OWC: Fleet Building	C	M	1,000	3,500	6,800	2,000	0	13,300
776	61U	Spring Gardens Storm Water Management Facility	C	U	0	0	0	320	0	320
776	61U	Spring Gardens Storm Water Management Facility	D	U	0	0	0	0	1,550	1,550
776	62U	Sarcee South Site Servicing and Roads Covered Stor	C	G	310	3,520	2,000	1,000	0	6,830
776	63U	Sarcee Parks Storage and Operational Facilities	C	G	1,920	0	0	0	0	1,920
776	64U	Manchester Road to Separate Light & Heavy Duty Veh	C	U	0	0	1,710	4,000	0	5,710
776	65U	Fleet Facilities (multi-site)	C	G	0	90	400	700	0	1,190
776	65U	Fleet Facilities (multi-site)	D	G	0	0	0	0	5,000	5,000
776	67U	Stoney Roads Site and Facilities	C	G	410	3,000	1,300	5,180	0	9,890

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
CORPORATE SERVICES: Corporate Properties & Buildings										
776	67U	Stoney Roads Site and Facilities	D	G	0	0	0	0	1,700	1,700
776	68U	Spring Gardens Supply Warehouse	C	U	0	1,090	6,000	450	0	7,540
776	69U	Spring Gardens: Co-location of Operational Space t	C	G	0	0	410	4,000	0	4,410
776	69U	Spring Gardens: Co-location of Operational Space t	D	G	0	0	0	0	2,000	2,000
776	95U	OWC Land Acquisitions	C	G	14,000	0	0	10,930	0	24,930
776	95U	OWC Land Acquisitions	D	G	0	0	0	0	690	690
776	99U	Manchester OWC High Voltage Electrical System Repl	C	U	5,000	5,000	5,000	5,000	0	20,000
776	U01	Operations Sites Energy Efficiency Initiatives	C	G	500	750	250	250	0	1,750
779	11U	Integrated Operations and Asset Management System	C	M	780	580	380	0	0	1,740
779	12U	Integrated Land/Property/Lease Management	C	M	0	0	1,400	0	0	1,400
779	99U	Sustainable Building Condition Ratings (Green, Fac	C	M	250	250	250	250	0	1,000
779	99U	Sustainable Building Condition Ratings (Green, Fac	D	M	0	0	0	0	250	250
779	U12	Knowledge and Information Mgmt	C	S	500	0	0	0	0	500
880	00U	Whitehorn Mechanical System Upgrade	C	M	0	0	8,400	7,000	0	15,400
880	01U	4 Year South Zone Safety, Tenant & Community Progr	C	M	4,305	462	1,039	640	0	6,446
880	01U	4 Year South Zone Safety, Tenant & Community Progr	D	M	0	0	0	0	1,269	1,269
880	02U	4 Year Central Zone Safety, Tenant & Community Pro	C	M	1,780	215	936	299	0	3,230
880	02U	4 Year Central Zone Safety, Tenant & Community Pro	D	M	0	0	0	0	700	700

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Supplemental Information: Capital Analysis



Projects Not Funded Within 5 Year Plan (\$000s)										
Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
CORPORATE SERVICES: Corporate Properties & Buildings										
880	13U	CPB Stewarded Buildings - Bring to Target Conditio	C	M	15,280	15,280	15,280	15,280	0	61,120
880	13U	CPB Stewarded Buildings - Bring to Target Conditio	D	M	0	0	0	0	19,100	19,100
880	21U	4 Year North Zone Safety, Tenant & Community Progr	C	M	2,145	571	1,145	0	0	3,861
880	21U	4 Year North Zone Safety, Tenant & Community Progr	D	M	0	0	0	0	1,269	1,269
880	22U	Municipal Building Skylight Replacement	C	M	200	3,500	3,500	0	0	7,200
880	25U	Preventive Maintenance Program	C	M	1,500	1,500	1,500	1,500	0	6,000
880	27U	Facility & Site Emergency Response Planning & Exec	C	S	2,685	185	185	185	0	3,240
880	27U	Facility & Site Emergency Response Planning & Exec	D	S	0	0	0	0	75	75
880	88U	Manchester Q - Base Building Systems & Facility Up	C	U	2,150	1,650	1,500	0	0	5,300
880	90U	Building Envelopes / Roofs Renewals / Replacements	C	M	1,250	1,250	1,250	3,250	0	7,000
880	90U	Building Envelopes / Roofs Renewals / Replacements	D	M	0	0	0	0	5,000	5,000
880	96U	Municipal Complex Chillers Replacement	C	M	3,500	3,000	0	0	0	6,500
880	97U	City Hall Exterior Refurbishment	C	M	4,200	4,000	3,000	2,000	0	13,200
880	98U	Municipal Complex Electrical Dist	C	M	5,800	8,000	6,000	0	0	19,800
880	U02	Building Recommissioning Program for Energy & Opera	C	M	3,400	3,400	3,400	3,400	0	13,600

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
CORPORATE SERVICES: Corporate Properties & Buildings										
880	U02	Building Recommissioning Program for Energy & Opera	D	M	0	0	0	0	4,000	4,000
880	U23	Facility & Site Emergency Response Planning & Exec	C	S	280	315	315	350	0	1,260
937	97U	OPT 1:Flood Resiliency (MEDIUM) Building Envelope	C	U	4,000	2,000	0	0	0	6,000
937	98U	OPT 2:Flood Resiliency HIGH (Enhances OPT 1) Reloc	C	U	3,000	9,000	9,000	8,500	0	29,500
937	U03	Emerg. Electrical Distribution System Relocation	C	U	600	0	0	0	0	600
937	U98	CPB CAD DRAWINGS PROJECT	C	M	275	150	150	125	0	700
Total					110,800	131,708	161,570	134,609	59,703	598,390

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Supplemental Information: Capital Analysis



Projects Not Funded Within 5 Year Plan (\$000s)

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
CORPORATE SERVICES: Customer Service & Communications										
791	U06	Reduce 311future footprint	C	S	0	500	200	0	0	700
791	U06	Reduce 311future footprint	D	U	0	0	0	0	200	200
791	U08	311Digital Self Service Channels	C	S	504	450	465	375	0	1,794
791	U08	311Digital Self Service Channels	D	S	0	0	0	0	200	200
791	U09	Service Counters	C	S	250	250	250	250	0	1,000
793	U03	Crisis Communication channel development and commu	C	U	800	1,350	1,150	950	0	4,250
793	U04	Digital Communication channels	C	G	920	845	845	920	0	3,530
793	U10	Vehicle Wrap (Vehicle advertising)	C	S	100	100	100	100	0	400
793	U10	Vehicle Wrap (Vehicle advertising)	D	S	0	0	0	0	100	100
793	U11	Video Tech-Based Learning and Development modules	C	S	150	150	150	150	0	600
793	U11	Video Tech-Based Learning and Development modules	D	S	0	0	0	0	50	50
793	U17	Pre & Post Communications Tactics Research	C	S	32	31	31	31	0	125
793	U17	Pre & Post Communications Tactics Research	D	S	0	0	0	0	30	30
794	U04	Mibile tools for City info and services	C	S	350	350	350	350	0	1,400
794	U08	Engagement Virtual Town Hall (Video streaming) and	C	S	200	200	200	200	0	800
794	U08	Engagement Virtual Town Hall (Video streaming) and	D	S	0	0	0	0	200	200
Total					3,306	4,226	3,741	3,326	780	15,379

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019
 Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

**Projects Not Funded Within 5 Year Plan
(\$000s)**

Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
CORPORATE SERVICES: Information Technology										
741	B90	Software Lifecycle Replacement - 415891	C	M	4,000	3,500	3,000	1,300	0	11,800
741	B90	Software Lifecycle Replacement - 415891	D	M	0	0	0	0	3,500	3,500
744	U87	Mobile Application Framework	C	G	600	612	624	636	0	2,472
Total					4,600	4,112	3,624	1,936	3,500	17,772
CORPORATE SERVICES: Infrastructure & Information Services										
813	U05	CORE Mapping Phase III / CORE Downstream Applicati	C	U	286	467	649	467	0	1,869
813	U10	Utility Line Assignment System	C	U	0	0	0	0	50	50
813	U22	Building Repository-Generation III	C	U	0	0	0	839	755	1,594
813	U33	Calgary.ca Web Mapping Framework Upgrade Program	C	U	0	0	29	75	30	134
813	U51	Cityonline Phase III	C	U	83	53	655	805	802	2,398
813	U55	Corporate Imagery Program	C	U	0	0	0	450	945	1,395
813	U99	Construction Documents and Drawings Management Pro	C	U	357	296	216	10	350	1,229
814	U16	Survey Equipment	C	M	0	0	42	200	200	442
819	U00	Project Management Information Systems (ProMIS) Im	C	S	0	300	1,000	0	0	1,300
819	U05	CLIIP Automation (Phase 2)	C	U	244	405	566	405	0	1,620
Total					970	1,521	3,157	3,251	3,132	12,031

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019
Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Supplemental Information: Capital Analysis



Projects Not Funded Within 5 Year Plan (\$000s)

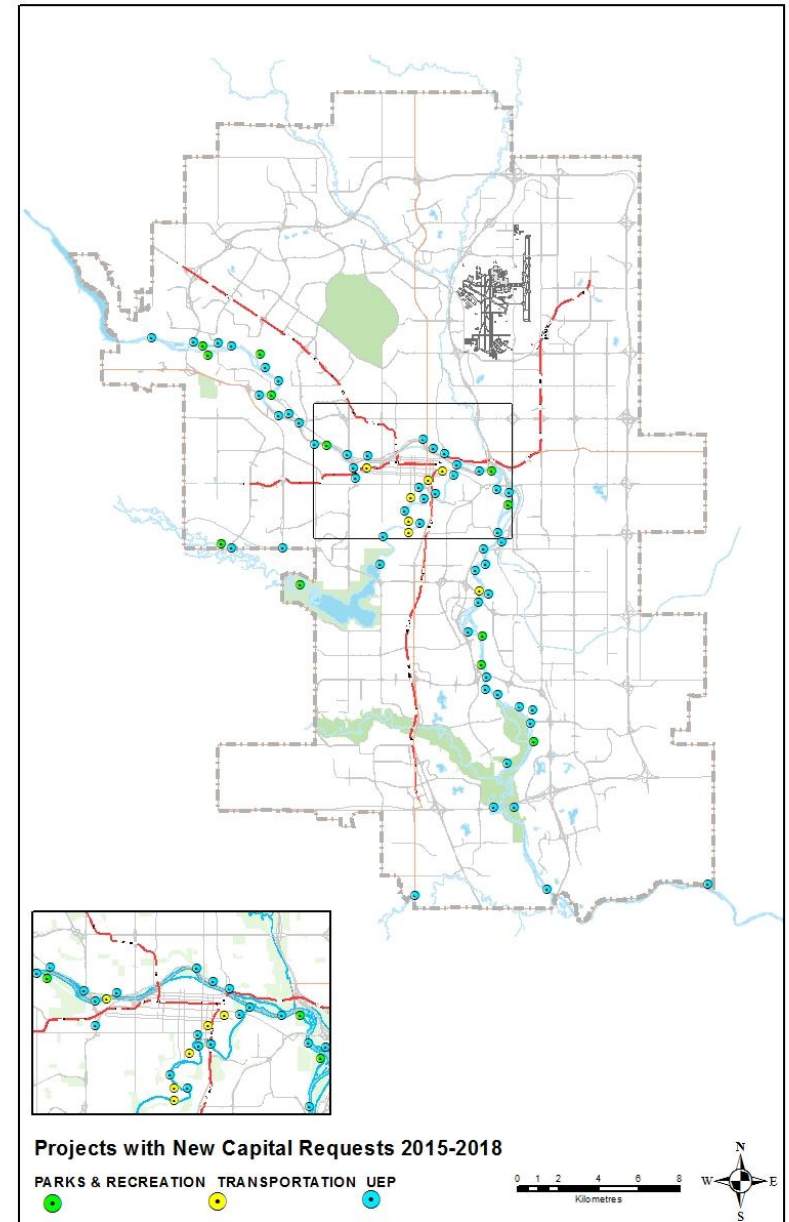
Prog.	Proj.	Project Description	Cat.	Type	2015	2016	2017	2018	2019	Total
CORPORATE ADMINISTRATION: Chief Financial Officer's Department										
736	U01	Business Applications and Technology Maintenance U	D	U	0	0	0	0	700	700
736	U02	Warehouse	D	M	0	0	0	0	375	375
811	U03	Fueling Systems	D	U	0	0	0	0	500	500
Total					0	0	0	0	1,575	1,575
CORPORATE ADMINISTRATION: Law										
710	U01	Risk and Claims - Emergency Claims Management Syst	C	S	300	0	0	0	0	300
710	U03	Information Security Internet Monitoring and block	C	S	0	500	0	0	0	500
710	U04	Information Security Anti Malware systems	C	S	0	0	500	0	0	500
710	U05	Information Security Web Application Firewalls	A	S	0	0	500	0	0	500
710	U06	Information Security 2 Factor Authentication Refre	A	S	0	0	0	500	0	500
710	U07	Information Security Database Security Suite	A	S	0	0	0	500	0	500
Total					300	500	1,000	1,000	0	2,800

Category of Project: A=Projects in Progress, C=New Projects starting in 2015-2018, D=Projects Starting in 2019

Type of Project: M=Maintenance/Replacement, U=Upgrade, G=Growth, S=Service Change

Figure 30: New Capital Requests for Flood Recovery Projects

The full impact of the June 2013 flood to City infrastructure encompassed more than 200 projects needing repairs or restoration work originally estimated at approximately \$445 million. Since July 2013, almost half of the identified flood-impacted projects are complete or substantially complete and another 72 projects are in progress. *Action Plan 2015-2018* identifies new capital requests costing \$81 million, along with an additional \$46 million in previously approved projects, to address flood recovery. *Action Plan* includes only projects for flood recovery.



Supplemental Information: Capital Analysis



Flood Recovery Capital Projects in Action Plan (\$ thousands)

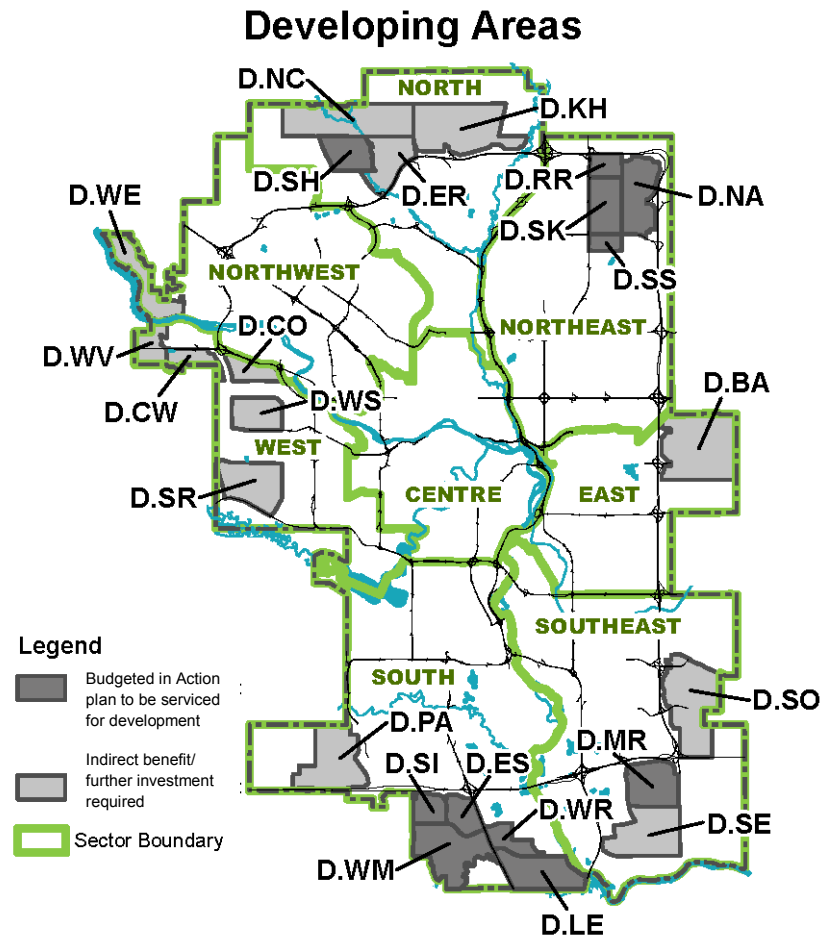
	Projects in Action Plan			Action Plan New Request Program-Project #
	Previously Approved \$	New Requests \$	Total \$	
Total City	\$45,960	\$81,148	\$127,108	
Utilities & Environmental Protection	\$0	\$65,988	\$65,988	
Water	\$0	\$65,988	\$65,988	
Flood-Drainage	\$0	\$34,938	\$34,938	952-003
Flood-Wastewater	\$0	\$15,930	\$15,930	952-002
Flood-Water	\$0	\$15,120	\$15,120	952-001
Transportation	\$11,500	\$8,535	\$20,035	
Roads	\$11,500	\$8,535	\$20,035	
Pavement and Sidewalk Reconstruction	\$6,000	\$8,535	\$14,535	948-001
Slope Stability Projects	\$5,500	\$0	\$5,500	
Community Services & Protective Services	\$34,460	\$6,625	\$41,085	
Parks	\$20,760	\$6,625	\$27,635	
Major Parks (Program)	\$170	\$750	\$920	932-003
Other Parks (Program)	\$9,897	\$1,458	\$11,355	932-004
Pathways (Program)	\$10,493	\$4,127	\$14,620	932-001
Parks Building (Program)	\$200	\$290	\$490	932-002
Recreation	\$13,700	\$0	\$13,700	
Shouldice Athletic Park Artificial Turf Replacement	\$11,500	\$0	\$11,500	
Shaganappi Golf Course Pumphouse	\$1,200	\$0	\$1,200	
MapleRidge Golf Course Pumphouse	\$1,000	\$0	\$1,000	

Figure 31: Growth Area Projects in the 2015 – 2018 Capital Budget

The City is continually servicing land to maintain a healthy inventory to meet the needs of the growing population. Business units from across the corporation have aligned their budgets and capital plans to support growth that matches the prioritized list of new growth areas. This represents a far greater level of corporate alignment than occurred in previous budget cycles.

The 2015-2018 Capital Budget is expected to result in the servicing of nearly 1,400 additional hectares of land, with the ability to house almost 100,000 people in the Developing Areas alone, not including the capacity in the Developed Areas. Investment in redevelopment and industrials growth has also been incorporated into the budget. Capital projects and operating impacts to service these areas are included in the 2015-2018 Capital and Operating Budgets. The City will continue to monitor growth and recommend adjustments to capital investment plans as required.

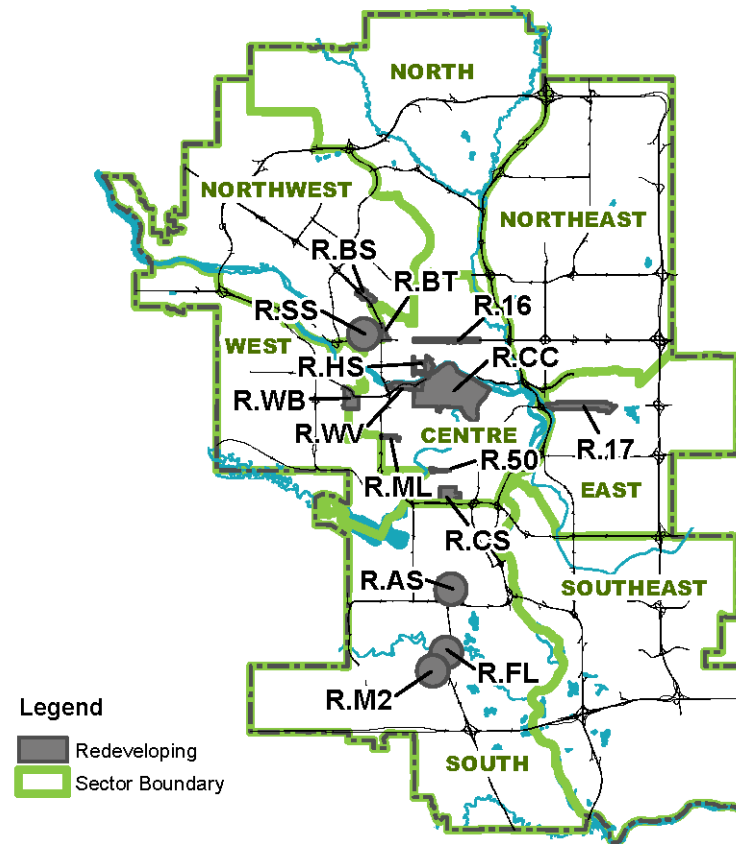
Developing Growth Areas	
D.SK	Skyview Ranch - Remaining Development
D.RR	Redstone - Remaining Development
D.NA	Northeast Regional Policy Plan ASP: A
D.SS	Saddleridge Savannah
D.SH	Sage Hill - Remaining Development
D.MR	Mahogany - Remaining Development
D.WR	Walden - Remaining Development
D.LE	Legacy
D.ES	East Silverado
D.SI	Silverado - Remaining Development
D.WM	West Macleod Area Structure Plan
D.SE	Southeast Planning Area Regional Policy Plan Cells C and D
D.KH	Keystone Hills Area Structure Plan
D.ER	Evanston - Remaining Development
D.SR	Springbank Hill - Remaining Development
D.BA	Belvedere Area Structure Plan
D.WE	West Regional Context Study Cell B
D.WV	West View Area Structure Plan
D.CO	Canada Olympic Park and Adjacent Lands Area Structure Plan
D.CW	Calgary West Area Structure Plan
D.SO	South Shepard Area Structure Plan
D.WS	West Springs - Remaining Development
D.NC	North Regional Context Study Cells C and D
D.PA	Providence Area Structure Plan





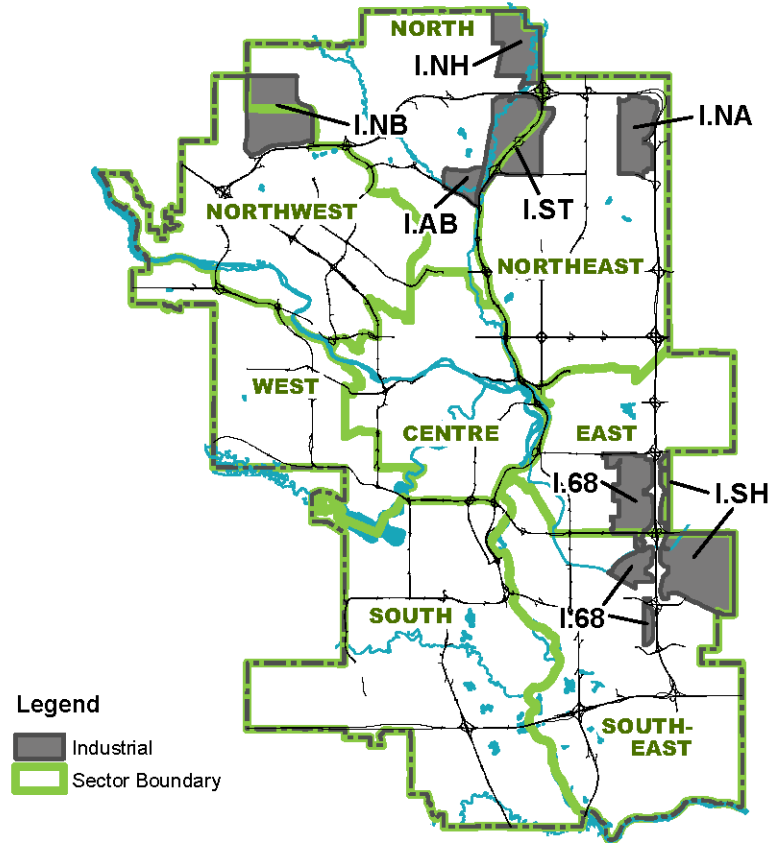
Redeveloping Growth Areas	
R.CC	Centre City Plan (including Beltline)
R.CS	Chinook Station Area Plan
R.HS	Hillhurst/Sunnyside Area Redevelopment Plan
R.BS	Brentwood Station Area Redevelopment Plan
R.16	16 Avenue North Urban Corridor Area Redevelopment Plan
R.WB	Westbrook Village Area Redevelopment Plan
R.WV	West Village Area Redevelopment Plan
R.AS	Anderson Station Area
R.BT	Banff Trail Area Development Plan
R.17	Southeast 17 Corridor Land Use and Urban Design Concept
R.ML	Marda Loop area Redevelopment Plan
R.SS	SSCAP – Stadium Shopping Centre
R.FL	Fish Creek /Lacombe Station Area
R.M2	Midnapore 2 Area Structure Plan Amendment (Shawnee Slopes)
R.50	50 Avenue Area Redevelopment Plan

Redeveloping Areas



Industrial Growth Areas	
I.AB	Aurora Business Park Area Structure Plan
I.ST	Stoney Industrial Area Structure Plan
I.68	Southeast 68 Street Industrial Area Structure Plan
I.NH	North Regional Context Study Cell H
I.SH	Shepard Industrial Area Structure Plan
I.NB	North Regional context Study Cell B
I.NA	North Regional context Study Cell A

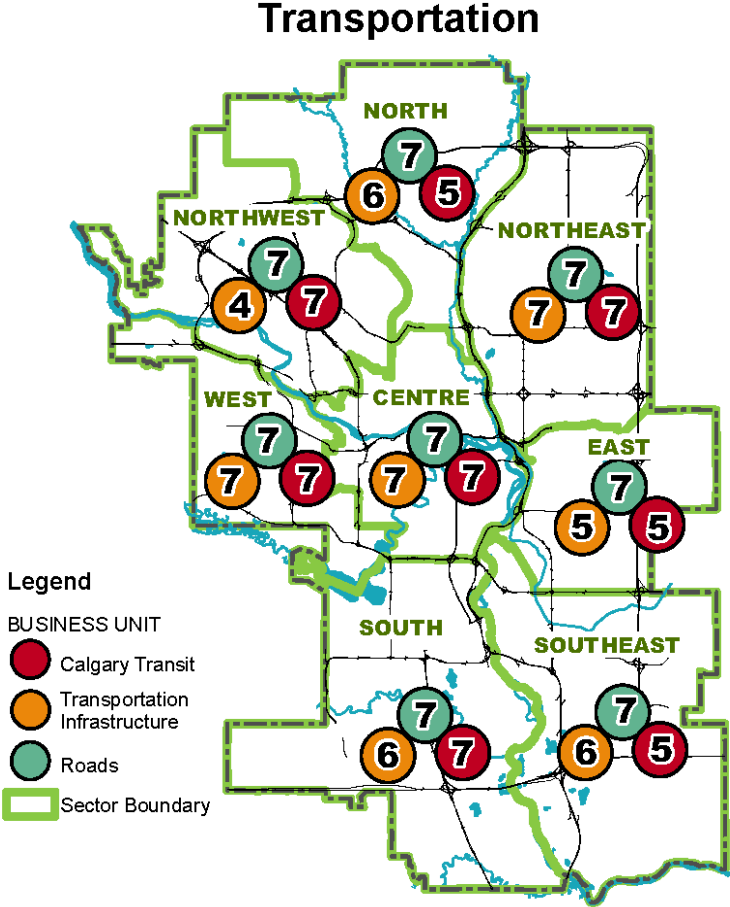
Industrial Areas





Transportation Growth Related Projects by Sector

Transportation has defined four distinct infrastructure categories as part of their 10-year capital planning report, Investing in Mobility. These categories are a combination of the Maintenance (M), Upgrade (U), Growth (G) and Service Change (S) categories used in Action Plan 2015 – 2018. The projects shown on the Transportation Map are growth-related projects that fall under the Investing in Mobility category of Goods Movement and Traffic Growth. Within Action Plan 2015 – 2018, there are projects for Calgary Transit, Transportation Infrastructure and Roads that will accommodate growth. Calgary’s transportation network functions as a system, therefore upgrades to interchanges, major roads and transit will provide a benefit to the entire city.



	Transportation Project Description	Sector	Ward	Growth Area
Transportation Infrastructure	Glenmore Trail Widening (Crowchild Tr to 37 St SW)	W	All	City-wide
	McKnight Widening (12-19 St NE)*	NE	All	City-wide
	Glenmore & Ogden Interchange*	NW, N, NE, E, SE, S, W, C	All	City-wide
	Noise Attenuation Retrofit**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Connectors/Improvement – Provincial Ring Rd Projects**	N, NE, E	1, 2, 3, 4, 5	City-wide
	Métis Trail: 64 - 80 Av NE	NE	3	City-wide
	RouteAhead Rapid Transit Corridors**	NW, NE, E, SE, S, W, C	All	City-wide
	Chinook Transit Oriented Development**	C	9	R.CS
	University of Calgary TOD (Banff Trail / Stadium)**	NW	7	R.BT
	Centre City Mobility Program**	C	7, 8, 9, 11	R.CC
	Southwest & West Ring Road Connections**	S, W	All	City-wide
	194 Avenue S Slough Crossing & CPR Grade Separation**	S	14	D.ES, D.SI, D.WM
	TransCanada Highway / Bowfort Road Interchange	W	All	City-wide
	MacLeod Trail & 162 Avenue Interchange**	S	13, 14	City-wide
	Flanders Avenue Special Development Agreement	W	11	-
Green Line Transitway**	N, SE, C	All	City-wide	
Calgary Transit	Traction Power 4-Car Upgrade*	NW, NE, S, W, C	All	City-wide
	Westbrook Building*	NW, N, NE, E, SE, S, W, C	All	City-wide
	Major Maintenance Facilities Upgrades**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Light Rail Vehicle Purchases	NW, NE, S, W, C	All	City-wide
	Big Buses/Community Shuttle Buses**	NW, N, NE, E, SE, S, W, C	All	City-wide
Roads	New Traffic Signals and Pedestrian Corridors**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Roads Equipment & Systems**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Subdivision Construction**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Development of Access Roads**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Railway Crossing Upgrades**	NW, N, NE, E, SE, S, W, C	All	City-wide

* = Category A with new budget request

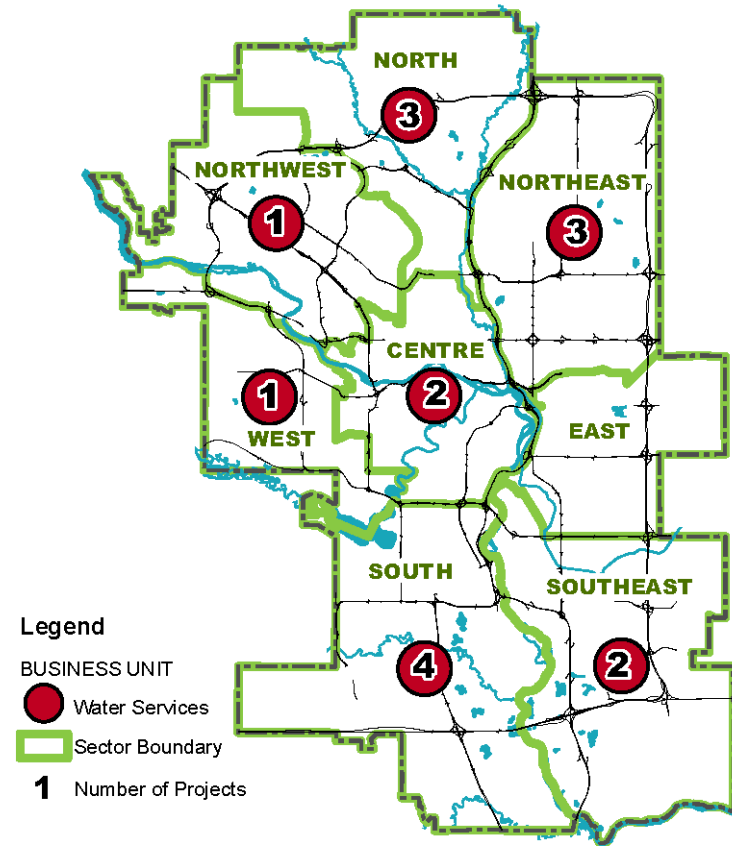
** = Category C



Utilities & Environmental Protection Growth Related Projects by Sector

Utilities & Environmental Protection define their projects using percentages from each of the relevant categories used in Action Plan 2015 – 2018 that include Maintenance (M), Upgrade (U), Growth (G) and Service Change (S). The projects shown on the Utilities & Environmental Protection Map are growth-related projects but their primary component may be Maintenance (M), Upgrade (U), or Service Change (S). This primary component is what will be shown within Action Plan 2015 – 2018. These projects will accommodate growth. Calgary's water and wastewater treatment plants and water and wastewater network functions as systems, therefore upgrades to these water services will provide a benefit to the entire city.

Utilities & Environmental Protection



Utilities & Environmental Protection Project Description		Sector	Ward	Growth Area
Water Services	Water Treatment Plants**	NW	-	City-Wide
	Water Distribution Network**	N, NE, SE, S, W, C	-	D.SK, D.RR, D.NA, D.SS, D.SH, D.ES, D.SI, D.WM, D.SE, D.KH, D.ER, D.SR, all redevelopment areas
	Wastewater Treatment Plants**	S	-	City-Wide
	Wastewater Collection Network**	N, NE, S, SE, C	-	D.SK, D.RR, D.NA, D.SS, D.SH, D.ES, D.SI, D.WM, D.SE, D.KH, all redevelopment areas
	Drainage Facilities & Network**	N, NE, S	-	D.SK, D.RR, D.NA, D.ES, D.SI, D.WM, D.SE, D.KH, all redevelopment areas

* = Category A with new budget request

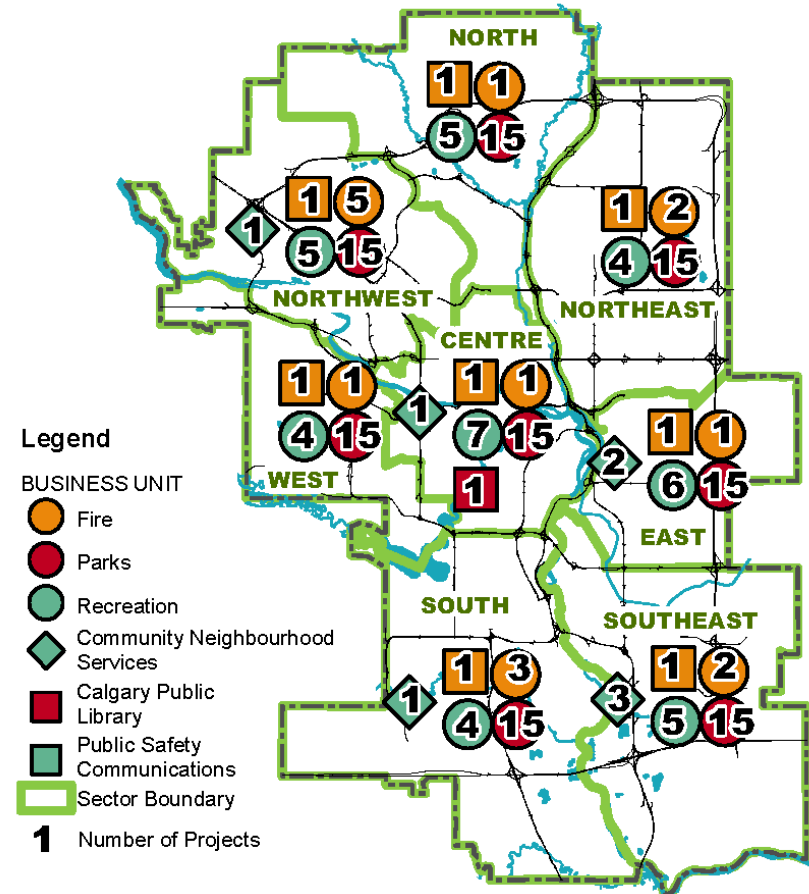
** = Category C



Community Services & Protective Services Growth Related Projects by Sector

Community Services & Protective Services define their projects using the relevant categories used in Action Plan 2015 – 2018 that include Maintenance (M), Upgrade (U), Growth (G) and Service Change (S). The projects shown on the Community Services & Protective Services Map are growth-related projects but their primary component may be Maintenance (M), Upgrade (U), or Service Change (S). This primary component is what will be shown within Action Plan 2015 – 2018. These projects will accommodate growth. Parks, Recreation, Fire, Community & Neighbourhood Services, Calgary Public Library and Public Safety Communications function as systems and are based on population growth. The benefitting areas for these projects are often sector and ward based.

Community & Protective Services



Community Services & Protective Services Project Description		Sector	Ward	Growth Area
Fire	Tuscany TempEmerg Resp St	NW	1, 2	D.WE, D.WV, D.CW, I.NB
	Royal Vista Emergency Response Station	NW	1, 2	D.KH, D.ER, I.NB
	NE Super Station	NW	3	D.SK, D.RR, D.NA, D.SS, I.AB, I.ST
	East Macleod Emergency Response Station	S	14	D.WR, D.LE, D.ES, D.SI, D.WM
	Cornerstone Emergency Response Station**	NE	3	D.SK, D.RR, D.NA, D.SS
	West Macleod Emergency Response Station**	S	14	D.ES, D.SI, D.WM, D.PA
	Bow River Safety Boom**	SE	All	City-wide
	Station 17 Replacement**	NW	1	R. BS, R.SS
	Redevelopment Areas Emergency Response Units**	NW, N, NE, E, SE, S, W, C	All	City-wide
Parks	Legacy Parks - New Regional Parks	NW, N, NE, E, SE, S, W, C	-	City-wide
	Legacy Parks - Phase 3	NW, N, NE, E, SE, S, W, C	-	City-wide
	Sports field Lifecycle & Renovations**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Playground Lifecycle & CSA Compliance**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Bowness Park Redevelopment**	NW, N, NE, E, SE, S, W, C	1, 6	D.WE, D.WV, D.CO, D.CW, D.WS, R.BS, R.16
	Parks Infrastructure Lifecycle**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Established Communities Open Space Upgrade**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Class A Parks Lifecycle Repairs And Upgrades	NW, N, NE, E, SE, S, W, C	All	City-wide
	Major Parks-Lifecycle**	NW, N, NE, E, SE, S, W, C	All	City-wide

Supplemental Information: Capital Analysis



Community Services & Protective Services Project Description		Sector	Ward	Growth Area
	Land Acquisition - New*	NW, N, NE, E, SE, S, W, C	All	City-wide
	Other Parks Projects Upgrade/Retrofit**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Pathways – New**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Pathways – Lifecycle**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Pathway Safety Project	NW, N, NE, E, SE, S, W, C	All	City-wide
	Cemeteries-New	NW, N, NE, E, SE, S, W, C	All	City-wide
Recreation	New Brighton Athletic Park Development	E, SE, S, C	12	D.MR, D.SE, D.SO, I.SH
	Skate Park Amenities / Leisure Centre Upgrade**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Genesis Centre	N, NE, E	3, 5	D.SH, D.KH, D.ER, I.AB, I.ST
	Aquatic Centre Upgrade**	NW, N, NE, E, SE, C	-	City-wide
	CP Westside Rec Centre Upgrade	W	6,8	D.SR, D.WS, R.16
	Arenas Upgrade**	NW, W, S, SE, E	All	City-wide
	Facility Lifecycle**	NW, N, NE, E, SE, S, W, C	All	City-wide
	Land Purchase for Rocky Ridge Athletic Park**	NW, N	1, 2, 4, 7	D.SH, D.WE, D.WV, D.CW, D.CO, D.KH, D.ER, I.NB
	NG 9-1-1 Technology Upgrades*	NW, N, NW, E, SE, S, W, C	All	City-wide

Community Services & Protective Services Project Description		Sector	Ward	Growth Area
Public Safety Communications	Deployment Management Planning Software	NW, N, NE, E, SE, S, W, C	All	City-wide
	Emergency Services Quality Assurance Program	NW, NE, E, SE, S, W, C	All	City-wide
Calgary Public Library	New Central Library	C	All	R.CC, all developing areas, all industrial areas
Community & Neighbourhood Services	Seton Recreation Facility	SE	12	D.MR, D.WR, D.LE, D.ES, D.SI, D.WM, D.SE, D.SO, D.PA
	Rocky Ridge Recreation Facility	NW	1, 2, 4, 7	D.SH, D.KH, D.ER, D.WE, D.WV, D.CO, D.CW, I.NB
	Great Plains Recreation Facility	SE, E	9, 10, 12	1.68
	Quarry Park Recreation Facility	E, SE, S, C	9, 12, 14	1.68

* = Category A with new budget request

** = Category C

Supplemental Information: Capital Analysis



Debt Obligations

Debt is mainly obtained from Alberta Capital Finance Authority (ACFA); it includes tax-supported, self-sufficient tax-supported, and self-supported (including utilities and local improvement). The City manage debt attributed to ENMAX, but this debt is not included in The City's total debt. The City has provided guarantees for certain loans to entities including The Calgary Exhibition & Stampede Ltd, The Calgary Olympic Development Association, and The Calgary Zoo.

Tax-supported debt is repaid using tax revenue. Currently, there is no new tax-supported debt capacity approved beyond 2006 (Reference: FCS2008-24), and all tax-supported debt capacity is fully committed. Therefore, The City is operating within its established debt capacity limits.

Self-sufficient tax-supported debt (SSTS) is issued for The Calgary Municipal Land Corporation (CMLC), a City-owned company, and can be issued to finance City projects with a defined revenue source. For CMLC, the interest and principal payments are funded by revenues resulting from its own operations, i.e. the Community Revitalization Levy (FCS2007-14) and land sales. SSTS debt also includes short term debt that will be funded from future grant receipts from the Alberta Government's Municipal Sustainability Initiative (MSI), which provides bridge financing for MSI-funded projects.

Self-supported debt is funded through user fees. Self-supported debt including utilities debt is growing in recent years primarily resulting from infrastructure requirements. Local improvement debt is considered self-supported, with principal and interest payment funded by local improvement levies that are collectible from the property owners. Other self-supported debt in Figure 32 below includes debt for Fleet Services, Office of Land Servicing & Housing, Calgary Housing Company, Waste & Recycling Services, and Roads.

Figure 32: Actual and Estimated Debt Outstanding (\$millions)

2012 and 2013 are actual debts outstanding. 2014 to 2020 include estimated borrowings.

YEAR	TAX-SUPPORTED DEBT	SELF-SUFFICIENT TAX-SUPPORTED		SELF-SUPPORTED			TOTAL
		CMLC	MSI Debt	Utilities	Local Improvement	Other Self-supported debt	
2012	361.5	150.2	950.0	1,665.4	75.8	336.0	3,538.8
2013	570.8	154.5	1,020.0	1,646.8	72.8	284.2	3,749.1
2014 E	526.9	185.0	965.5	1,822.1	71.7	304.2	3,875.3
2015 E	499.3	193.2	960.5	1,930.1	72.5	488.9	4,144.5
2016 E	505.2	200.5	896.4	2,080.3	65.7	557.5	4,305.7
2017 E	557.8	207.8	676.4	2,227.4	58.6	547.7	4,275.7
2018 E	602.7	212.7	606.4	2,239.0	51.2	499.7	4,211.6
2019 E	541.8	190.1	420.9	2,259.9	44.0	487.5	3,944.2
2020 E	482.8	165.4	0.0	2,274.4	37.1	419.3	3,379.1

Debt Repayment

The current regular amortizing debt program consists of equal, semi-annual payment with blended principal and interest which are funded through the Debt Servicing Reserve and user fees. The structured debt program includes repayment terms of interest only for the first half of the debt term and blended, amortized principal and interest payment over the remaining term, also funded through the Debt Servicing Reserve. The bullet debt (mainly for MSI-funded debt) consists of semi-annual payments on interest only, principal payment is payable at the last payment date.

Principal and interest payments for existing and estimated borrowing are broken down by debt type in Figure 33.

Figure 33: Actual and Estimated Debt Payments (Principal & Interest)

(\$millions)

YEAR	TAX-SUPPORTED DEBT	SELF-SUFFICIENT TAX-SUPPORTED		SELF-SUPPORTED			TOTAL
		CMLC	MSI Debt	Utilities	Local Improvement	Other Self-supported debt	
2012	74.5	7.3	24.1	163.6	12.0	120.9	402.4
2013	70.7	8.8	27.1	159.8	11.1	52.9	330.4
2014 E	68.5	11.1	268.4	176.6	8.7	58.7	592.0
2015 E	66.3	19.2	293.5	181.7	9.2	80.5	650.3
2016 E	66.9	20.5	241.6	195.5	9.5	85.6	619.6
2017 E	73.9	20.9	239.5	207.8	9.5	92.3	644.0
2018 E	81.5	23.8	86.6	234.7	9.5	115.8	551.8
2019 E	83.0	30.6	198.9	220.2	9.0	96.2	637.9
2020 E	78.6	31.9	426.8	224.1	8.4	81.8	851.4

Supplemental Information: Capital Analysis



Municipal debt and debt service limits are defined in Section 271 of the Municipal Government Act (MGA) and Alberta Regulation #375/94. These regulations specify that The City of Calgary's total debt can be no more than twice its revenue (Figure 34), and debt servicing can be no more than 35% of revenue (Figure 35). Council has also directed that The City maintain debt and debt servicing below 80% of the debt limits set out in the MGA.

Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

Figure 34: Debt Limit vs. Total Debt (\$millions)

The City's total debt is below 80% of the debt limit threshold of 2.0 times revenue.

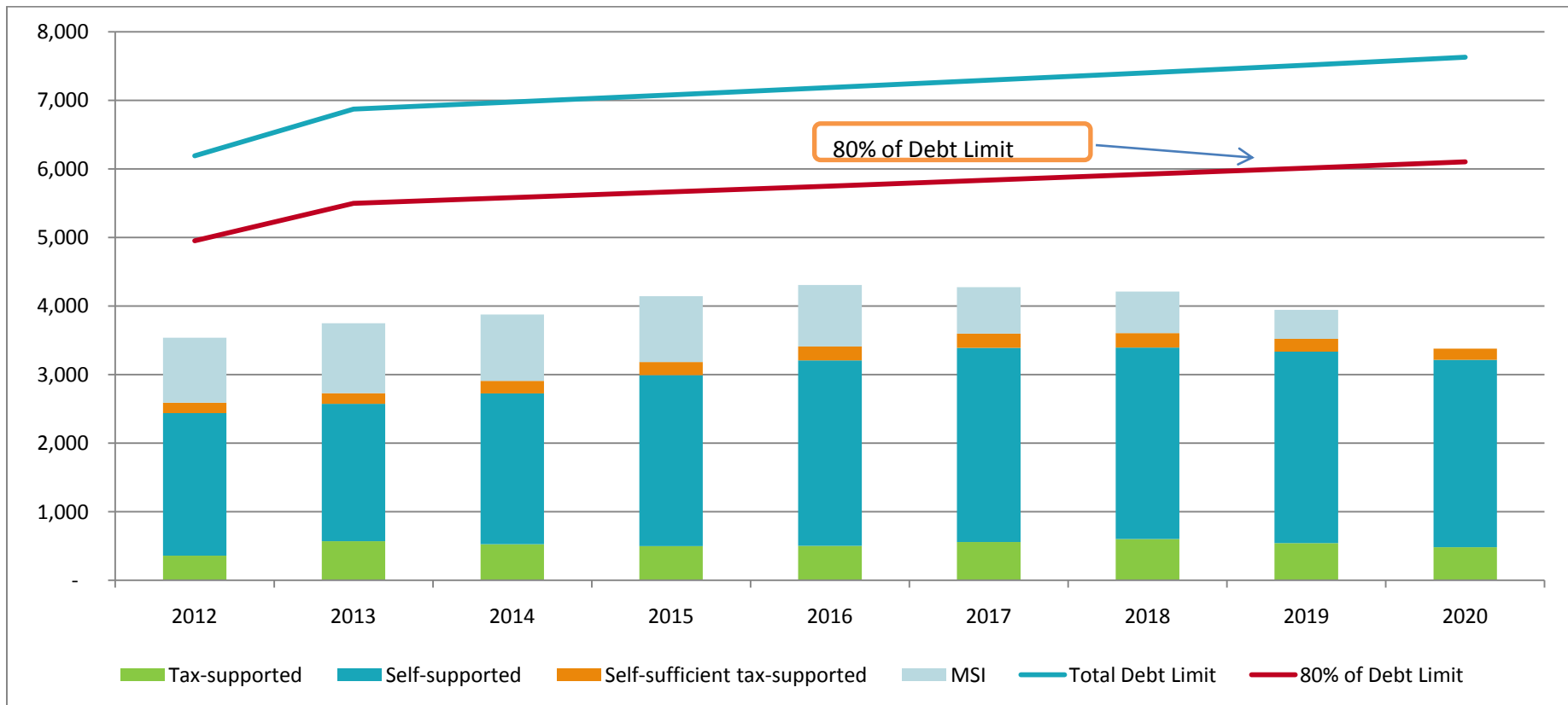
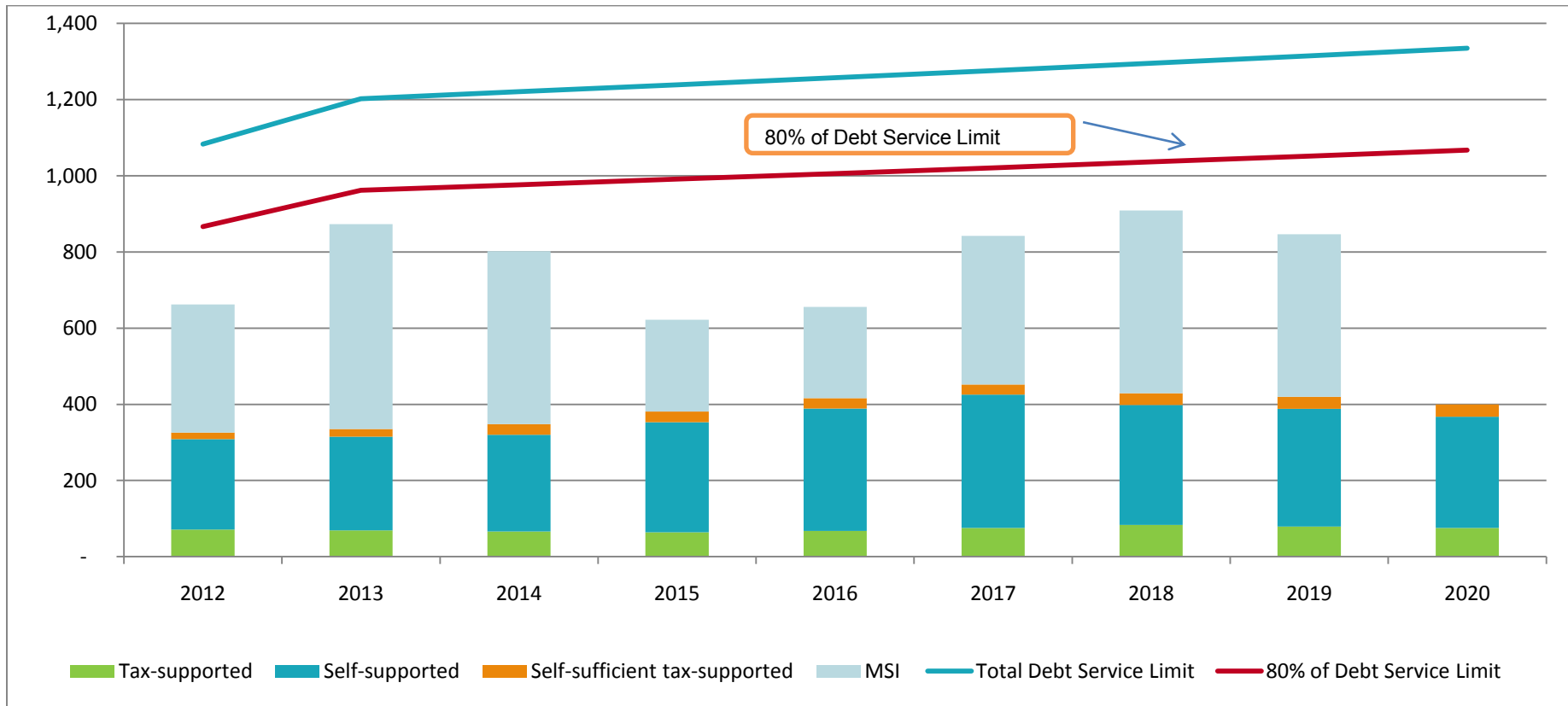


Figure 35: Debt Service Limit vs. Debt Servicing Charges (Principal & Interest) (\$millions)

The City's debt servicing is below 80% of the threshold of 0.35 times revenues.



Supplemental Information: Capital Analysis



Figure 36: Actual and Estimated Debt Service Ratio

In addition to the legislated debt limits noted earlier, Council approved (FB2002-11) a tax-supported debt service ratio of 10% of City's tax-supported gross expenditures (net of recoveries).

The City's tax-supported debt servicing is below the 10% ratio approved by Council, and is decreasing due to no new tax-supported debt capacity approved beyond 2006.

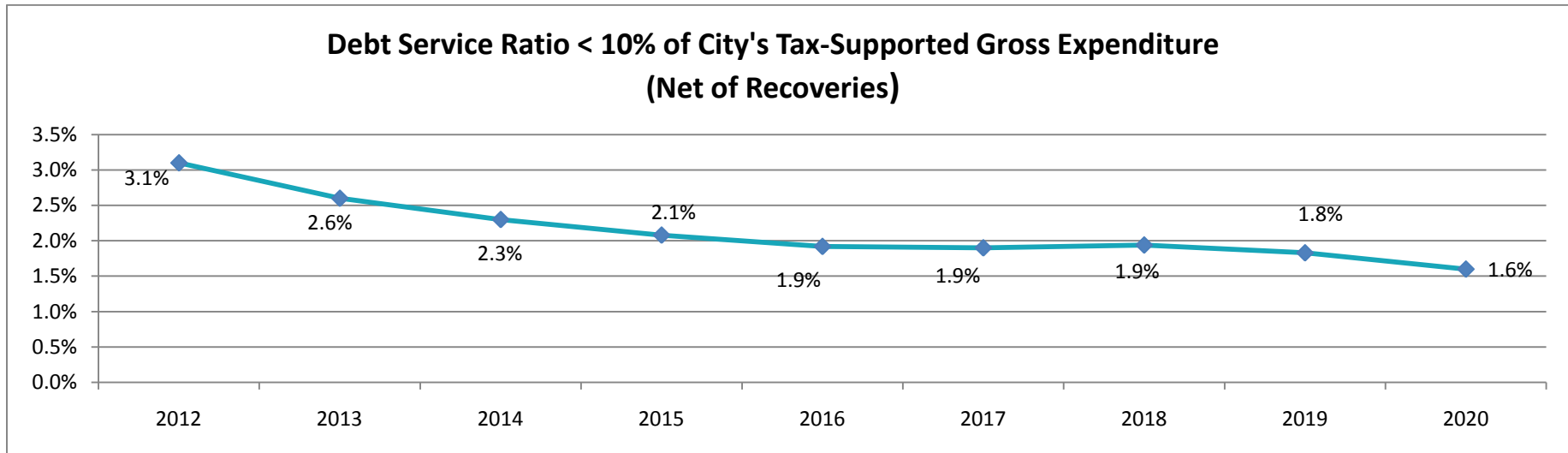


Figure 37: Actual and Estimated Debt Outstanding Per Capita

Debt per capita rate decrease from 2016 is mainly due to paying down of MSI bridge financing debts (included in Self-Sufficient Tax-Supported debt below).

Debt Per Capita	Tax-Supported	Self-Sufficient Tax-Supported	Self-Supported	Total
2012	\$323	\$982	\$1,854	\$3,159
2013	\$497	\$1,022	\$1,743	\$3,261
2014 E	\$441	\$963	\$1,805	\$3,209
2015 E	\$447	\$939	\$2,007	\$3,393
2016 E	\$477	\$871	\$2,119	\$3,467
2017 E	\$500	\$687	\$2,165	\$3,351
2018 E	\$440	\$623	\$2,107	\$3,170
2019 E	\$385	\$455	\$2,058	\$2,898
2020 E	\$334	\$121	\$1,971	\$2,426

Balanced Budget: As currently required by the Municipal Government Act (MGA), Calgary's budget is balanced, with no projection of either a deficit or a surplus in any of the three years. Any year-end surplus remaining after specific projects' carry-forwards are approved by Council is transferred to the Fiscal Stability Reserve, and any departmental deficits must be recovered within the three-year cycle.

Fees and Charges: The User Fees and Subsidies policy (CFO010) was updated in 2008 and serves to provide a consistent approach for business units when setting their user fees.

On May 6, 2014, Council approved the long-term recovery rates of user fees as part of the 2015-2018 business plans and budgets. The long-term "recovery rates" are the proportion of the business unit's full costs that are expected to be recovered through revenues collected for a City good or service over the next ten years. The following factors are considered when developing the long-term recovery rates:

- The full cost of providing the good or service;
- The market demand and willingness to pay for the good or service; and,
- The extent to which the public (or society as a whole) benefits from the good or service. The assessment of societal benefits considers twelve policy goals in the area of environmental, social, economic and smart growth.

In some cases The City offers subsidies to individuals with inadequate resources.

There are four categories of services into which all goods or services are to be classified:

- Fully tax-supported (no user fees) – services provided for everyone, such as police and fire services, roads and local parks;
- Partially tax-supported (reduced user fees) – services that benefit both individuals and society at large, such as recreation facilities and public transit;
- No tax support (full user fees) – services that primarily benefit the individual, including water, wastewater and golf courses, and

- Licences, permits and approvals (full user fees) – services that regulate the use of or changes to private property, such as building permits, development permits, business licences and pet licences.

Use of Volatile Revenues: In November of 2004 Council approved a policy (#CFO003) regarding the use of variances in revenues received from franchise fees which depend on the demand and pricing of commodities such as natural gas and electricity. The base budgeted revenue figure is determined by the projected one-time revenue based on forecasted short-term price increases. Any revenue received above the budgeted figure will first be allocated to offset The City's higher costs for utilities and fuel, with any remaining amount allocated to the Reserve for Future Capital.

Use of One-time Revenues: Related to the previous policy are the provisions regarding extraordinary revenues from other sources, including:

- dividends from ENMAX (The City's wholly-owned electricity utility): current Council policy states that any annual dividend in excess of \$47 million be directed to the ENMAX Legacy Parks Fund for the next approximately 5 years, with a corresponding increase in the Capital budget appropriation of \$75 million to Parks Operation – Legacy Parks Capital Program 499, with the exception of 50% of any excess dividend, to a maximum of \$20M in total, be set aside in a new Reserve as a contingency fund for any shortfall in the ENMAX dividend below \$47M, and
- extraordinary revenue from the development industry: Council approved the creation in 2003 of the Development & Building Approvals Sustainment Fund to manage revenue based on fluctuations in the level of Calgary's development activity, with the funds set aside for one-time operating expenditures and capital spending related to Development & Building Approvals' budget.

Investments: The Municipal Government Act and Regulations delineate the authorized investments for Alberta municipalities. In addition Council-approved policies include The City of Calgary Investment Policy (#CFO007), updated most recently in May 2013, and The City of Calgary Investment Governance Policy (#CFO001) updated most recently in July 2012.

Supplemental Information: Background Information



Reserves: Reserves are used to accumulate funds over time to provide funding for operations and capital, and also to provide a measure of financial flexibility to react to budget shortfalls or the financial impact of significant unexpected issues in a timely manner. In December 2010, Council approved a new policy (#CFO013) that defines and delineates how reserves are created, amended, closed, administered and reviewed.

Capital Funding: Council approved updates to policies on capital funding in 2008. Current policies include:

- the ratio of tax-supported debt-servicing to tax-supported gross expenditures (net of recoveries) shall not exceed 10 per cent;
- no new (non-self sufficient) tax-supported debt capacity will be approved at this time;
- \$100 million annually in self-sufficient tax-supported debt capacity is approved between 2009 and 2013;
- the property tax contribution to the Debt Servicing Reserve (DSR) will be combined with the annual property tax contribution to the Lifecycle Maintenance and Upgrade Reserve (LMUR) such that the annual contribution to the LMUR represents 2.6% of annual property taxes;
- a minimum of \$10 million per year will be transferred from the DSR to the LMUR, provided no new tax-supported debt is issued, and funds are not needed for the interest payments for bridge financing for projects funded through the Municipal Sustainability Initiative (MSI);
- increase the Pay-As-You-Go (PAYG) five-year funding envelope to \$400 million by 2013 through annual transfers from the DSR of \$10 million in 2009, escalating by \$5 million per year to \$30 million by 2013;
- increase PAYG funding every three-year planning period beyond 2009-2011 based on population and non-residential construction inflation;
- PAYG funding will be targeted to capital maintenance and upgrade, projects with a relatively short useful life and ineligible costs of grant programs;
- the first priority in the use of debt is for utility and self-sustaining projects;
- debt is to be used primarily as a financing source for growth-related projects.
- The maximum debt term for tax-supported operations is 20 years for longer- life assets and 10 years for all other borrowing; for utilities, the maximum debt term is 25 years; and
- Council also adopted in 2008 the Public-Private Partnership (P3) policy (#CFO011) that outlines the consideration of P3s as a capital financing tool.

Financial Planning: The City of Calgary's first long-range (10-year) financial plan (2007) was updated in 2008, 2009 and 2011, with an update scheduled for 2015. It incorporates longer-term revenue and expenditure projections into the context of the key financial strategies The City wishes to pursue. The long-range financial plan ties into several other major policy reviews and reports conducted within the organization such as:

- Council's Priorities
- the 2020 Sustainability Direction
- the asset management strategy, including the Asset Management Policy
- Infrastructure Status Report
- the Municipal Development Plan
- User fee and subsidy policy.

Some of the more significant policies relate to the multi-year approach being taken to business planning and budgeting. The process of coordinating the development of integrated plans and budgets resulted in a number of policies (e.g. #CFO004) being approved by Council in 2005 January, such as:

- Council direction of the process through the creation of its statements of priorities and guidelines for business plan and budget preparation;
- Council's approval of multi-year business plans and budgets that include measures of performance;
- accompanying multi-year rates and fees recommendations for Council approval;
- an annual opportunity for adjusting the future years' commitments made in the business plans and budgets;
- use of the Fiscal Stability Reserve as a contingency fund and for certain one-time expenditures based on investment income generated by the reserve; and
- the ability of departments to carry forward year-end variances in exceptional circumstances, and the provision of semi-annual accountability reports to Council on performance.

Budget Basis and Control

Budget Context

The City of Calgary's budget is prepared in accordance with principles and standards established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants as of 2008 January 1, as required by the Municipal Government Act (MGA), using the accrual basis for accounting. It is a set of four annual operating budgets, approved at one time by Council. The one-year capital budget is based on a five-year plan. Tax rate bylaws are passed annually, as required by the MGA.

The City's budget is program-based, with budget programs aligned with the organizational structure of The City.

The City budgets for:

- an operating fund that includes those operations that are fully or partly tax- supported, and those whose costs are covered fully from external revenues or internal recoveries as well as for the water utility;
- a capital fund; and
- transactions involving reserve funds.

Operating budgets include revenues and expenditures that pertain to ongoing operations for the next four years. Operating centres budget for their direct revenue, including user fees, revenue from licences, permits and other sales of goods and services, as well as any grants from other orders of government.

Common revenues consist of corporate operating revenue that is not specifically allocated to individual business units – including government grants, dividends, investment income and local access fees (franchise fees). The remaining required operating budget funding to achieve a balanced budget and deliver service to Calgary is obtained through property and business taxes, grants-in-lieu of taxes and contributions from the Fiscal Stability Reserve.

Capital budgets include estimated expenditures for the complete cost of long-term additions or improvements forecast to begin within four years. Capital budget programs are divided into separate projects. Major funding sources for capital include government grants and revenue sharing, cost-shared programs, developer and other third-party contributions (such as acreage assessments), contributions from the operating budget (PAYG funding), reserves, and debentures.

Reserve funds at The City of Calgary are primarily used to fund unexpected expenditures, emergencies, or planned, large capital expenditures. Contributions to and from reserves are approved through the operating and capital budgets. The City's operating and capital reserve funds are reported to Council in an annual reserves report and in the annual consolidated financial statements. Figure 39 below lists The City's major operating and capital reserves. The following describes the most significant reserves.

Fiscal Stability Reserve: The Fiscal Stability Reserve was known until 2005 as the Mill Rate Stabilization Reserve. Council approved a renaming of the Reserve, along with a change in its purpose, as part of the shift to multi-year planning and budgeting. Its purpose is to provide a contingency fund to cover significant emergencies or revenue shortfalls and a source of funding for one-time operating projects. The reserve's investment income is used to fund one-time operating budget expenditures.

Supplemental Information: Background Information



The reserve must maintain a minimum balance of five percent (with the target balance set at 15 percent) of The City's annual tax-supported gross expenditures (net of recoveries), excluding the utilities.

The City projects a balanced budget. Any favourable tax-supported corporate variance at year end and Council-approved, previously committed one-time contingent funds that are no longer required for their original purpose, are transferred into the Fiscal Stability Reserve.

The balance in the Fiscal Stability Reserve at 2013 December 31, was \$365.5 million (12.6% of 2013 tax-supported gross expenditures net of recoveries). The Fiscal Stability Reserve may fund tax-supported flood related capital projects up to \$100 million as approved by Council.

Reserve for Future Capital: The Reserve for Future Capital consists of two main components:

- a “pass through” reserve for capital funding that is received from the operating budget; operating dollars received from sources such as PAYG funding, Corporate Properties & Buildings contributions and projects, or contributions to transportation capital from the Calgary Parking Authority are held in this reserve and then transferred to the business units as required; and
- a contingency fund for capital projects that have no other funding source; Council initially allocated \$25 million for this purpose in 2001 and ongoing funding is provided through franchise fee revenue, above a certain threshold, received each year.

The balance in the Reserve for Future Capital at 2013 December 31, was \$269.6 million, of which \$162.5 million has been allocated to various capital projects, with \$107.1 million in unallocated capital contingency. The target balance for 2014 is \$46.6 million.

Debt Servicing Reserve: The Debt Servicing Reserve consists of the former Transportation Capital Financing Reserve, Major Project Reserve

and Structured Debt Retirement Reserve, which were combined in 2004. The purpose of the reserve is to fund the principal and interest payments for tax-supported debt. Ongoing funding for this reserve is the allocation of 84 per cent of the debt charge savings each year and investment income.

The balance in the Debt Servicing Reserve at 2013 December 31, was \$52.6 million, and it has been fully committed for use in funding future debt principal and interest payments, plus specified contributions to the Lifecycle Maintenance and Upgrade Reserve and PAYG.

Lifecycle Maintenance and Upgrade Reserve: The Lifecycle Maintenance and Upgrade Reserve was established in 2002. The purpose of the reserve is to fund the maintenance and upgrade of capital assets. Ongoing funding for this reserve is based on 2.6% of the annual property taxes, as well as annual transfers of \$10 million from the Debt Servicing Reserve provided no new tax-supported debt is issued and funds are not needed for the interest payments for MSI related bridge financing.

The balance in Lifecycle Maintenance and Upgrade Reserve at 2013 December 31 was \$125.7 million, of which \$32.9 million is not committed.

Corporate Housing Reserve: The Corporate Housing Reserve was established in 1999. The purpose of this capital reserve is to support the development of affordable rental, social and special need housing infrastructure. Funding sources for this reserve are third-party donations, grants and contributions from individuals, public and private organizations, sales proceeds from selected surplus City-owned properties, lease revenues from City-owned properties utilized for affordable housing initiatives and contribution from operations equal to previously paid municipal subsidy agreements for Provincially-owned housing units.

The balance in the Corporate Housing Reserve at 2013 December 31 was \$34.1 million.

Fund Accounting

The City of Calgary includes three major funds within its consolidated financial statements, as defined below. Transactions between funds are recorded as inter-fund transfers, and are eliminated for financial reporting purposes. Figure 38 shows projections for each fund balance over the next four years.

Operating Fund

The operating fund reflects the financial activities associated with the provision of general municipal and utility services during the year.

Capital Fund

The capital fund reflects the financial activities associated with the acquisition, construction and funding of capital assets.

Reserves Fund

The reserves fund reflects funds authorized by City Council to be set aside for the funding of future operating or capital expenditures.

Supplemental Information: Background Information



Figure 38: Statement of Projected Fund Balances (\$ millions)

	2015			2016			2017			2018		
	General			General			General			General		
	Operating	Capital	Reserves	Operating	Capital	Reserves	Operating	Capital	Reserves	Operating	Capital	Reserves
	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund	Fund
Projected Opening Balance		\$929.8	\$1,615.6		\$929.8	\$1,380.1		\$929.8	\$1,392.0		\$929.8	\$1,371.8
Sources of Fund												
Sales of Goods & Services	\$1,066.1			\$1,104.7			\$1,212.6			\$1,297.6		
Franchise Fees, Dividends	\$250.8			\$258.2			\$263.8			\$270.2		
Investment Income, Others	\$125.5			\$138.7			\$141.4			\$161.3		
Licences, Permits and Fines	\$149.0			\$152.3			\$155.7			\$159.2		
Grants & Subsidies	\$69.9	\$816.30		\$70.4	\$438.4		\$71.0	\$251.8		\$72.3	\$200.8	
Developers Contributions		\$211.90			\$106.6			\$161.2			\$84.1	
Fiscal Stability Reserve	\$20.5			\$13.7			\$15.5			\$0.6		
Property Tax - Residential	\$744.5			\$799.1			\$857.2			\$915.4		
Property Tax - Non-Residential	\$756.0			\$856.1			\$957.4			\$1,062.4		
Business Tax	\$174.7			\$134.3			\$91.4			\$46.6		
Other Funding		\$20.50			\$13.9			\$1.5			\$0.0	
Subtotal	\$3,356.9	\$1,048.7	\$0.0	\$3,527.5	\$558.9	\$0.0	\$3,765.9	\$414.5	\$0.0	\$3,985.6	\$284.9	\$0.0
Uses of Fund												
Community Services & Protective Services	\$542.3	\$362.40		\$556.9	\$280.0		\$574.7	\$224.2		\$578.4	\$141.3	
Transportation	\$588.8	\$834.00		\$609.0	\$477.6		\$626.5	\$372.4		\$641.0	\$287.4	
Calgary Police Service	\$439.8	\$7.60		\$443.4	\$14.3		\$447.3	\$14.3		\$448.6	\$14.3	
Capital Financing Costs	\$75.2	\$0.00		\$72.8	\$0.0		\$70.2	\$0.0		\$65.0	\$0.0	
Utilities	\$414.2	\$344.20		\$437.1	\$433.3		\$462.6	\$508.7		\$487.4	\$339.2	
Environmental Protection	\$138.6	\$100.80		\$149.1	\$125.9		\$171.9	\$60.2		\$172.4	\$32.2	
Corporate Services	\$234.8	\$373.40		\$223.1	\$163.3		\$248.7	\$164.5		\$249.4	\$131.0	
Corporate Programs	\$223.9	\$0.00		\$293.3	\$0.0		\$367.8	\$0.0		\$456.4	\$0.0	
Planning, Development & Assessment	\$109.3	\$13.20		\$111.7	\$12.3		\$114.3	\$13.7		\$116.7	\$11.6	
Civic Partners	\$77.3	\$67.70		\$80.1	\$10.0		\$84.1	\$10.0		\$92.4	\$10.0	
Council and Corporate Administration	\$102.7	\$14.10		\$106.0	\$7.5		\$113.7	\$3.5		\$110.9	\$3.0	
Calgary Housing Company	\$0.0	\$4.20		\$0.0	\$6.10		\$0.0	\$3.0		\$0.0	\$3.7	
Calgary Parking Authority	\$0.0	\$23.30		\$0.0	\$41.9		\$0.0	\$67.8		\$0.0	\$35.2	
Subtotal	\$2,947.1	\$2,144.9	\$0.0	\$3,082.5	\$1,572.1	\$0.0	\$3,281.9	\$1,442.3	\$0.0	\$3,418.6	\$1,008.9	\$0.0
Financing Activities												
Debentures & loans		\$434.10			\$570.6			\$513.8			\$289.9	
Transfers from Other Funds	\$106.3	\$662.10	(\$768.4)	\$97.8	\$442.6	(\$540.4)	\$99.4	\$514.0	(\$613.4)	\$72.4	\$434.1	(\$506.5)
Transfers to Other Funds	(\$516.2)		\$516.2	(\$542.9)		\$542.9	(\$583.4)		\$583.4	(\$639.4)		\$639.4
Subtotal	(\$409.9)	\$1,096.2	(\$252.2)	(\$445.1)	\$1,013.2	\$2.5	(\$484.0)	\$1,027.8	(\$30.0)	(\$567.0)	\$724.0	\$132.9
Change in fund balance	\$0.0	\$0.0	(\$252.2)	\$0.0	\$0.0	\$2.5	\$0.0	\$0.0	(\$30.0)	\$0.0	\$0.0	\$132.9
Projected Ending Fund Balance	\$0.0	\$929.8	\$1,363.4	\$0.0	\$929.8	\$1,365.8	\$0.0	\$929.8	\$1,335.8	\$0.0	\$929.8	\$1,468.8

Notes: The total Sources of Funds and Uses of Funds have been adjusted to remove double counting of franchise fees and dividends paid by utilities to The City's operating fund.

Figure 39: Reserves Balances (\$000's)**As At December 31, 2013****Operating Reserves**

Fiscal Stability Reserve	365,460
Tax Loss Provision	39,823
ENMAX Dividend Stabilization Reserve	10,100
Health, Safety and Wellness	7,566
Self – Insurance	7,000
Children's Reserve Fund	4,595
Snow and Ice Control	4,141
Calgary Police Service - Court Fine Revenue	4,000
Livery Transport Services	3,722
Family & Community Support Service Fund Reserve	3,688
Calgary Police Service Helicopter Maintenance	2,706
Parks Foundation	2,114
Calgary Heritage Authority Reserve	1,698
Group Life	1,338
Heritage Incentive	1,283
Mall Programming	744
	<u>459,978</u>

Capital Reserves

Reserve for Future Capital	269,629
Community Investment Reserve	151,077
Lifecycle Maintenance and Upgrade	125,729
Debt Servicing	52,570
Revolving Fund for General Land Purchases	52,347
Corporate Housing	34,105
Calgary Police Services Capital Reserve	28,362
Parking Land Acquisition Reserve	24,688
Legacy Parks	19,738
Innovative Technology	15,867
911 Communications Centre Capital Financing	8,821
Asphalt and Crusher Plant Lifecycle Capital Reserve	7,500
LED Traffic Signal Display Re-Lamping Reserve	5,622
Downtown Improvement	3,207
Artificial Turf Field Lifecycle Reserve	1,047
TELUS Convention Centre	200
	<u>800,509</u>

Sustainment Reserves

(combined operating & capital reserves)	
Real Estate Services	80,552
Development & Building Approvals (DBA) Sustainment Fund	48,701
Utility Sustainment Reserve	44,076
Waste and Recycling Sustainment Reserve	33,808
Perpetual Care of the Municipal Cemetery System Reserve	10,359
Community Sustainability & Public Art Reserve	5,285
Parks Endowment and Sustainment	1,184
Golf Course Levy	327
Millican-Ogden Community Enhancement	171
	<u>224,463</u>

Total Reserves**1,484,950**



Figure 40: Municipal Information

- Area: 848 km² (2010)
- Building permit value: \$6.1 billion (2013)
- Housing starts: 9,400 (2013)
- Key industries: energy – Canada’s global energy centre; construction, manufacturing, finance and business; technology
- Vacancy rates: 6.5% office space; 1.0% apartments (2013)
- Total taxable assessed value: \$187.0 billion residential; \$68.6 billion commercial, industrial & farm (2014 Roll)
- Personal disposable income per capita: \$42,571 – Calgary (2013)

FORECAST (2014 May)

Corporate	2012	2013	2014	2015	2016	2017	2018
Municipal Price Index (MPI) – inflation rate	3.6%	3.5%	3.5%	3.3%	3.3%	3.3%	3.3%

Population	2012	2013	2014	2015	2016	2017	2018
Total population (000s)	1,120	1,150	1,175	1,196	1,223	1,251	1,274
Total net migration (000s)	26	19.1	15	10	16	18	12
Total natural increase (000s)	10.0	10.8	10.8	10.6	10.5	10.4	10.2
Total population growth rate	2.7%	2.6%	2.2%	1.8%	2.2%	2.3%	1.8%

Economy	2012	2013	2014	2015	2016	2017	2018
Housing Starts (000s units)	10.3	9.4	10.3	9.4	10.0	10.8	12.0
Total building permits - midpoint (\$ billions)	4.4	6.1	4.4	6.1	5.6	4.8	4.5
Crude oil price - WTI (US\$/bbl)	94	98	93.80	90.00	92.70	95.00	95.70
Alberta natural gas price - AECO/NIT (Can\$/GJ)	2.3	3	5.24	4.91	4.98	5.18	5.53
Alberta average wage rate increase for all industries	4.8%	3.9%	2.3%	2.9%	3.6%	3.6%	3.2%
Consumer Price Index (CPI) – inflation rate*	1.0%	1.7%	2.0%	2.1%	2.1%	2.1%	2.1%