

## **SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION**

This section provides supplemental and background information on the 2012-2014 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.

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## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION

### ***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"> <li>• Recreation</li> <li>• Fire</li> <li>• Calgary Police Service</li> <li>• Assessment</li> <li>• Human Resources</li> <li>• Calgary Transit</li> <li>• Information &amp; Infrastructure Services</li> <li>• City Manager's Office</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• Tax revenues</li> <li>• Revenues from the sale of goods or services to customers</li> <li>• Grants and subsidies</li> <li>• Fines and penalties</li> <li>• Corporate programs (e.g. franchise fees, investment income)</li> </ul>	<ul style="list-style-type: none"> <li>• This category drives the tax requirement</li> </ul>
Self-supported (included in the tax-supported budget)	<ul style="list-style-type: none"> <li>• Fleet Services</li> <li>• Development &amp; Building Approvals</li> </ul>	<ul style="list-style-type: none"> <li>• Revenues from the sale of goods or services to customers</li> </ul>	<ul style="list-style-type: none"> <li>• These operations are self-funded and therefore not dependent on tax dollars</li> <li>• Fleet Services contributes approximately \$2.5 million to general revenues, reducing the tax requirement</li> </ul>
Utility	<ul style="list-style-type: none"> <li>• Water Resources and Water Services</li> </ul>	<ul style="list-style-type: none"> <li>• Revenues from the sale of goods or services to customers, with rates set based on a utility model</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> </ul>

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

### 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's 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 45 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 Division.

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.

These changes are not affected by physical growth. 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.

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.

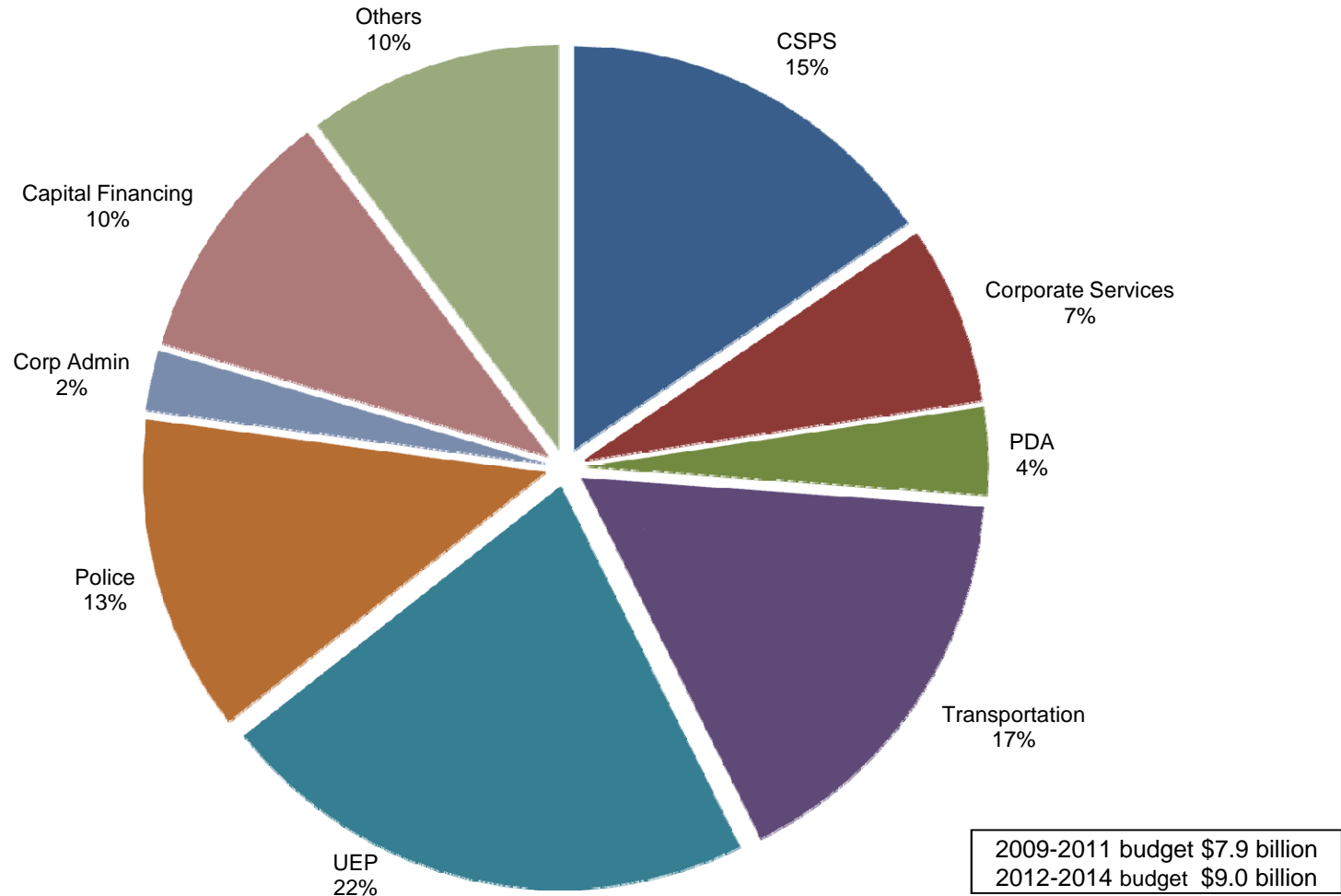
**Sales of Goods and Services:** Approximately 31 per cent of revenues come from sales of goods and services. The overall estimated change in revenues related to growth is based on the expected population growth for Calgary (1.8 per cent in 2012, 1.5 per cent in 2013 and 1.4 per cent in 2014). In accordance 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 rates represent 16 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, each utility must pay The City of Calgary a 10 per cent tax 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.

**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis**

**Figure 2: Gross Expenditures Net of Recoveries by Department**



**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis**

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

Department/ Budget Grouping	2010 Actual	2011 Budget	2012			2013			2014		
			Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>											
Revenues	(111,078)	(101,246)	(106,737)	(5,492)	5.4 %	(106,542)	196	(0.2)%	(107,993)	(1,451)	1.4%
Expenditures	469,546	479,078	477,965	(1,112)	(0.2)%	478,287	322	0.1 %	482,975	4,688	1.0%
Recoveries	(17,642)	(13,777)	(14,468)	(692)	5.0 %	(14,296)	172	(1.2)%	(14,296)	0	0.0%
<b>Net Budget</b>	<b>340,826</b>	<b>364,055</b>	<b>356,759</b>	<b>(7,296)</b>	<b>(2.0)%</b>	<b>357,449</b>	<b>690</b>	<b>0.2 %</b>	<b>360,686</b>	<b>3,237</b>	<b>0.9%</b>
FTEs	3,188.3	3,257.3	3,244.3	(13.0)	(0.4)%	3,280.3	36.0	1.1 %	3,320.3	40.0	1.2%
<b>CORPORATE SERVICES</b>											
Revenues	(143,416)	(84,608)	(75,939)	8,669	(10.2)%	(72,328)	3,611	(4.8)%	(79,134)	(6,806)	9.4 %
Expenditures	522,258	450,725	447,266	(3,459)	(0.8)%	457,004	9,738	2.2 %	473,807	16,803	3.7 %
Recoveries	(243,993)	(225,101)	(234,100)	(8,999)	4.0 %	(245,924)	(11,824)	5.1 %	(255,000)	(9,076)	3.7 %
<b>Net Budget</b>	<b>134,849</b>	<b>141,016</b>	<b>137,227</b>	<b>(3,789)</b>	<b>(2.7)%</b>	<b>138,752</b>	<b>1,525</b>	<b>1.1 %</b>	<b>139,673</b>	<b>921</b>	<b>0.7 %</b>
FTEs	1,556.1	1,558.7	1,542.2	(16.5)	(1.1)%	1,544.9	2.7	0.2 %	1,543.4	(1.5)	(0.1)%
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>											
Revenues	(69,462)	(65,478)	(68,429)	(2,951)	4.5 %	(70,543)	(2,113)	3.1 %	(74,315)	(3,773)	5.3 %
Expenditures	107,875	105,358	108,745	3,387	3.2 %	111,300	2,556	2.4 %	115,540	4,239	3.8 %
Recoveries	(3,553)	(4,494)	(6,242)	(1,749)	38.9 %	(6,385)	(142)	2.3 %	(6,551)	(167)	2.6 %
<b>Net Budget</b>	<b>34,860</b>	<b>35,386</b>	<b>34,073</b>	<b>(1,312)</b>	<b>(3.7)%</b>	<b>34,373</b>	<b>300</b>	<b>0.9 %</b>	<b>34,673</b>	<b>300</b>	<b>0.9 %</b>
FTEs	755.2	753.2	744.2	(9.0)	(1.2)%	751.2	7.0	0.9 %	754.2	3.0	0.4 %
<b>TRANSPORTATION</b>											
Revenues	(172,906)	(172,478)	(176,970)	(4,492)	2.6 %	(179,241)	(2,271)	1.3 %	(180,563)	(1,322)	0.7 %
Expenditures	538,938	551,948	549,881	(2,067)	(0.4)%	555,029	5,148	0.9 %	558,817	3,788	0.7 %
Recoveries	(68,185)	(58,281)	(58,495)	(214)	0.4 %	(58,495)	0	0.0 %	(58,085)	411	(0.7)%
<b>Net Budget</b>	<b>297,846</b>	<b>321,189</b>	<b>314,415</b>	<b>(6,774)</b>	<b>(2.1)%</b>	<b>317,292</b>	<b>2,877</b>	<b>0.9 %</b>	<b>320,169</b>	<b>2,877</b>	<b>0.9 %</b>
FTEs	3,634.6	3,851.6	3,802.8	(48.8)	(1.3)%	3,783.8	(19.0)	(0.5)%	3,777.8	(6.0)	(0.2)%
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>											
Revenues	(496,401)	(533,712)	(566,027)	(32,315)	6.1 %	(602,194)	(36,167)	6.4 %	(658,482)	(56,288)	9.3 %
Expenditures	593,805	610,269	642,897	32,628	5.3 %	681,107	38,210	5.9 %	739,023	57,916	8.5 %
Recoveries	(48,207)	(32,242)	(33,534)	(1,292)	4.0 %	(35,181)	(1,647)	4.9 %	(36,412)	(1,231)	3.5 %
<b>Net Budget</b>	<b>49,197</b>	<b>44,315</b>	<b>43,337</b>	<b>(978)</b>	<b>(2.2)%</b>	<b>43,733</b>	<b>396</b>	<b>0.9 %</b>	<b>44,129</b>	<b>396</b>	<b>0.9 %</b>
FTEs	1,807.0	1,836.1	1,819.6	(16.5)	(0.9)%	1,837.1	17.5	1.0 %	1,853.1	16.0	0.9 %



## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

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

Department/ Budget Grouping	2010 Actual	2011 Budget	2012			2013			2014		
			Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
<b><u>CALGARY POLICE SERVICE</u></b>											
Revenues	(94,053)	(90,350)	(89,554)	796	(0.9)%	(89,802)	(248)	0.3 %	(90,071)	(269)	0.3 %
Expenditures	374,385	387,072	381,850	(5,223)	(1.3)%	384,755	2,906	0.8 %	387,681	2,926	0.8 %
Recoveries	(2,341)	(1,233)	(1,900)	(667)	54.1 %	(1,900)	0	0.0 %	(1,900)	0	0.0 %
<b>Net Budget</b>	277,991	295,489	290,395	(5,094)	(1.7)%	293,053	2,658	0.9 %	295,710	2,657	0.9 %
FTEs	2,551.0	2,636.0	2,591.0	(45.0)	(1.7)%	2,591.0	0.0	0.0%	2,591.0	0.0	0.0%
<b><u>CORPORATE ADMINISTRATION</u></b>											
Revenues	(17,860)	(12,525)	(14,052)	(1,527)	12.2 %	(15,685)	(1,633)	11.6 %	(14,070)	1,615	(10.3)%
Expenditures	116,604	121,581	121,173	(408)	(0.3)%	125,997	4,824	4.0 %	122,622	(3,375)	(2.7)%
Recoveries	(47,353)	(50,292)	(51,170)	(878)	1.7 %	(51,370)	(200)	0.4 %	(51,617)	(247)	0.5 %
<b>Net Budget</b>	51,391	58,764	55,951	(2,813)	(4.8)%	58,942	2,991	5.3 %	56,935	(2,007)	(3.4)%
FTEs	681.9	697.7	694.7	(3.0)	(0.4)%	697.7	3.0	0.4 %	700.7	3.0	0.4 %
<b><u>CIVIC PARTNERS</u></b>											
Revenues	(302)	0	0	0	0.0 %	0	0	0.0 %	0	0	0.0 %
Expenditures	68,768	73,419	71,432	(1,987)	(2.7)%	72,078	646	0.9 %	72,723	645	0.9 %
Recoveries	(113)	(376)	(376)	0	0.0 %	(376)	0	0.0 %	(376)	0	0.0 %
<b>Net Budget</b>	68,354	73,043	71,056	(1,987)	(2.7)%	71,702	646	0.9 %	72,347	645	0.9 %
FTEs	3.0	3.0	3.0	0.0	0.0%	3.0	0.0	0.0%	3.0	0.0	0.0%
<b><u>CORPORATE PROGRAMS - COMMON REVENUES</u></b>											
Revenues	(1,567,094)	(1,642,511)	(1,686,168)	(43,657)	2.7 %	(1,772,300)	(86,132)	5.1 %	(1,859,771)	(87,471)	4.9 %
Expenditures	76,141	36,834	38,391	1,557	4.2 %	41,111	2,720	7.1 %	42,667	1,556	3.8 %
Recoveries	(625)	(1,000)	(300)	700	(70.0)%	(100)	200	(66.7)%	0	100	(100.0)%
<b>Net Budget</b>	(1,491,578)	(1,606,677)	(1,648,077)	(41,400)	2.6 %	(1,731,289)	(83,212)	5.0 %	(1,817,104)	(85,815)	5.0 %
FTEs	0.0	0.0	0.0	0.0	N/A	0.0	0.0	N/A	0.0	0.0	N/A
<b><u>CORPORATE PROGRAMS - CORPORATE COSTS &amp; DEBT SERVICING</u></b>											
Revenues	(103,748)	(95,412)	(94,300)	1,112	(1.2)%	(89,606)	4,694	(5.0)%	(71,740)	17,866	(19.9)%
Expenditures	307,565	360,857	432,035	71,178	19.7 %	498,386	66,352	15.4 %	557,258	58,872	11.8 %
Recoveries	(2,700)	(2,844)	(2,877)	(33)	1.2 %	(2,911)	(34)	1.2 %	(2,939)	(28)	1.0 %
<b>Net Budget</b>	201,117	262,601	334,858	72,257	27.5 %	405,869	71,012	21.2 %	482,579	76,710	18.9 %
FTEs	0.0	0.0	0.0	0.0	N/A	0.0	0.0	N/A	0.0	0.0	N/A

**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis**

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

Department/ Budget Grouping	2010 Actual	2011 Budget	2012			2013			2014		
			Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
<b><u>COUNCIL</u></b>											
Revenues	(12)	0	0	0	N/A	0	0	N/A	0	0	N/A
Expenditures	10,244	10,887	10,074	(813)	(7.5)%	10,194	120	1.2 %	10,277	83	0.8 %
Recoveries	(78)	(66)	(69)	(3)	4.6 %	(72)	(3)	4.4 %	(76)	(4)	5.6 %
<b>Net Budget</b>	10,155	10,822	10,005	(816)	(7.5)%	10,122	117	1.2 %	10,201	79	0.8 %
FTEs	61.7	61.5	63.0	1.5	2.4%	63.0	0.0	0.0%	63.0	0.0	0.0%
<b><u>TOTAL CITY</u></b>											
Revenues	(2,776,332)	(2,798,321)	(2,878,176)	(79,855)	2.9 %	(2,998,240)	(120,064)	4.2 %	(3,136,139)	(137,899)	4.6 %
Expenditures	3,186,130	3,188,027	3,281,708	93,681	2.9 %	3,415,250	133,542	4.1 %	3,563,391	148,141	4.3 %
Recoveries	(434,790)	(389,706)	(403,532)	(13,826)	3.5 %	(417,010)	(13,478)	3.3 %	(427,252)	(10,242)	2.5 %
<b>Net Budget</b>	(24,992)	0	(0)	0	N/A	0	(0)	N/A	0	(0)	N/A
FTEs	14,238.8	14,655.0	14,504.8	(150.2)	(1.0)%	14,552.0	47.2	0.3 %	14,606.5	54.5	0.4 %
<b><u>LESS: UTILITIES</u></b>											
Revenues	(387,427)	(442,305)	(478,230)	(35,925)	8.1 %	(511,154)	(32,924)	6.9 %	(564,095)	(52,941)	10.4 %
Expenditures	415,015	468,460	505,168	36,708	7.8 %	538,874	33,706	6.7 %	592,562	53,688	10.0 %
Recoveries	(27,588)	(26,155)	(26,938)	(783)	3.0 %	(27,720)	(782)	2.9 %	(28,467)	(747)	2.7 %
<b>Net Budget</b>	(0)	0	0	0	N/A	0	0	N/A	0	0	N/A
FTEs	1,173.0	1,194.0	1,205.5	11.5	1.0 %	1,211.0	5.5	0.5 %	1,216.0	5.0	0.4 %
<b><u>TAX SUPPORTED</u></b>											
Revenues	(2,388,905)	(2,356,016)	(2,399,946)	(43,930)	1.9 %	(2,487,086)	(87,140)	3.6 %	(2,572,044)	(84,958)	3.4 %
Expenditures	2,771,115	2,719,567	2,776,541	56,974	2.1 %	2,876,376	99,835	3.6 %	2,970,829	94,453	3.3 %
Recoveries	(407,202)	(363,551)	(376,595)	(13,044)	3.6 %	(389,291)	(12,695)	3.4 %	(398,785)	(9,495)	2.4 %
<b>Net Budget</b>	(24,992)	(0)	0	0	N/A	(0)	(0)	N/A	(0)	(0)	N/A
FTEs	13,065.8	13,461.0	13,299.3	(161.7)	(1.2)%	13,341.0	41.7	0.3 %	13,390.5	49.5	0.4 %

**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis**

**Figure 4: Full Time Equivalents by Business Unit**

	2010 Actual	2011 Budget	Budget		
			2012	2013	2014
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>					
Community & Neighbourhood Services	272.7	266.7	263.7	263.7	263.7
Parks	580.0	590.0	587.0	594.0	597.0
Recreation	574.5	575.5	573.5	573.5	571.5
<b>Subtotal Community Services</b>	<b>1,427.2</b>	<b>1,432.2</b>	<b>1,424.2</b>	<b>1,431.2</b>	<b>1,432.2</b>
Animal & Bylaw Services	137.6	137.6	137.6	137.6	137.6
Fire	1,369.0	1,402.0	1,400.0	1,428.0	1,464.0
Public Safety Communications	251.5	282.5	279.5	280.5	283.5
<b>Subtotal Protective Services</b>	<b>1,758.1</b>	<b>1,822.1</b>	<b>1,817.1</b>	<b>1,846.1</b>	<b>1,885.1</b>
GM - Community Services & Protective Services	3.0	3.0	3.0	3.0	3.0
<b>TOTAL</b>	<b>3,188.3</b>	<b>3,257.3</b>	<b>3,244.3</b>	<b>3,280.3</b>	<b>3,320.3</b>
<b>CORPORATE SERVICES</b>					
Corporate Properties & Buildings	189.0	200.5	198.5	200.5	201.5
Customer Service & Communications	149.6	152.4	152.4	152.4	152.4
Fleet Services	231.0	226.0	224.5	224.5	224.5
Human Resources	242.1	240.1	234.1	231.1	228.6
Information Technology	447.1	444.9	438.9	440.9	440.9
Infrastructure & Information Services	242.3	243.3	242.3	244.0	244.0
Office of Land Servicing & Housing	52.0	48.5	48.5	48.5	48.5
GM - Corporate Services	3.0	3.0	3.0	3.0	3.0
<b>TOTAL</b>	<b>1,556.1</b>	<b>1,558.7</b>	<b>1,542.2</b>	<b>1,544.9</b>	<b>1,543.4</b>
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>					
Assessment	172.2	168.2	159.2	163.2	165.2
Development & Building Approvals	468.5	470.5	470.5	470.5	470.5
Land Use Planning & Policy	104.5	104.5	104.5	107.5	108.5
GM - Planning, Development & Assessment	10.0	10.0	10.0	10.0	10.0
<b>TOTAL</b>	<b>755.2</b>	<b>753.2</b>	<b>744.2</b>	<b>751.2</b>	<b>754.2</b>

**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis**

**Figure 4: Full Time Equivalents by Business Unit**

	2010 Actual	2011 Budget	Budget		
			2012	2013	2014
<b>TRANSPORTATION</b>					
Calgary Transit	2,623.8	2,749.8	2,717.0	2,715.0	2,713.0
Roads	851.8	935.8	929.8	915.8	915.8
Transportation Infrastructure	63.0	68.0	58.0	58.0	54.0
Transportation Planning	79.0	80.0	80.0	77.0	77.0
GM - Transportation	17.0	18.0	18.0	18.0	18.0
<b>TOTAL</b>	<b>3,634.6</b>	<b>3,851.6</b>	<b>3,802.8</b>	<b>3,783.8</b>	<b>3,777.8</b>
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>					
<b>Utilities (Water Resources and Water Services)</b>	<b>1,173.0</b>	<b>1,194.0</b>	<b>1,205.5</b>	<b>1,211.0</b>	<b>1,216.0</b>
Environmental & Safety Management	68.0	66.6	62.6	62.6	61.6
Waste & Recycling Services	563.0	572.5	548.5	560.5	572.5
<b>Subtotal Environmental Protection</b>	<b>631.0</b>	<b>639.1</b>	<b>611.1</b>	<b>623.1</b>	<b>634.1</b>
GM - Utilities & Environmental Protection	3.0	3.0	3.0	3.0	3.0
<b>TOTAL</b>	<b>1,807.0</b>	<b>1,836.1</b>	<b>1,819.6</b>	<b>1,837.1</b>	<b>1,853.1</b>
<b>CALGARY POLICE SERVICE</b>	<b>2,551.0</b>	<b>2,636.0</b>	<b>2,591.0</b>	<b>2,591.0</b>	<b>2,591.0</b>
<b>CORPORATE ADMINISTRATION</b>					
City Clerk's Office	58.7	58.7	58.7	58.7	58.7
City Manager's Office	23.0	23.0	22.0	22.0	21.0
Chief Financial Officer	486.7	502.5	500.5	502.5	506.5
Law	113.5	113.5	113.5	114.5	114.5
<b>TOTAL</b>	<b>681.9</b>	<b>697.7</b>	<b>694.7</b>	<b>697.7</b>	<b>700.7</b>
<b>CIVIC PARTNERS</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<b>COUNCIL</b>					
Aldermanic Office	36.2	36.0	36.0	36.0	36.0
Audit Committee	3.0	3.0	3.0	3.0	3.0
City Auditor's Office	14.0	14.0	14.0	14.0	14.0
Mayor's Office	8.5	8.5	10.0	10.0	10.0
<b>TOTAL</b>	<b>61.7</b>	<b>61.5</b>	<b>63.0</b>	<b>63.0</b>	<b>63.0</b>
<b>TOTAL CITY</b>	<b>14,238.8</b>	<b>14,655.0</b>	<b>14,504.8</b>	<b>14,552.0</b>	<b>14,606.5</b>
<b>LESS: UTILITIES</b>	<b>1,173.0</b>	<b>1,194.0</b>	<b>1,205.5</b>	<b>1,211.0</b>	<b>1,216.0</b>
<b>TOTAL TAX-SUPPORTED</b>	<b>13,065.8</b>	<b>13,461.0</b>	<b>13,299.3</b>	<b>13,341.0</b>	<b>13,390.5</b>

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

**Figure 5: Total City Operating Budget Summary**  
(\$000s)

	2010 Actual	2011 Budget	2012			2013			2014		
			Budget	Change from previous year \$	%	Budget	Change from previous year \$	%	Budget	Change from previous year \$	%
<b>TAX SUPPORTED</b>											
Revenues <sup>(2)</sup>	(2,388,905)	(2,356,016)	(2,399,946)	(43,930)	1.9 %	(2,487,086)	(87,140)	3.6 %	(2,572,044)	(84,958)	3.4 %
Expenditures	2,771,115	2,719,567	2,776,541	56,974	2.1 %	2,876,376	99,835	3.6 %	2,970,829	94,453	3.3 %
Recoveries	(407,202)	(363,551)	(376,595)	(13,044)	3.6 %	(389,291)	(12,695)	3.4 %	(398,785)	(9,493)	2.4 %
<b>Net Budget</b>	(24,992)	0	0	0	N/A	0	0	N/A	0	0	N/A
FTEs	13,065.8	13,461.0	13,299.3	(161.7)	(1.2)%	13,341.0	41.7	0.3 %	13,390.5	49.5	0.4 %
<b>UTILITIES</b>											
Revenues	(387,427)	(442,305)	(478,230)	(35,925)	8.1 %	(511,154)	(32,924)	6.9 %	(564,095)	(52,941)	10.4 %
Expenditures	415,015	468,460	505,168	36,708	7.8 %	538,874	33,706	6.7 %	592,562	53,688	10.0 %
Recoveries	(27,588)	(26,155)	(26,938)	(783)	3.0 %	(27,720)	(782)	2.9 %	(28,467)	(747)	2.7 %
<b>Net Budget</b>	0	0	0	0	N/A	0	0	N/A	0	0	N/A
FTEs	1,173.0	1,194.0	1,205.5	11.5	1.0 %	1,211.0	5.5	0.5 %	1,216.0	5.0	0.4 %
<b>TOTAL CITY <sup>(1)</sup></b>											
Revenues <sup>(2)</sup>	(2,776,332)	(2,798,321)	(2,878,176)	(79,855)	2.9 %	(2,998,240)	(120,064)	4.2 %	(3,136,139)	(137,899)	4.6 %
Expenditures	3,186,130	3,188,027	3,281,708	93,681	2.9 %	3,415,250	133,542	4.1 %	3,563,391	148,141	4.3 %
Recoveries	(434,790)	(389,706)	(403,532)	(13,826)	3.5 %	(417,010)	(13,478)	3.3 %	(427,252)	(10,242)	2.5 %
<b>Net Budget</b>	(24,992)	0	0	0	N/A	0	0	N/A	0	0	N/A
FTEs	14,238.8	14,655.0	14,504.8	(150.2)	(1.0)%	14,552.0	47.2	0.3 %	14,606.5	54.5	0.4 %

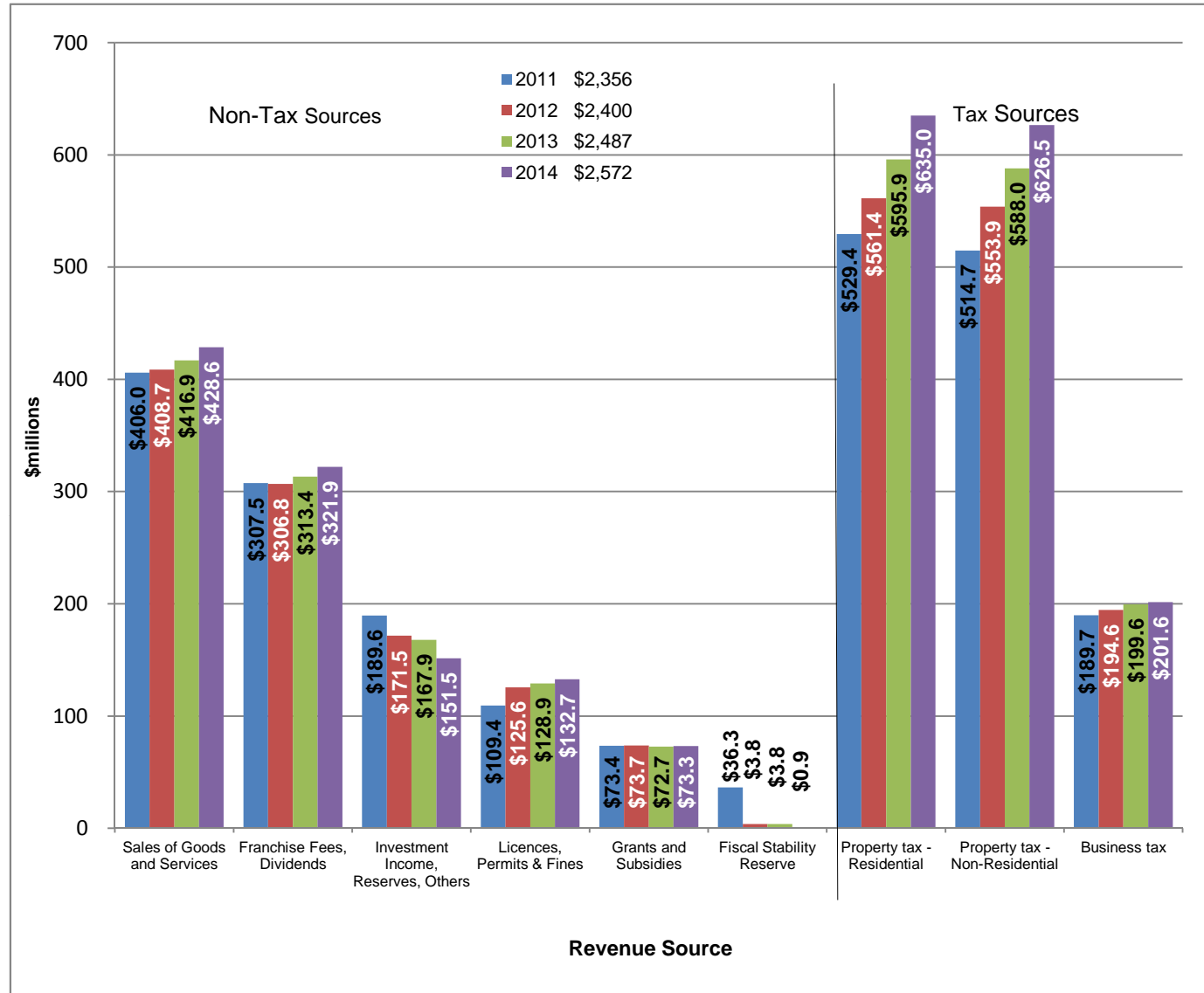
(1) This summary does not reflect elimination of payments to The City from the utilities

(2) In this summary, the amount of revenue required from property and business tax, growth and tax rate increase (\$1.310 billion in 2012, \$1.384 billion in 2013 and \$1.463 billion in 2014) to balance the tax-supported budget is included in Corporate Programs-Common Revenues (Taxation Program #856). The Municipal Government Act requires annual approval of the tax bylaws by Council.

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 6: Funding the 2012-2014 Operating Budget - Tax-Supported

- Reliance on property tax as a revenue source is increasing, from 44.3 per cent in 2011 to 49.0 per cent in 2014.
- Business tax as a share of tax-supported revenues continues to decline, to 7.8 per cent by 2014 from 8.1 per cent in 2011.
- Grants and subsidies as a portion of tax-supported revenue are declining slightly, down to 2.8 per cent by 2014 from 3.1 per cent in 2011.
- 2011 approved budgets include adjustments up to the third quarter and reflect removal of the provincial property tax.



## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

**Figure 7: Summary of Tax Revenue**  
(\$millions)

	2012	2013	2014
<b>Net Expenditures</b>			
Total Budgeted Tax-Supported Expenditures	2,400.0	2,487.1	2,572.0
Less: Non-tax Revenue	(1,090.1)	(1,103.6)	(1,108.9)
Net Tax-Supported Expenditures	1,309.9	1,383.5	1,463.1
<b>Tax Revenue</b>			
Business Tax: Base	189.7	194.6	199.6
Business Tax: Growth	4.9	5.0	2.0
<b>Business Tax Total</b>	<b>194.6</b>	<b>199.6</b>	<b>201.6</b>
Property Tax: Base*	1,044.1	1,115.3	1,183.9
Property Tax: Growth*	18.1	11.2	11.8
Property Tax: Rate Increase*	53.1	57.4	65.8
<b>Property Tax Total</b>	<b>1,115.3</b>	<b>1,183.9</b>	<b>1,261.5</b>
<b>TOTAL TAX REVENUE</b>	<b>1,309.9</b>	<b>1,383.5</b>	<b>1,463.1</b>

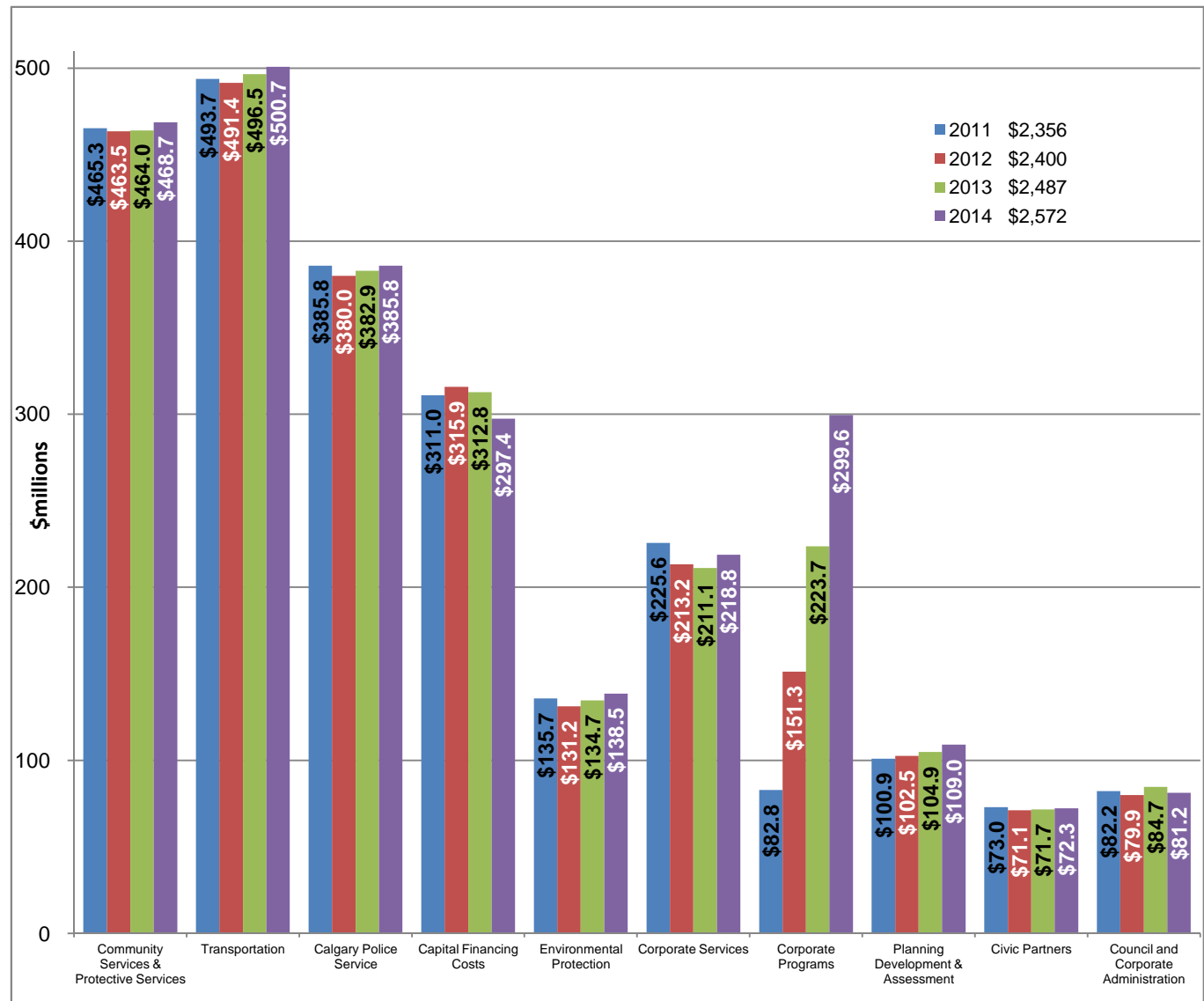
- Municipalities in Alberta are required under the Municipal Government Act to balance their operating budgets.
- This schedule shows the sources of tax revenue that fund The City's tax-supported budgeted net operating expenditures.

* Property Tax Details	2012	2013	2014
<b>Residential</b>			
Base	529.4	561.4	595.9
Growth	5.3	5.6	6.0
Rate Increase	26.7	28.9	33.1
Total Residential	561.4	595.9	635.0
<b>Non-Residential</b>			
Base	514.7	553.9	588.0
Growth	12.8	5.6	5.8
Rate Increase	26.4	28.5	32.7
Total Non-Residential	553.9	588.0	626.5
<b>Total Property Tax</b>	<b>1,115.3</b>	<b>1,183.9</b>	<b>1,261.5</b>

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 8: Tax-Supported Gross Expenditures Net of Recoveries

- Areas of major spending correspond to Council's priorities: transportation, community services and protective services.
- Areas of major spending are also the most people-intensive services, such as Calgary Transit and the Calgary Police Service.
- About 3 per cent of spending relates to governance functions, including Council and the corporate administration offices.
- 2011 approved budgets include adjustments up to the third quarter and reflect removal of the provincial property tax.

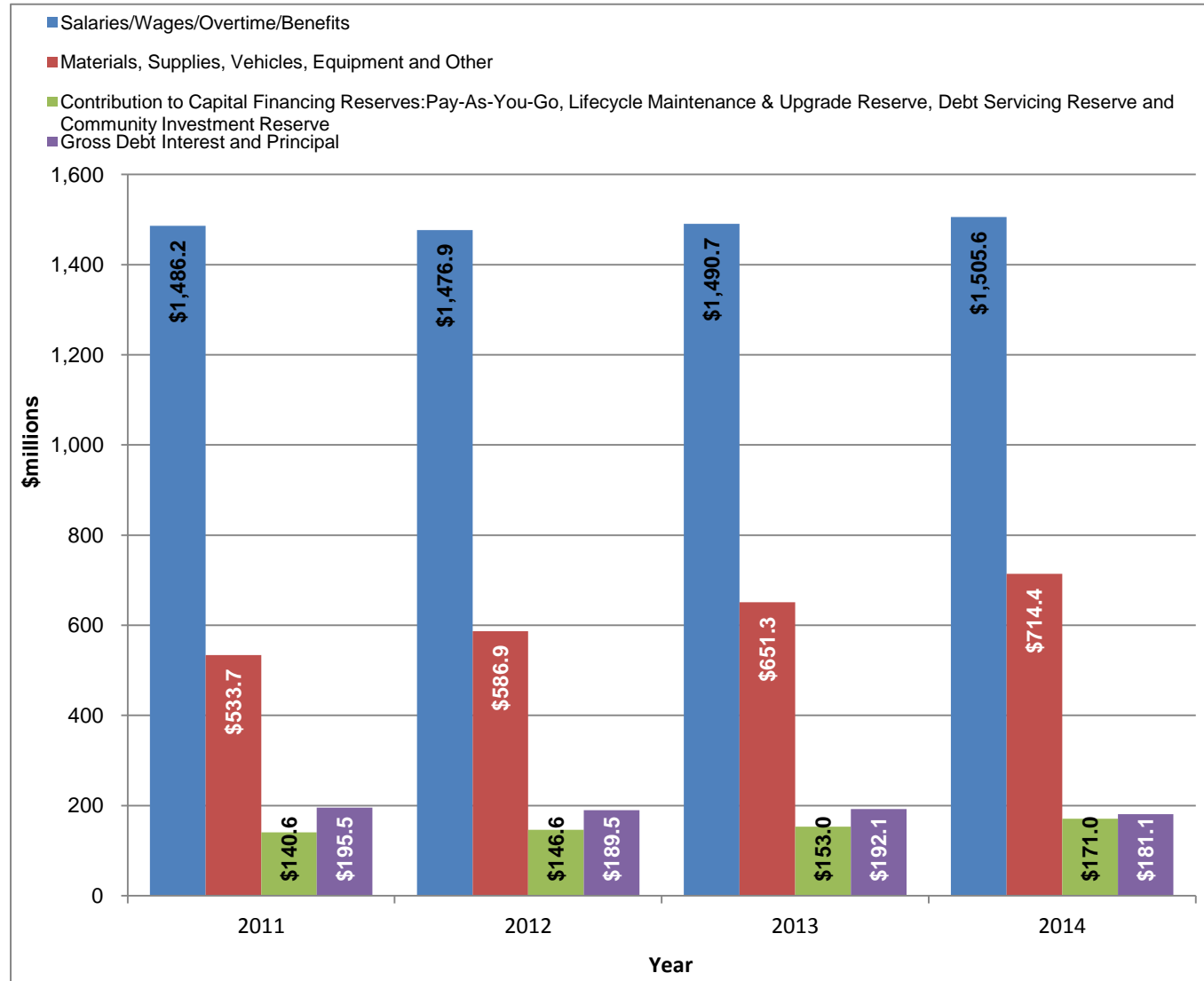




## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

**Figure 9: Tax-Supported Expenditure Net of Recoveries by Major Cost Components**

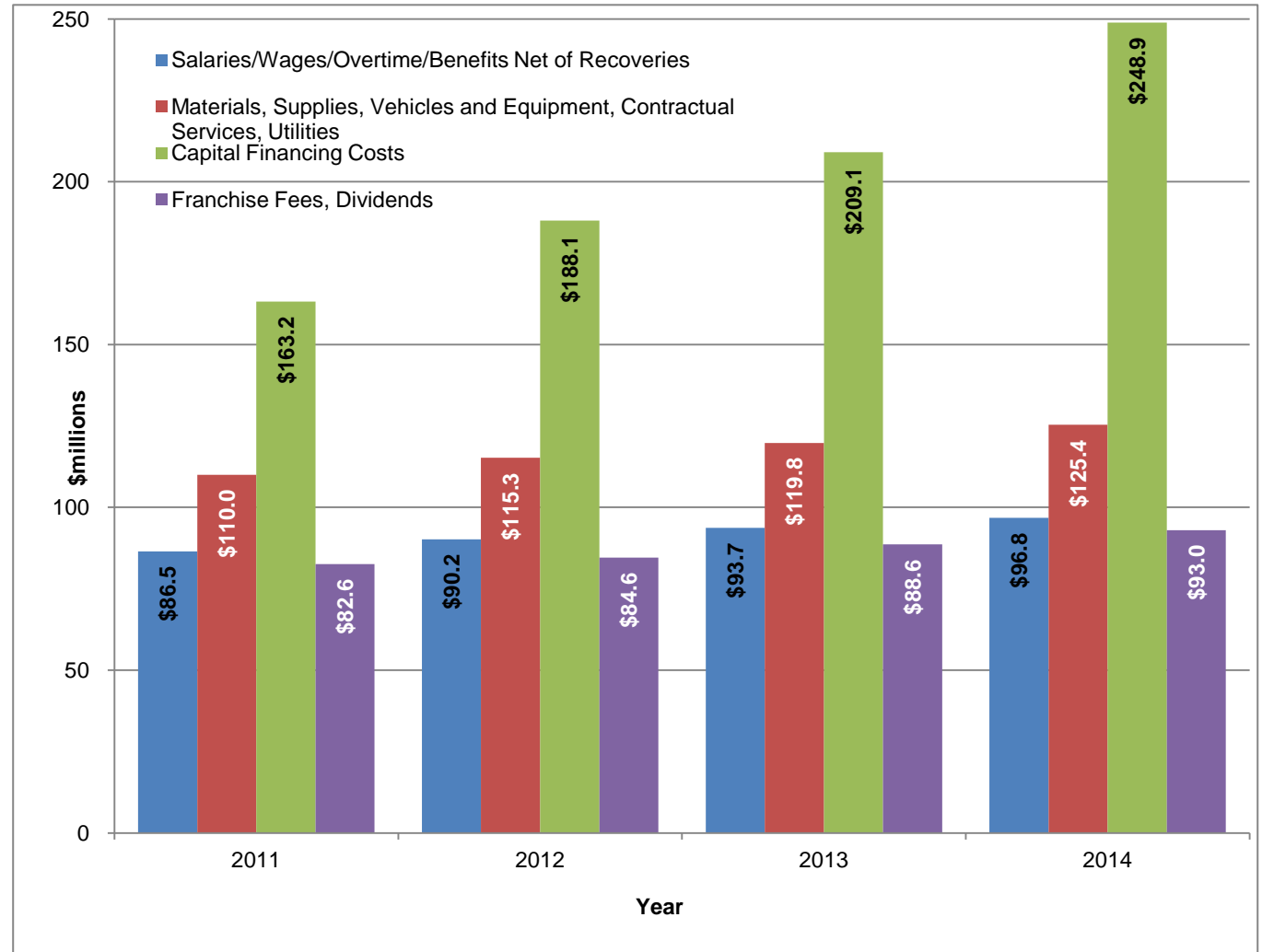
- The salaries, wages, overtime and benefits cost component is approximately 60 per cent of total tax-supported expenditures
- Gross debt charges continue to decline as a portion of overall expenditures, from 8.3 per cent in 2011 to 7.0 per cent in 2014.
- 2011 approved budgets include adjustments up to the third quarter and reflect removal of the provincial property tax.



## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis

Figure 10: Utilities Expenditures Net of Recoveries by Major Cost Components

- Capital financing costs are the largest component of annual expenditures, making up 41% of the total.
- Salaries, wages, overtime and benefits as a portion of overall spending are 18 per cent, declining slightly over the three-year budget period.
- 2011 approved budgets include adjustments up to the third quarter.



**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis**

**Figure 11: User Fee and Utility Rate Highlights**

	2011	2012	Changes from 2011		2013	Changes from 2012		2014	Changes from 2013	
	Budget	Budget	\$	%	Budget	\$	%	Budget	\$	%
<b>Transit</b>										
Cash: Adult (age 15 to 64)	\$2.75	\$2.75	\$0.00	-	\$3.00	\$0.25	9.1 %	\$3.00	\$0.00	-
Youth (age 6 to 14)	\$1.75	\$1.75	\$0.00	-	\$1.75	\$0.00	-	\$2.00	\$0.25	14.3 %
Monthly Pass: Adult	\$90.00	\$94.00	\$4.00	4.4 %	\$94.00	\$0.00	-	\$96.00	\$2.00	2.1 %
Monthly Pass: Youth	\$54.25	\$57.50	\$3.25	6.0 %	\$57.50	\$0.00	-	\$60.00	\$2.50	4.3 %
Adult Ticket Book (10)	\$24.00	\$27.50	\$3.50	14.6 %	\$30.00	\$2.50	9.1 %	\$30.00	\$0.00	-
Youth Ticket Book (10)	\$15.00	\$17.50	\$2.50	16.7 %	\$17.50	\$0.00	-	\$20.00	\$2.50	14.3 %
Adult Day Pass	\$8.25	\$8.25	\$0.00	-	\$9.00	\$0.75	9.1 %	\$9.00	\$0.00	-
Youth Day Pass	\$5.25	\$5.25	\$0.00	-	\$5.75	\$0.50	9.5 %	\$6.25	\$0.50	8.7 %
Senior Annual Pass (Regular)	\$35.00	\$55.00	\$20.00	57.1 %	\$75.00	\$20.00	36.4 %	\$96.00	\$21.00	28.0 %
<b>Recreation Facility Admission (Adult: age 18–64)</b>										
Ice Arenas: Prime Time per Hour <sub>1</sub>	\$208.50	\$218.95	\$10.45	5.0 %	\$229.90	\$10.95	5.0 %	\$241.40	\$11.50	5.0 %
Leisure Centres: General Admission	\$10.10	\$10.60	\$0.50	5.0 %	\$11.00	\$0.40	3.8 %	\$11.45	\$0.45	4.1 %
Swimming Pools:General Admission - Tier 1	\$5.10	\$5.35	\$0.25	4.9 %	\$5.55	\$0.20	3.7 %	\$5.75	\$0.20	3.6 %
Swimming Pools:General Admission - Tier 2	\$6.00	\$6.30	\$0.30	5.0 %	\$6.55	\$0.25	4.0 %	\$6.80	\$0.25	3.8 %
Swimming Pools:Annual Pool Pass - Tier 1	\$380.83	\$399.87	\$19.04	5.0 %	\$415.87	\$16.00	4.0 %	\$432.50	\$16.63	4.0 %
Swimming Pools:Annual Pool Pass - Tier 2	\$452.30	\$474.92	\$22.62	5.0 %	\$493.91	\$18.99	4.0 %	\$513.67	\$19.76	4.0 %
Golf: Punchcard Weekend (Maple Ridge)		\$459.00	N/A	N/A	\$477.00	\$18.00	3.9 %	\$495.00	\$18.00	3.8 %
Golf: Punchcard Weekend (Other Courses)	\$405.00	\$408.00	\$3.00	0.7 %	\$419.00	\$11.00	2.7 %	\$430.00	\$11.00	2.6 %

**Footnotes**

1) Ice arena rate provided is for the Local Amateur / Non-Profit Adult category

**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Operating Analysis**

**Figure 11: User Fee and Utility Rate Highlights**

	2011	2012	Changes from 2011		2013	Changes from 2012		2014	Changes from 2013	
	Budget	Budget	\$	%	Budget	\$	%	Budget	\$	%
<b>Waste and Recycling Services</b>										
Commercial Tipping Fees	\$95.00	\$98.00	\$3.00	3.2 %	\$102.00	\$4.00	4.1 %	\$107.00	\$5.00	4.9 %
Blue Cart Fee	\$8.75	\$7.10	(\$1.65)	(18.9)%	\$7.40	\$0.30	4.2 %	\$7.70	\$0.30	4.1 %
Waste Management Charge	\$4.35	\$4.50	\$0.15	3.4 %	\$4.70	\$0.20	4.4 %	\$4.90	\$0.20	4.3 %
<b>UTILITY RATES</b>										
<b>Water</b>										
Flat Rate	\$58.43	\$62.87	\$4.44	7.6 %	\$67.58	\$4.71	7.5 %	\$72.57	\$4.99	7.4 %
Metered Rate - Average Monthly Charge per Household (based on water use of 19m <sup>3</sup> )	\$38.95	\$41.91	\$2.96	7.6 %	\$45.05	\$3.14	7.5 %	\$48.38	\$3.33	7.4 %
<b>Wastewater</b>										
Flat Rate	\$36.20	\$41.09	\$4.89	13.5 %	\$46.63	\$5.54	13.5 %	\$52.93	\$6.30	13.5 %
Metered Rate - Average Monthly Charge per Household (based on water use of 19m <sup>3</sup> )	\$24.16	\$27.42	\$3.26	13.5 %	\$31.12	\$3.70	13.5 %	\$35.32	\$4.20	13.5 %
<b>Drainage</b>										
Stormwater Monthly Drainage Charge	\$7.97	\$8.36	\$0.39	4.9 %	\$8.77	\$0.41	4.9 %	\$9.20	\$0.43	4.9 %

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 12: Capital Plan (Funded) by Department**  
(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>						
Approved Projects in Progress	189,464	96,517	85,596	73,841	0	445,418
Projects Requiring Approval	81,966	46,324	9,426	0	0	137,716
<b>2012 Capital Budget (note)</b>	<b>271,430</b>	<b>142,841</b>	<b>95,022</b>	<b>73,841</b>	<b>0</b>	<b>583,134</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	43,629	46,953	17,450	20,300	128,332
<b>Total</b>	<b>271,430</b>	<b>186,470</b>	<b>141,975</b>	<b>91,291</b>	<b>20,300</b>	<b>711,466</b>
<b>CORPORATE SERVICES</b>						
Approved Projects in Progress	248,984	134,296	68,149	178,930	0	630,359
Projects Requiring Approval	125,636	54,070	49,363	585	10	229,664
<b>2012 Capital Budget (note)</b>	<b>374,620</b>	<b>188,366</b>	<b>117,512</b>	<b>179,515</b>	<b>10</b>	<b>860,023</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	73,910	76,328	57,511	57,266	265,015
<b>Total</b>	<b>374,620</b>	<b>262,276</b>	<b>193,840</b>	<b>237,026</b>	<b>57,276</b>	<b>1,125,038</b>
<b>CALGARY HOUSING COMPANY</b>						
Approved Projects in Progress	5,947	0	0	0	0	5,947
Projects Requiring Approval	161	2,785	1,672	0	0	4,618
<b>2012 Capital Budget (note)</b>	<b>6,108</b>	<b>2,785</b>	<b>1,672</b>	<b>0</b>	<b>0</b>	<b>10,565</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	2,785	834	3,619
<b>Total</b>	<b>6,108</b>	<b>2,785</b>	<b>1,672</b>	<b>2,785</b>	<b>834</b>	<b>14,184</b>
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>						
Approved Projects in Progress	6,000	3,600	0	0	0	9,600
Projects Requiring Approval	300	300	300	0	0	900
<b>2012 Capital Budget (note)</b>	<b>6,300</b>	<b>3,900</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>10,500</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	0	0	0	0	0
<b>Total</b>	<b>6,300</b>	<b>3,900</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>10,500</b>

Note: On 2011 September 19, Council deferred decision on capital projects **starting in 2013 and 2014**, until a comprehensive review of all capital projects and programs is completed.

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 12: Capital Plan (Funded) by Department**  
(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
<b>TRANSPORTATION</b>						
Approved Projects in Progress	563,108	316,964	132,955	52,593	13,455	1,079,075
Projects Requiring Approval	77,410	97,135	108,329	14,000	0	296,874
<b>2012 Capital Budget (note)</b>	<b>640,518</b>	<b>414,099</b>	<b>241,284</b>	<b>66,593</b>	<b>13,455</b>	<b>1,375,949</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	49,117	51,079	123,358	116,242	339,796
<b>Total</b>	<b>640,518</b>	<b>463,216</b>	<b>292,363</b>	<b>189,951</b>	<b>129,697</b>	<b>1,715,745</b>
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>						
Approved Projects in Progress	203,667	123,371	34,286	5,666	0	366,990
Projects Requiring Approval	101,315	178,759	237,097	65,014	11,675	593,860
<b>2012 Capital Budget (note)</b>	<b>304,982</b>	<b>302,130</b>	<b>271,383</b>	<b>70,680</b>	<b>11,675</b>	<b>960,850</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	42,301	48,083	308,323	348,382	747,089
<b>Total</b>	<b>304,982</b>	<b>344,431</b>	<b>319,466</b>	<b>379,003</b>	<b>360,057</b>	<b>1,707,939</b>
<b>CALGARY POLICE SERVICE</b>						
Approved Projects in Progress	30,883	1,750	0	0	0	32,633
Projects Requiring Approval	21,055	0	0	0	0	21,055
<b>2012 Capital Budget (note)</b>	<b>51,938</b>	<b>1,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,688</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	15,494	15,510	13,910	15,560	60,474
<b>Total</b>	<b>51,938</b>	<b>17,244</b>	<b>15,510</b>	<b>13,910</b>	<b>15,560</b>	<b>114,162</b>
<b>CORPORATE ADMINISTRATION</b>						
Approved Projects in Progress	0	0	0	0	0	0
Projects Requiring Approval	1,990	850	100	0	0	2,940
<b>2012 Capital Budget (note)</b>	<b>1,990</b>	<b>850</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>2,940</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	1,365	155	0	0	1,520
<b>Total</b>	<b>1,990</b>	<b>2,215</b>	<b>255</b>	<b>0</b>	<b>0</b>	<b>4,460</b>

Note: On 2011 September 19, Council deferred decision on capital projects **starting in 2013 and 2014**, until a comprehensive review of all capital projects and programs is completed.

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 12: Capital Plan (Funded) by Department**  
(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
<b>CIVIC PARTNERS</b>						
Approved Projects in Progress	83,158	27,709	0	0	0	110,867
Projects Requiring Approval	10,610	0	0	0	0	10,610
<b>2012 Capital Budget (note)</b>	<b>93,768</b>	<b>27,709</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>121,477</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	39,910	59,920	58,680	3,680	162,190
<b>Total</b>	<b>93,768</b>	<b>67,619</b>	<b>59,920</b>	<b>58,680</b>	<b>3,680</b>	<b>283,667</b>
<b>CALGARY PARKING AUTHORITY</b>						
Approved Projects in Progress	0	0	0	0	0	0
Projects Requiring Approval	6,500	0	0	0	0	6,500
<b>2012 Capital Budget (note)</b>	<b>6,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,500</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	6,000	5,725	5,725	5,500	22,950
<b>Total</b>	<b>6,500</b>	<b>6,000</b>	<b>5,725</b>	<b>5,725</b>	<b>5,500</b>	<b>29,450</b>
<b>TOTAL CITY</b>						
Approved Projects in Progress	1,331,211	704,207	320,986	311,030	13,455	2,680,889
Projects Requiring Approval	426,943	380,223	406,287	79,599	11,685	1,304,737
<b>2012 Capital Budget (note)</b>	<b>1,758,154</b>	<b>1,084,430</b>	<b>727,273</b>	<b>390,629</b>	<b>25,140</b>	<b>3,985,626</b>
Projects in Capital Plan for 2013-2016 (Not Requiring Approval)	0	271,726	303,753	587,742	567,764	1,730,985
<b>Total</b>	<b>1,758,154</b>	<b>1,356,156</b>	<b>1,031,026</b>	<b>978,371</b>	<b>592,904</b>	<b>5,716,611</b>

Note: On 2011 September 19, Council deferred decision on capital projects **starting in 2013 and 2014**, until a comprehensive review of all capital projects and programs is completed.

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 13: Tax-Supported Capital Plan (\$millions)**

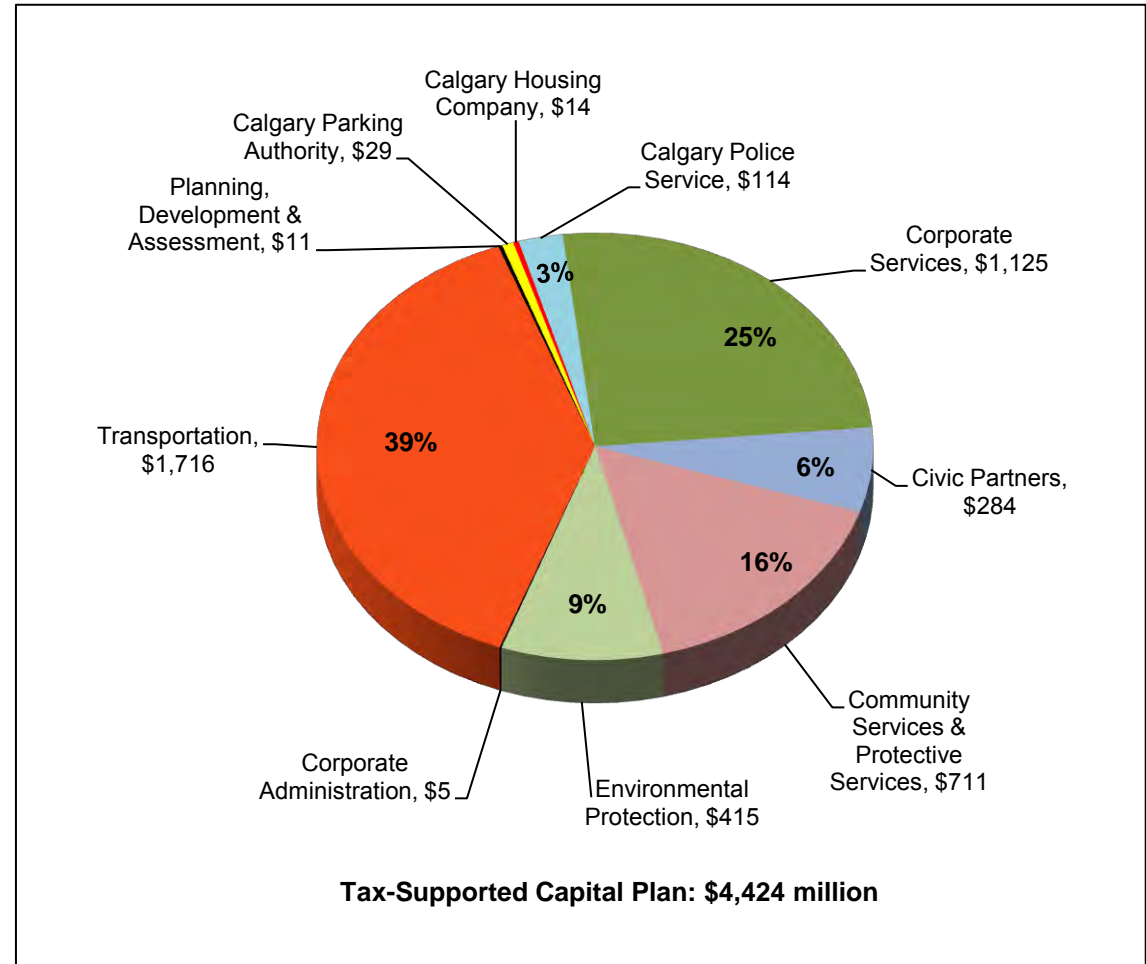
The City's 2012-2016 Capital Plan totals \$5.717 billion. The tax-supported portion is \$4.424 billion and the utilities portion is \$1.293 billion.

The 2012-2016 tax-supported capital plan of \$4.424 billion includes all business units except the Utilities.

For comparison, the 2009-2013 tax-supported capital plan totalled \$5.498 billion.

The \$4.424 billion tax-supported capital plan is for the following major capital project areas:

- Transportation (\$1.716 billion)
- Community & Protective Services (\$711 million – \$492 million for Parks and Recreation and \$219 million for protective services)
- Environmental Protection (\$415 million)
- Corporate Services (\$1.125 billion – \$253 million for Corporate Properties, \$201 million for Fleet Services, \$494 million for Office of Land Servicing & Housing, \$128 million for Information Technology and \$49 million for other business units)





## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 14: Tax-Supported Capital Plan Funding Sources (\$millions)**

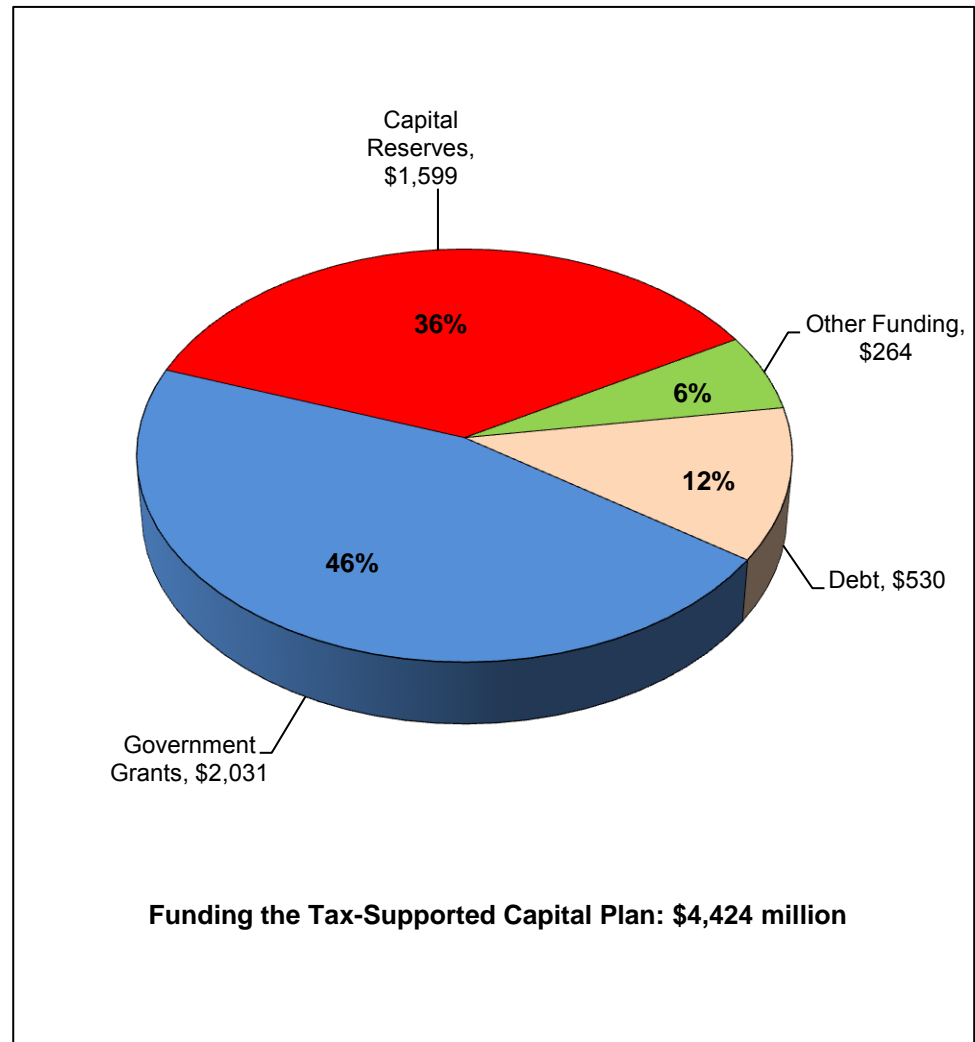
For the capital projects identified within the five-year capital planning process, monies provided by government grants comprise on average 46 per cent of the tax-supported capital plan while capital reserves, debentures and other sources comprise on average 36 per cent, 12 per cent and 6 per cent respectively.

The government grants of \$2.031 billion primarily include Municipal Sustainability Initiative (\$1.188 billion) and related bridge financing, Provincial Fuel Tax (\$452 million), Federal Gas Tax Fund (GTF) (\$274 million), the Alberta Municipal Infrastructure Program (AMIP) (\$33 million) and other (\$84 million). MSI and AMIP monies are used to fund transportation, recreational, cultural and protective services 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 \$1.599 billion.

Borrowing of \$530 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.

Contributions from developers, Calgary Parking Authority and Acreage Assessments of \$264 million help fund transportation projects.

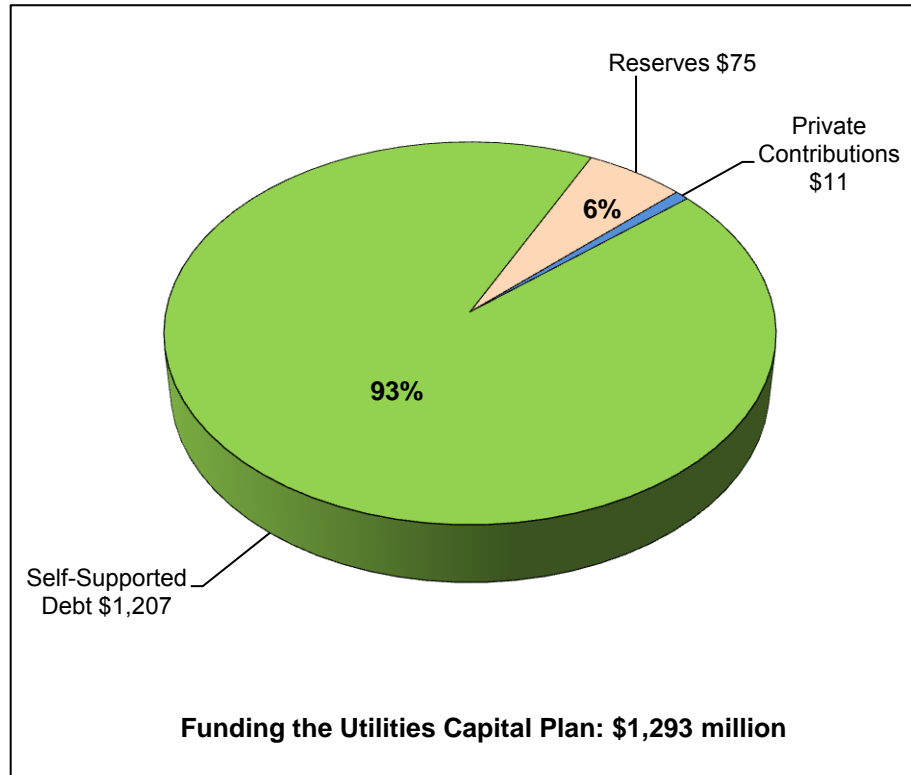


## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 15: Utilities Capital Plan and Funding Sources (\$millions)**

The 2012-2016 Capital Plan for Utilities is \$1.293 billion. For comparison, the 2009-2013 Utilities Capital Plan totalled \$2.063 billion.

93% of capital projects within the utilities five-year capital plan are funded through self-supported debt.



## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 16: Major Sources of Capital Funding**

Source or type of funding	Description	2012-2016 Capital Plan (\$millions)
Municipal Sustainability Initiative (MSI)	Provincial ten year (2007/8 – 2016/17) grant for transportation, recreation, cultural and protective service projects. MSI in the 2012-2016 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; recreation centres; Calgary Police Headquarter acquisition. The province has allowed The City to use debt to bridge finance projects against future MSI allocations.	\$1,188
Alberta fuel tax revenue-sharing	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 program provides five cents a litre to The City based on the number of liters of taxable gasoline and diesel delivered within the city boundaries.	\$452
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 and solid waste management. The program is renewable every four years and the funding for The City is approved until 2013/2014.	\$274
Self-supported debt	Self-supported debt, which are held by Alberta Capital Finance Authority, are structured to match available cash flow to debt servicing funded through user fees.	\$1,710
Pay-As-You-Go	The City allocates from its operating budget to fund capital projects.	\$353
Reserve for Future Capital	This reserve provides contingency funds to critical and urgent capital projects.	\$96
Lifecycle Maintenance & Upgrade Reserve	2.6% of annual residential property taxes provides funds for maintenance and upgrades of capital assets.	\$164
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.	\$775
Community Investment Reserve	Council directed Administration (NM2006-05) to allocate GST savings of \$8.9 million annually to fund community amenities. Council approved (C2011-26) \$42 million annual contribution (re: 2011 provincial property tax room) to be transferred from operating budget to fund community infrastructure.	\$286
Transportation Acreage Assessment	The City charges a transportation levy in growth areas to fund new roads in these areas.	\$204

## SUPPLEMENTAL BUDGET ANALYSIS AND 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, 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 17 below includes debt for Fleet Services, Office of Land Servicing & Housing, Calgary Housing Company, Waste & Recycling Services, and Roads.

**Figure 17: Actual and Estimated Debt Outstanding**  
(\$millions)

2009 and 2010 are actual debts outstanding. 2011 to 2016 include estimated borrowings.

YEAR	TAX-SUPPORTED DEBT	SELF-SUFFICIENT TAX-SUPPORTED		SELF-SUPPORTED			TOTAL
		CMLC	MSI Debt	Utilities	Local Improvement	Other Self-supported debt	
2009	449.4	66.0	240.0	1,345.1	65.9	295.3	2,461.7
2010	436.5	104.0	510.0	1,470.2	83.2	326.3	2,930.2
2011 E	412.8	145.6	730.0	1,569.6	80.6	315.4	3,254.1
2012 E	392.7	211.4	1,415.5	1,662.1	81.6	305.3	4,068.6
2013 E	347.5	235.1	1,439.1	1,807.7	76.1	349.5	4,255.0
2014 E	309.8	233.7	1,310.3	1,943.4	71.0	381.2	4,249.4
2015 E	272.1	227.3	1,070.3	2,082.7	65.7	389.4	4,107.5
2016 E	235.7	221.9	877.7	2,239.9	60.3	406.6	4,042.1

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### 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 18.

**Figure 18: 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	
2009	94.9	2.6	1.8	136.2	9.0	47.6	292.1
2010	81.3	3.9	11.8	137.3	9.6	53.4	297.3
2011 E	73.6	5.8	19.5	148.6	13.0	72.2	332.7
2012 E	76.4	8.8	35.3	153.2	10.1	117.8	401.6
2013 E	71.4	10.8	45.4	164.4	10.5	72.6	375.1
2014 E	54.5	11.3	286.3	177.8	9.8	86.5	626.2
2015 E	51.5	16.2	309.1	192.2	9.8	103.7	682.5
2016 E	48.1	15.1	252.7	207.7	9.6	92.7	625.9

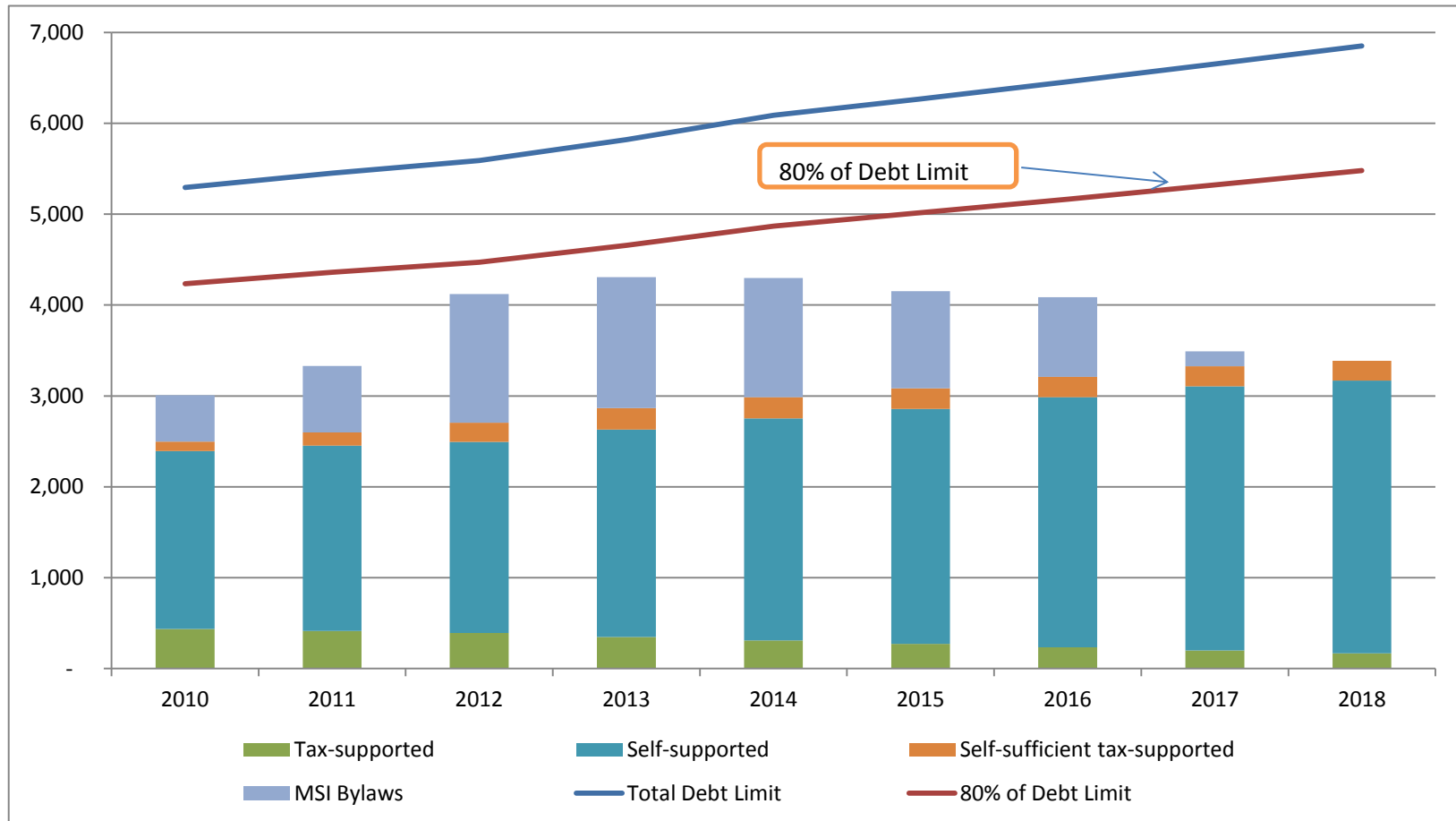
## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

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 19), and debt servicing can be no more than 35% of revenue (Figure 20).

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

**Figure 19: Debt Limit vs. Total Debt**  
(\$millions)

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

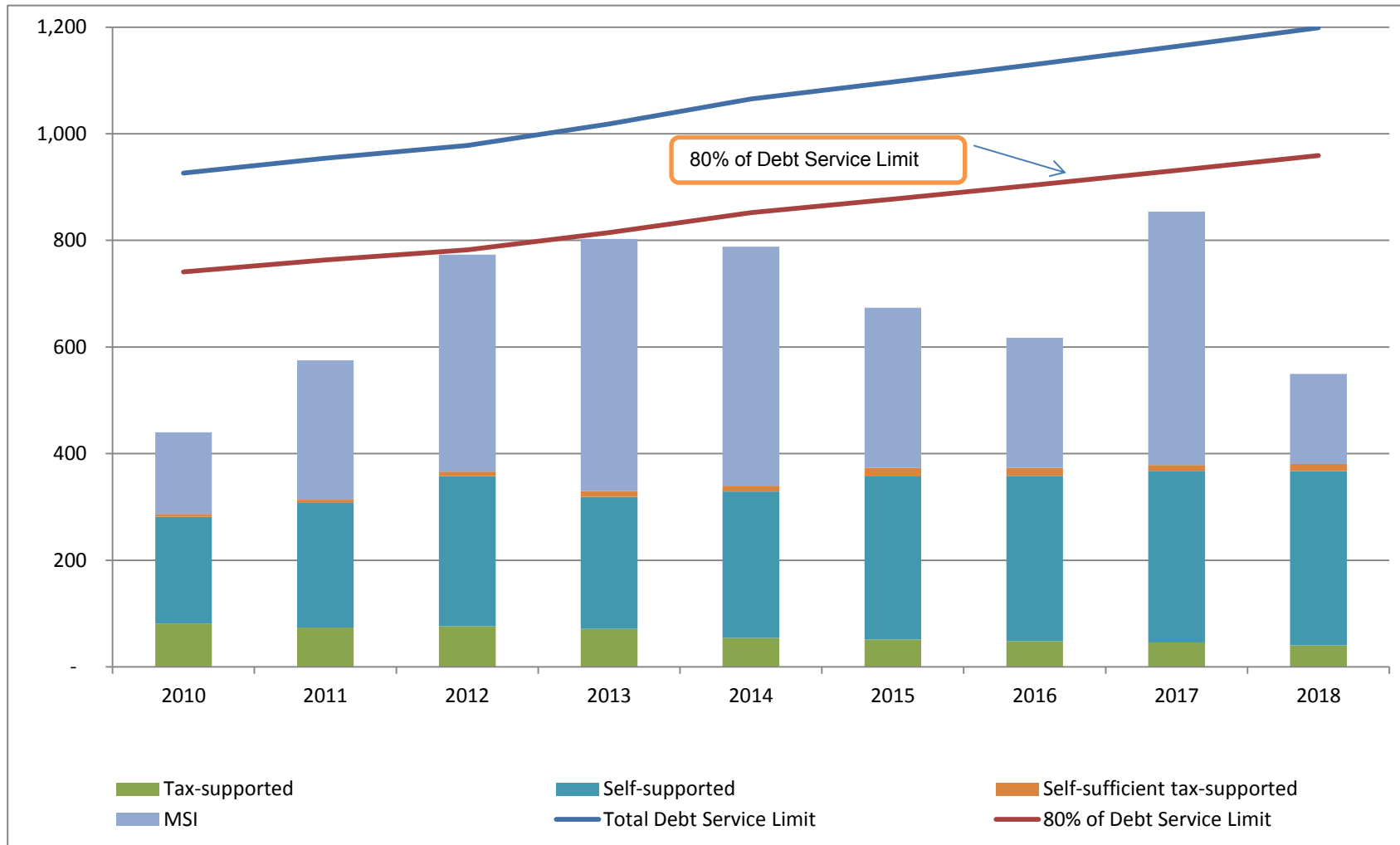


## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 20: Debt Service Limit vs. Debt Servicing Charges (Principal & Interest)**

(\$millions)

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

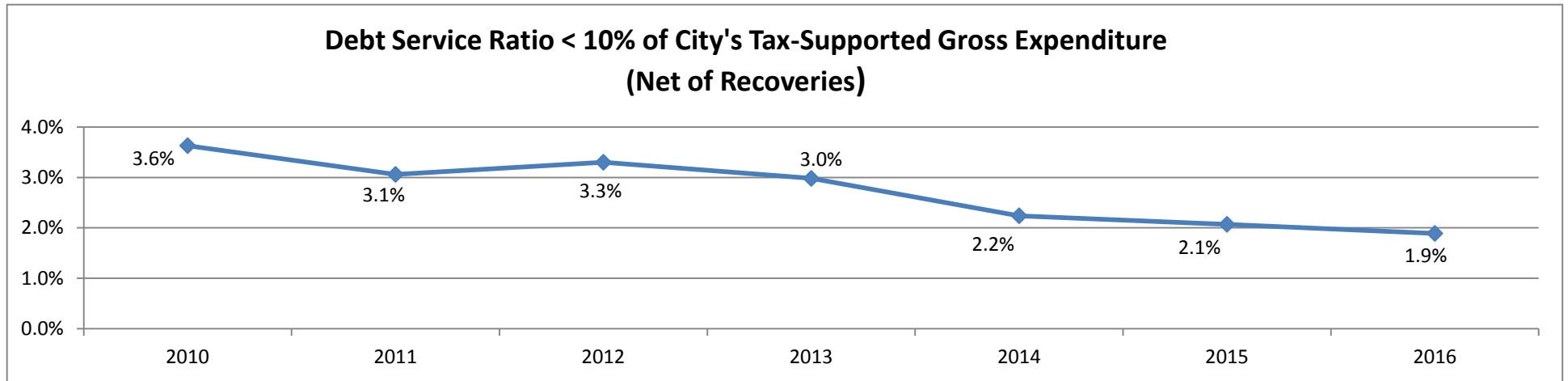


## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 21: 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 22: Actual and Estimated Debt Outstanding Per Capita**

Major increases in the per capita ratio from 2009 to 2013 are due to drawdown 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
2009	\$422	\$287	\$1,602	\$2,311
2010	\$407	\$573	\$1,754	\$2,734
2011 E	\$379	\$804	\$1,805	\$2,988
2012 E	\$355	\$1,470	\$1,851	\$3,676
2013 E	\$309	\$1,490	\$1,987	\$3,786
2014 E	\$272	\$1,355	\$2,103	\$3,730
2015 E	\$235	\$1,122	\$2,194	\$3,551
2016 E	\$201	\$937	\$2,306	\$3,444

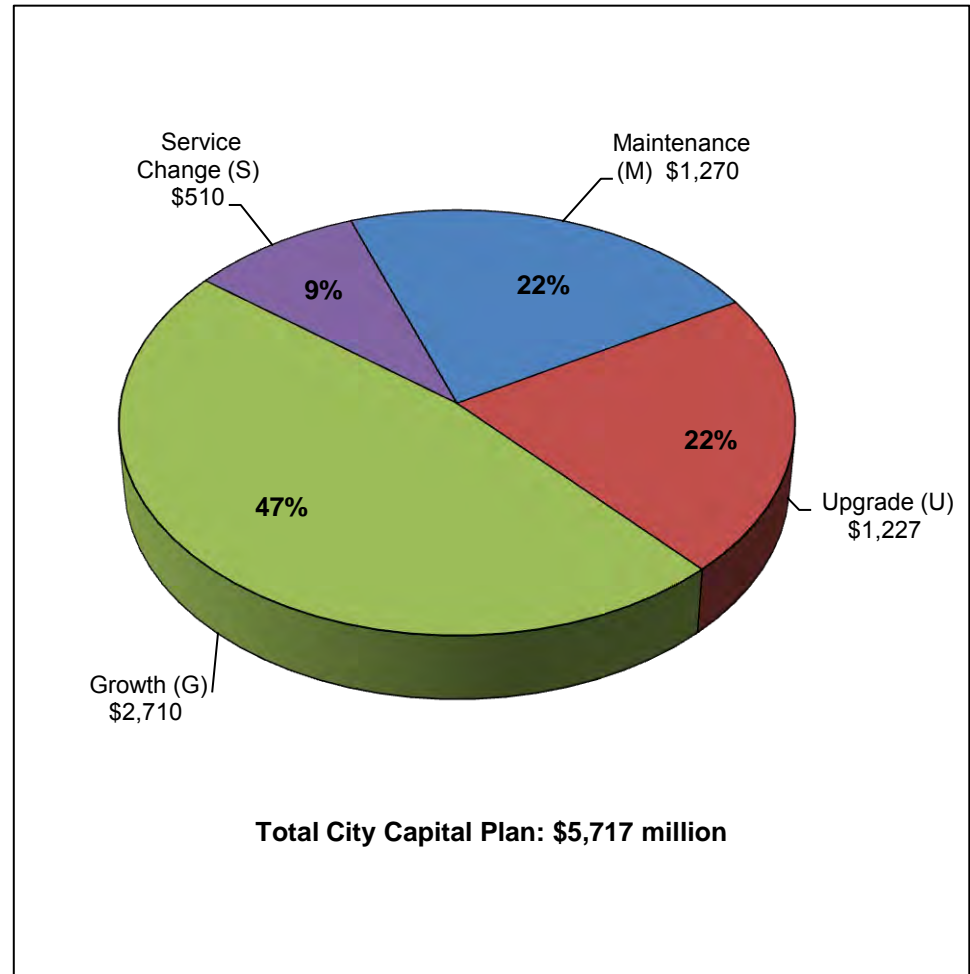


## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

**Figure 23: Capital Plan (Funded) by Project Type (\$millions)**

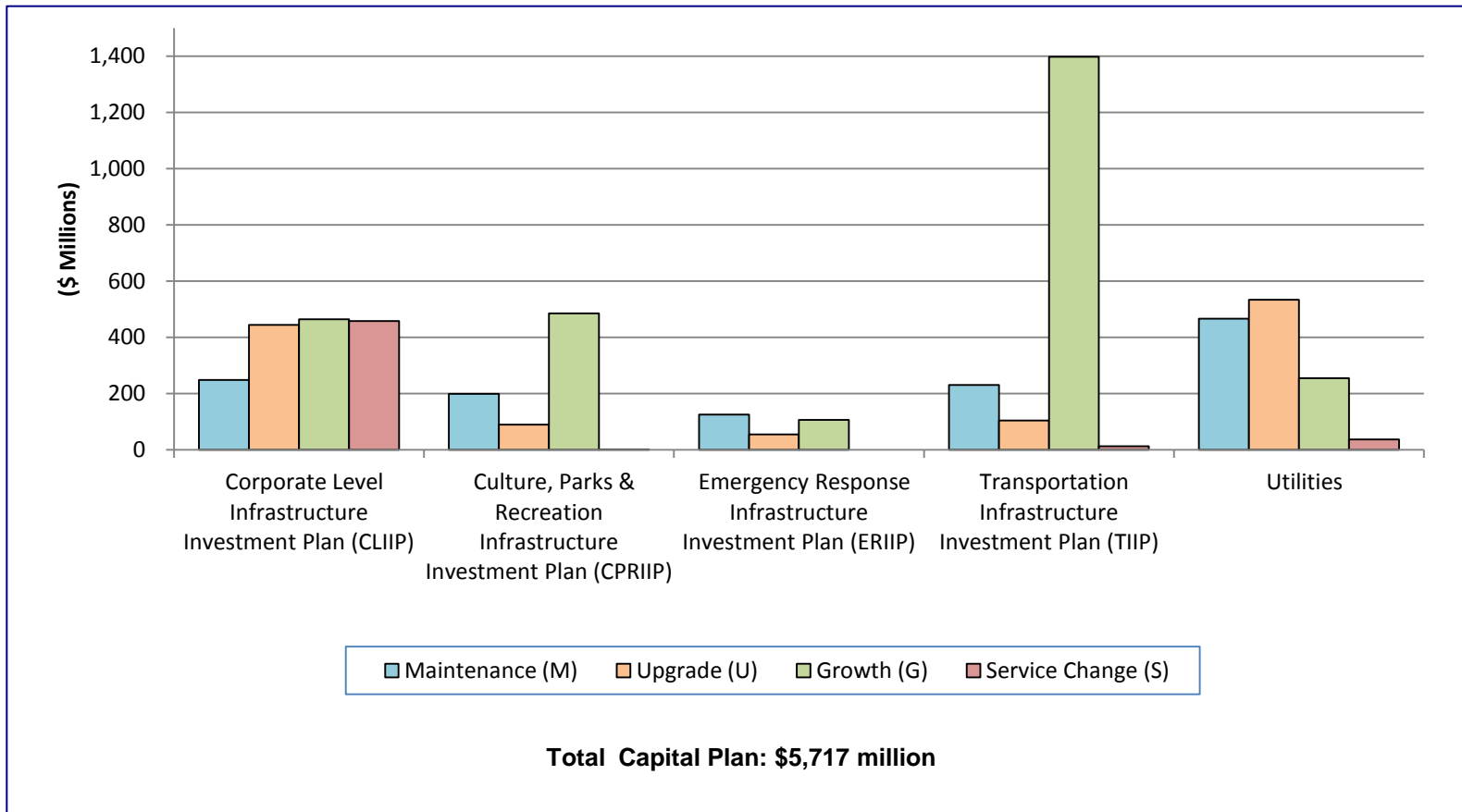
The four categories of project types are:

- 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.



## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 24: Capital Plan (Funded) by Project Type and Infrastructure Investment Plan (IIP)



Note:

CLIIP comprises Corporate Services, Environmental Protection and Planning, Development & Assessment.

CPRiIP comprises Community Services and Civic Partners.

ERIIP comprises Protective Services and Calgary Police Service.

TIIP comprises Transportation and Calgary Parking Authority.

Utilities comprise Water Resources and Water Services.

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 25: Capital Plan (Not Funded) by Business Unit

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
<b>COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>						
Parks	40,690	55,091	57,004	47,034	32,502	232,321
Recreation	44,536	97,951	76,068	64,167	222,086	504,808
<b>Community Services</b>	<b>85,226</b>	<b>153,042</b>	<b>133,072</b>	<b>111,201</b>	<b>254,588</b>	<b>737,129</b>
Animal & Bylaw Services	200	0	0	100	200	500
Fire	5,125	94,570	1,275	65,378	10,830	177,178
Public Safety Communications	50	674	700	1,510	11,045	13,979
<b>Protective Services</b>	<b>5,375</b>	<b>95,244</b>	<b>1,975</b>	<b>66,988</b>	<b>22,075</b>	<b>191,657</b>
<b>TOTAL COMMUNITY SERVICES &amp; PROTECTIVE SERVICES</b>	<b>90,601</b>	<b>248,286</b>	<b>135,047</b>	<b>178,189</b>	<b>276,663</b>	<b>928,786</b>
<b>CORPORATE SERVICES</b>						
Corporate Properties & Buildings	99,864	128,391	113,838	195,837	165,741	703,671
Customer Service & Communications	1,400	1,700	1,900	2,700	4,650	12,350
Fleet Services	0	0	0	0	0	0
Human Resources	0	0	0	0	0	0
Information Technology	21,156	18,519	20,063	15,532	16,075	91,345
Infrastructure & Information Services	3,480	2,611	1,487	10,467	22,592	40,637
Office of Land Servicing & Housing	0	0	0	0	0	0
<b>TOTAL CORPORATE SERVICES</b>	<b>125,900</b>	<b>151,221</b>	<b>137,288</b>	<b>224,536</b>	<b>209,058</b>	<b>848,003</b>
<b>Calgary Housing Company</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>						
Development & Building Approvals	10,225	8,200	5,955	0	0	24,380
Land Use Planning & Policy	0	0	0	0	0	0
<b>TOTAL PLANNING, DEVELOPMENT &amp; ASSESSMENT</b>	<b>10,225</b>	<b>8,200</b>	<b>5,955</b>	<b>0</b>	<b>0</b>	<b>24,380</b>
<b>TRANSPORTATION</b>						
Calgary Transit	727,600	0	0	20,750	18,500	766,850
Roads	71,900	0	0	25,000	26,000	122,900
Transportation Infrastructure	149,800	0	0	432,500	1,233,500	1,815,800
West LRT Project Office	0	0	0	0	0	0
<b>TOTAL TRANSPORTATION</b>	<b>949,300</b>	<b>0</b>	<b>0</b>	<b>478,250</b>	<b>1,278,000</b>	<b>2,705,550</b>
<b>UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>						
Environmental & Safety Management	0	0	0	500	500	1,000
Waste & Recycling Services	0	0	0	0	0	0
<b>Environmental Protection</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>1,000</b>
Utilities	0	0	0	0	0	0
<b>TOTAL UTILITIES &amp; ENVIRONMENTAL PROTECTION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>	<b>1,000</b>

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

Figure 25: Capital Plan (Not Funded) by Business Unit

(\$000s)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>TOTAL</u>
<b>Calgary Police Service</b>	<b>20,000</b>	<b>0</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>32,000</b>
<b>CORPORATE ADMINISTRATION</b>						
Chief Financial Officer's Department	0	0	0	1,400	400	1,800
City Clerk's Office	0	0	0	0	0	0
Law	0	0	0	0	0	0
<b>TOTAL CORPORATE ADMINISTRATION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400</b>	<b>400</b>	<b>1,800</b>
<b>CIVIC PARTNERS</b>						
Capital Investment in Civic Partners	0	0	0	0	0	0
Calgary Outdoor Swimming Pools Association	0	0	0	0	0	0
Calgary Public Library	19,487	28,447	27,590	82,804	3,880	162,208
Calgary Technologies Inc.	0	0	0	0	0	0
Calgary TELUS Convention Centre	260	0	0	0	0	260
Calgary Zoological Society	4,023	3,731	2,122	2,458	2,524	14,858
Culture Related Infrastructure	1,439	6,864	4,000	1,500	0	13,803
Fort Calgary	0	720	960	855	135	2,670
Heritage Park	1,828	580	338	675	675	4,096
Recreation Culture Artifact	0	0	0	0	0	0
Saddledome Foundation	0	0	0	0	0	0
Talisman Centre	131	632	0	367	367	1,497
TELUS World of Science	0	2,625	0	288	1,888	4,801
<b>TOTAL CIVIC PARTNERS</b>	<b>27,168</b>	<b>43,599</b>	<b>35,010</b>	<b>88,947</b>	<b>9,469</b>	<b>204,193</b>
<b>Calgary Parking Authority</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CITY</b>	<b>1,223,194</b>	<b>451,306</b>	<b>325,300</b>	<b>971,822</b>	<b>1,774,090</b>	<b>4,745,712</b>

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
514	008	Pathway Missing Links	C	G	2,200	2,200	3,300	0	0	7,700
514	008	Pathway Missing Links	D	G	0	0	0	1,650	1,650	3,300
514	020	Eau Claire Plaza	C	G	0	3,500	10,000	0	0	13,500
514	020	Eau Claire Plaza	D	G	0	0	0	10,000	3,500	13,500
514	021	Klippert Clean Up And Design Development Plan	C	G	250	1,250	1,500	0	0	3,000
514	021	Klippert Clean Up And Design Development Plan	D	G	0	0	0	1,000	1,500	2,500
514	027	River Access- Launch Facility	C	G	150	550	400	0	0	1,100
514	027	River Access- Launch Facility	D	G	0	0	0	400	400	800
514	028	Paskapoo Slopes Natural Environment Park Design	C	G	90	600	2,500	0	0	3,190
514	028	Paskapoo Slopes Natural Environment Park Design	D	G	0	0	0	1,000	500	1,500
514	029	Community Gardens City Wide	C	G	100	120	120	0	0	340
514	029	Community Gardens City Wide	D	G	0	0	0	120	150	270
514	034	Natural Area Acquisition	C	G	10,000	5,000	2,500	0	0	17,500
514	034	Natural Area Acquisition	D	G	0	0	0	2,500	1,000	3,500
514	049	Blakiston Park	C	U	75	75	500	0	0	650
514	049	Blakiston Park	D	U	0	0	0	500	0	500
514	050	Roadway Landscaping Upgrades	C	U	500	1,187	1,187	0	0	2,874
514	050	Roadway Landscaping Upgrades	D	U	0	0	0	650	550	1,200
514	051	Downtown & BRZ Streetscape Repairs And Improvement	C	U	1,760	750	750	0	0	3,260
514	051	Downtown & BRZ Streetscape Repairs And Improvement	D	U	0	0	0	750	750	1,500
514	053	Beaverdam Flats Natural Environment Park Management	C	U	0	0	50	0	0	50
514	053	Beaverdam Flats Natural Environment Park Management	D	U	0	0	0	790	1,000	1,790
514	054	Sien Lok Park	C	U	0	2,775	1,500	0	0	4,275
514	055	Biodiversity Strategy Program	C	G	250	1,000	750	0	0	2,000
514	055	Biodiversity Strategy Program	D	G	0	0	0	2,000	2,000	4,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks : 2012-2016 Capital Project Listing (Not Funded)

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
514	056	Green Waste Recycling Infrastructure	C	G	400	4,000	0	0	0	4,400
514	060	Skyview Ranch Regional Wetland Mgmt Plan	C	G	0	100	150	0	0	250
514	060	Skyview Ranch Regional Wetland Mgmt Plan	D	G	0	0	0	150	100	250
514	061	Edworthy Park Management And Design And Developmen	C	U	200	500	2,500	0	0	3,200
514	061	Edworthy Park Management And Design And Developmen	D	U	0	0	0	1,150	750	1,900
514	062	Priddis Slough Regional Wetland Management Plan	C	G	0	0	150	0	0	150
514	062	Priddis Slough Regional Wetland Management Plan	D	G	0	0	0	300	1,000	1,300
514	064	St Joseph's	C	U	100	700	300	0	0	1,100
514	067	Windsor Park	C	G	65	400	0	0	0	465
514	068	Forest Lawn Legacy Park Management, D&D Plan	C	G	1,000	750	250	0	0	2,000
514	068	Forest Lawn Legacy Park Management, D&D Plan	D	G	0	0	0	150	100	250
514	069	Slope Instability Remediation	C	M	602	602	602	0	0	1,806
514	069	Slope Instability Remediation	D	M	0	0	0	602	0	602
514	070	Bend in the Bow Design and Development Plan	C	U	250	750	1,000	0	0	2,000
514	070	Bend in the Bow Design and Development Plan	D	U	0	0	0	1,000	100	1,100
514	072	Riley Park Redevelopment	C	U	500	3,500	3,500	0	0	7,500
514	072	Riley Park Redevelopment	D	U	0	0	0	3,500	0	3,500
514	073	Community Park Improvements	C	U	5	82	125	0	0	212
514	U01	Parks Service Building Infrastructure and Washroom	D	M	0	0	0	1,027	1,027	2,054
514	U02	Emergency Repairs - Various	C	M	105	105	105	0	0	315
514	U02	Emergency Repairs - Various	D	M	0	0	0	105	105	210
514	U05	Sportsfield Lifecycle & Renovations	C	M	875	875	875	0	0	2,625
514	U05	Sportsfield Lifecycle & Renovations	D	M	0	0	0	875	875	1,750
514	U07	Pathway Lifecycle (Regional & Local)	C	M	3,650	3,650	3,650	0	0	10,950
514	U07	Pathway Lifecycle (Regional & Local)	D	M	0	0	0	3,650	3,650	7,300

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### COMMUNITY SERVICES & PROTECTIVE SERVICES: Parks : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
514	U09	Playground Lifecycle & CSA Compliance	C	M	3,250	3,250	3,250	0	0	9,750
514	U09	Playground Lifecycle & CSA Compliance	D	M	0	0	0	3,250	3,250	6,500
514	U10	Wading Pool Retrofits	C	U	1,675	1,180	245	0	0	3,100
514	U10	Wading Pool Retrofits	D	U	0	0	0	1,180	0	1,180
514	U11	12 Mile Coulee Park Development	C	G	250	800	1,400	0	0	2,450
514	U11	12 Mile Coulee Park Development	D	G	0	0	0	800	500	1,300
514	U14	Parks Infrastructure L/C	C	M	10,705	12,885	11,990	0	0	35,580
514	U14	Parks Infrastructure L/C	D	M	0	0	0	7,410	7,520	14,930
514	U47	Established Communities Open Space Upgrade	C	M	0	375	375	0	0	750
514	U47	Established Communities Open Space Upgrade	D	U	0	0	0	375	375	750
514	U48	Class A Parks Lifecycle Repairs And Upgrades	C	M	1,683	1,580	1,480	0	0	4,743
514	U48	Class A Parks Lifecycle Repairs And Upgrades	D	M	0	0	0	150	150	300
Total Parks					40,690	55,091	57,004	47,034	32,502	232,321

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation : 2012-2016 Capital Project Listing (Not Funded)

					(\$000s)					
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
505	U01	Lakeview Golf Course Non-Potable Water Supply Line	C	U	0	0	1,201	0	0	1,201
505	U02	Willow Park Golf Course Irrigation Water Supply Li	C	M	0	0	1,500	0	0	1,500
505	U03	Shaganappi Point Golf Course Club House and Mainte	C	U	0	2,015	2,631	0	0	4,646
505	U03	Shaganappi Point Golf Course Club House and Mainte	D	U	0	0	0	2,631	0	2,631
507	U04	Capital Conservation Grants	C	M	1,000	1,000	1,000	0	0	3,000
507	U04	Capital Conservation Grants	D	M	0	0	0	3,000	3,000	6,000
507	U70	Established Area Pool Upgrades	D	U	0	0	0	0	2,400	2,400
519	100	Community Mobile Skate Park Lifecycle	C	M	500	0	500	0	0	1,000
519	100	Community Mobile Skate Park Lifecycle	D	M	0	0	0	0	500	500
519	101	Inland Athletic Park Upgrades	C	U	1,000	9,000	0	0	0	10,000
519	102	Community Cultural Spaces	C	G	4,000	6,000	6,000	0	0	16,000
519	103	Artificial Turf Fields and Bubble Covers	C	U	1,000	3,000	7,000	0	0	11,000
519	103	Artificial Turf Fields and Bubble Covers	D	U	0	0	0	5,000	0	5,000
519	104	Bob Bahan/Ernie Staff Support Fac.	C	U	500	2,000	15,000	0	0	17,500
519	105	Small Regional Recreation Facility - West Macleod	C	G	10,000	0	0	0	0	10,000
519	112	Foothills and Glenmore Athletic Park Concept Plans	C	U	500	4,000	30,800	0	0	35,300
519	112	Foothills and Glenmore Athletic Park Concept Plans	D	U	0	0	0	10,000	143,400	153,400
519	113	Village Square Solar Thermal AND Other Energy Savi	C	U	500	0	0	0	0	500
519	115	Indoor Field Dome Construction	C	G	5,000	0	3,000	0	0	8,000
519	115	Indoor Field Dome Construction	D	G	0	0	0	9,000	40,000	49,000
519	116	Class Software System Upgrade and Replacement	D	U	0	0	0	0	1,150	1,150
519	117	Indoor Racquet Facility Construction	C	G	1,750	0	0	0	0	1,750
519	117	Indoor Racquet Facility Construction	D	G	0	0	0	1,200	10,800	12,000
519	118	Land Acquisition for Small Regional Recreation Fac	C	G	2,250	0	0	0	0	2,250
519	120	Land for Calgary Minor Soccer NW	C	G	5,000	0	0	0	0	5,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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



## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### COMMUNITY SERVICES & PROTECTIVE SERVICES: Recreation : 2012-2016 Capital Project Listing (Not Funded)

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
519	125	Land for Tournament Athletic Park - NW	C	G	0	12,500	0	0	0	12,500
519	127	Ogden Multi-Use Sport Park-Calgary Rugby Union Pha	C	U	2,600	0	0	0	0	2,600
519	131	Renfrew Aquatic & Recreation Centre Expansion	C	G	200	2,000	0	0	0	2,200
519	133	Shouldice Aquatic Centre	C	U	3,500	35,000	0	0	0	38,500
519	134	Shouldice Athletic Park Upgrades	C	U	1,000	5,000	5,000	0	0	11,000
519	134	Shouldice Athletic Park Upgrades	D	U	0	0	0	13,000	6,000	19,000
519	137	Sir Winston Churchill Aquatic & Recreation Centre	C	G	300	3,000	0	0	0	3,300
519	142	Wildflower Arts Centre	C	U	1,000	4,000	0	0	0	5,000
519	206	Centre City Pools (Beltline & Inglewood)	C	U	0	6,000	0	0	0	6,000
519	206	Centre City Pools (Beltline & Inglewood)	D	U	0	0	0	6,500	0	6,500
519	230	Recreation Facility Lifecycle	C	M	2,436	2,436	2,436	0	0	7,308
519	230	Recreation Facility Lifecycle	D	M	0	0	0	13,836	13,836	27,672
519	248	Irrigation for Athletic Parks	C	M	500	1,000	0	0	0	1,500
519	248	Irrigation for Athletic Parks	D	M	0	0	0	0	1,000	1,000
Total Recreation					44,536	97,951	76,068	64,167	222,086	504,808

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis**

**COMMUNITY SERVICES & PROTECTIVE SERVICES: Animal & Bylaw Services : 2012-2016 Capital Project Listing (Not Funded)**

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
048	X01	Equipment Lifecycle	D	M	0	0	0	50	100	150
048	X07	Communication Lifecycle	D	M	0	0	0	50	100	150
048	X09	CAD Communication Exploration	C	G	200	0	0	0	0	200
Total Animal & Bylaw Services					200	0	0	100	200	500

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### COMMUNITY SERVICES & PROTECTIVE SERVICES: Fire : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
041	177	Station # 7 Replacement	D	M	0	0	0	13,400	0	13,400
041	X03	East Macleod Emergency Response Station	D	G	0	0	0	16,524	0	16,524
041	X07	Shepard - Industrial Area - Emergency Response Sta	D	G	0	0	0	16,524	0	16,524
041	X09	Belvedere Annexation Area - Emergency Response Sta	D	G	0	0	0	16,524	0	16,524
041	X15	Fire Headquarters	C	U	0	81,000	0	0	0	81,000
041	X16	Fire Station # 16 replacement	C	U	0	12,500	0	0	0	12,500
043	X01	Communication Lifecycle	C	M	0	0	535	0	0	535
043	X01	Communication Lifecycle	D	M	0	0	0	169	2,801	2,970
043	X02	Urban Search And Rescue Equipment	D	G	0	0	0	150	150	300
043	X09	Misc Hardware/Software Enhancements	C	U	300	870	300	0	0	1,470
043	X09	Misc Hardware/Software Enhancements	D	U	0	0	0	280	1,420	1,700
043	X16	Traffic Signal Priority	C	U	4,825	200	0	0	0	5,025
044	X01	CFD Heavy Fleet Lifecycle	D	M	0	0	0	0	4,787	4,787
044	X02	Light Fleet Lifecycle	D	M	0	0	0	650	650	1,300
044	X03	Fire Equipment Lifecycle	D	M	0	0	0	186	229	415
044	X04	Personal Protective Equipment	C	M	0	0	440	0	0	440
044	X04	Personal Protective Equipment	D	M	0	0	0	871	593	1,464
044	X05	Fire Training Academy Equipment Lifecycle	D	M	0	0	0	100	200	300
Total Fire					5,125	94,570	1,275	65,378	10,830	177,178

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### COMMUNITY SERVICES & PROTECTIVE SERVICES: Public Safety Communications : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
045	X01	PSC Back-Up Facility	D	U	0	0	0	0	9,895	9,895
045	X09	Critical Technology Upgrades	C	U	0	174	0	0	0	174
045	X09	Critical Technology Upgrades	D	U	0	0	0	160	650	810
045	X10	Mobile Communications Center	D	G	0	0	0	850	200	1,050
045	X13	Equipment Lifecycle	C	M	50	500	600	0	0	1,150
045	X13	Equipment Lifecycle	D	M	0	0	0	300	100	400
045	X14	Quality Assurance Program	C	U	0	0	100	0	0	100
045	X14	Quality Assurance Program	D	U	0	0	0	200	100	300
045	X16	Deployment Management Planning Software	D	U	0	0	0	0	100	100
Total Public Safety Communications					50	674	700	1,510	11,045	13,979

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### CORPORATE SERVICES: Corporate Properties & Buildings : 2012-2016 Capital Project Listing (Not Funded)

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
698	U01	City-Owned Historic Building Lifecycle Maintenance	C	M	6,701	7,140	7,453	0	0	21,294
698	U02	CPB Propety & Asset Management Solutions	D	S	0	0	0	6,551	0	6,551
770	U01	Space Development Program	D	G	0	0	0	14,880	5,805	20,685
770	U02	Manchester Building B	C	U	1,878	0	0	0	0	1,878
770	U03	Bearspaw OWC Office Space Upgrade	C	U	1,699	1,810	1,890	0	0	5,399
770	U25	5th Green Roof	C	U	1,605	228	0	0	0	1,833
770	U28	Innovative Space Efficiencies	D	G	0	0	0	3,195	0	3,195
770	U29	Accessibility & Facility Improvements For Municipa	C	G	6,573	17,246	18,002	0	0	41,821
770	U33	Spring Gardens G - Sign Shop - Upper Floor	C	M	5,805	0	0	0	0	5,805
770	U34	Mayland Heights Office Space Upgrade	C	M	11,021	0	0	0	0	11,021
770	U35	Manchester Bldg M Annex Space & Base Bldg	C	M	0	5,301	0	0	0	5,301
770	U36	Administration Bldg Upgrade	C	M	2,140	2,280	7,140	10,972	11,413	33,945
770	U37	Andrew Davison Curtain Wall Upgrade	C	U	2,675	3,534	0	0	0	6,209
770	U38	Accessibility & Facility Improvements For Municipa	C	U	1,980	15,481	3,570	0	0	21,031
770	U39	Manchester Bldg E North Workplace Upgrade	C	M	306	2,388	0	0	0	2,694
770	U40	Manchester Bldg E South Workplace Upgrade	C	M	2,735	2,914	3,042	0	0	8,691
770	U41	Manchester R Office Space And Base Bldg Upgrade	C	M	1,885	2,009	2,097	0	0	5,991
770	U42	Public Building Heritage Restorations	C	M	5,350	2,280	0	0	0	7,630
773	U01	Corporate Furniture Program	D	U	0	0	0	14,880	5,805	20,685
773	U04	Boardroom A/V Equipment	D	G	0	0	0	903	939	1,842
776	016	OWC Acreage Assessment	C	M	24,642	0	0	0	0	24,642
776	U08	Bearspaw Masterplan Project Implementation	C	G	0	0	7,438	19,380	20,161	46,979
776	U11	Major OWC - Sarcee	C	M	6,420	4,560	2,380	12,400	18,060	43,820
776	U12	Shepard OWC Fleet Facility	C	G	0	570	1,785	1,240	0	3,595
776	U13	Warehouse Facility Replacement	C	M	1,284	0	0	0	0	1,284

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### CORPORATE SERVICES: Corporate Properties & Buildings : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
776	U15	OWC Shepard Phase 3	C	G	535	1,710	3,570	0	0	5,815
776	U16	Manchester Workplace Centres	C	G	5,000	35,000	40,001	39,999	0	120,000
776	U60	Manchester OWC Future Years Development	D	G	0	0	0	1,500	15,500	17,000
776	U65	NW OWC Land Acquisition	D	G	0	0	0	0	550	550
776	U69	Spring Gardens OWC Development	D	G	0	0	0	2,250	21,125	23,375
776	U95	Shepard OWC Development	D	G	0	0	0	4,500	18,500	23,000
776	U97	Stoney OWC Development	D	G	0	0	0	2,500	5,500	8,000
880	U07	First Tier Core Buildings, Lifecycle Program	D	M	0	0	0	24,800	25,800	50,600
880	U08	Whitehorn Mechanical System Upgrade	C	M	2,140	9,120	3,570	0	0	14,830
880	U15	Municipal Complex Green Roof	C	U	0	2,280	1,190	1,240	0	4,710
880	U16	Municipal Complex Electrical Distribution	C	M	5,350	5,700	4,760	0	0	15,810
880	U17	City Hall Exterior Refurbishment	C	M	1,070	5,700	4,760	0	0	11,530
880	U18	3 Year OWC Improvement Program	C	U	1,070	1,140	1,190	0	0	3,400
880	U19	Corp Accom Bldgs Lifecycle Urgent And Critical	D	M	0	0	0	34,647	16,583	51,230
Total Corporate Properties & Buildings					99,864	128,391	113,838	195,837	165,741	703,671

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### CORPORATE SERVICES: Customer Service & Communications : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
791	U01	Customer Service Tools & Technology	C	U	600	0	0	0	0	600
791	U01	Customer Service Tools & Technology	D	U	0	0	0	100	200	300
794	U02	Citizen Engagement & Research	D	S	0	0	0	200	400	600
794	U03	Digital Technology Enhancements	C	S	800	1,600	1,600	0	0	4,000
794	U03	Digital Technology Enhancements	D	S	0	0	0	600	1,200	1,800
794	U04	Online Service Enhancements	D	S	0	0	0	1,200	2,500	3,700
794	U05	Furnishings & Equipment	D	S	0	0	0	200	100	300
794	U06	Video Image Data Centre	D	S	0	0	0	150	150	300
794	U07	CSC Training System/Modules	C	S	0	100	300	0	0	400
794	U07	CSC Training System/Modules	D	S	0	0	0	250	100	350
Total Customer Service & Communications					1,400	1,700	1,900	2,700	4,650	12,350

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### CORPORATE SERVICES: Information Technology : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
735	U02	Enterprise Support Systems	C	S	1,000	1,000	1,000	0	0	3,000
735	U03	Finance	C	U	2,550	0	0	0	0	2,550
735	U04	Supply Chain	C	U	968	915	0	0	0	1,883
735	U05	HRMS	C	U	1,580	3,300	1,440	0	0	6,320
741	U02	Lifecycle Replacement - Data Centre	D	M	0	0	0	0	1,000	1,000
741	U11	Network Security	C	U	225	225	250	0	0	700
741	U13	Wireless LAN	C	U	500	500	500	0	0	1,500
741	U14	Enterprise Storage Units	C	M	353	342	484	0	0	1,179
741	U16	Non-Data Centre - HW Budget	C	G	477	477	477	0	0	1,431
741	U16	Non-Data Centre - HW Budget	D	G	0	0	0	477	477	954
741	U17	IT Improvement	C	U	465	2,050	1,925	0	0	4,440
741	U18	Enterprise Servers	C	M	280	226	260	0	0	766
741	U18	Enterprise Servers	D	M	0	0	0	1,841	720	2,561
741	U19	Corporate Cabling	C	M	157	157	157	0	0	471
741	U19	Corporate Cabling	D	M	0	0	0	357	357	714
741	U20	Software Growth	C	G	2,326	2,827	6,720	0	0	11,873
741	U20	Software Growth	D	G	0	0	0	6,987	6,491	13,478
741	U21	Environmentals	D	M	0	0	0	20	1,180	1,200
741	U22	New Growth	C	G	200	200	200	0	0	600
744	U02	e-Government	C	S	3,575	2,550	1,650	0	0	7,775
744	U02	e-Government	D	S	0	0	0	3,600	3,600	7,200
744	U06	Information Management	C	U	600	400	1,500	0	0	2,500
744	U06	Information Management	D	U	0	0	0	1,250	1,250	2,500
744	U07	All employee access	C	S	2,700	0	0	0	0	2,700
803	U01	Development Pool	C	M	200	350	500	0	0	1,050

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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



**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis**

**CORPORATE SERVICES: Information Technology : 2012-2016 Capital Project Listing (Not Funded)**

					(\$000s)					
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
803	U05	Application Portfolio Management	C	S	3,000	3,000	3,000	0	0	9,000
803	U05	Application Portfolio Management	D	S	0	0	0	1,000	1,000	2,000
Total Information Technology					21,156	18,519	20,063	15,532	16,075	91,345

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### CORPORATE SERVICES: Infrastructure & Information Services : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
813	U06	CORE Mapping Phase III / CORE Downstream Applicati	D	U	0	0	0	625	0	625
813	U08	Buildings Repository Generation II	D	U	0	0	0	750	0	750
813	U10	Livelihood Project	D	S	0	0	0	375	260	635
813	U11	Contract Mapping	D	S	0	0	0	125	0	125
813	U12	High Accuracy Street Laser	C	S	1,177	1,254	595	0	0	3,026
813	U14	Open Spatial Data Preparation	C	S	0	285	297	312	0	894
813	U15	Regional GIS Initiatives	C	S	107	114	0	0	0	221
813	U20	Dynamic Geographical Asset Information Management	D	U	0	0	0	1,140	1,186	2,326
813	U22	Roads Traffic Asset Maintenance Upgrade	C	U	0	0	0	860	2,413	3,273
813	U23	Service Request System	C	U	1,161	388	0	0	0	1,549
814	U01	Survey Equipment	D	M	0	0	0	250	260	510
814	U02	Business Equipment	D	M	0	0	0	280	163	443
814	U03	Survey Control Marker	D	M	0	0	0	0	65	65
819	U06	Energy Man. Prog. - Tier 2 2015-2020	D	M	0	0	0	3,125	1,300	4,425
819	U07	AM Practice, Process & Systems Standardization	C	G	500	0	0	0	0	500
819	U10	IAM Enterprise Architecture Ph 5	D	M	0	0	0	125	125	250
819	U11	Building Inspections and Evaluations	C	M	535	570	595	2,500	16,820	21,020
Total Infrastructure & Information Services					3,480	2,611	1,487	10,467	22,592	40,637

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis**

**PLANNING, DEVELOPMENT & ASSESSMENT: Development & Building Approvals : 2012-2016 Capital Project Listing (Not Funded)**

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
061	002	Capital Asset Acquisition	C	U	2,950	2,525	2,275	0	0	7,750
064	002	Working Space Initiative	C	U	1,500	1,000	1,500	0	0	4,000
067	001	Business Technology Sustainment	C	M	5,775	4,675	2,180	0	0	12,630
Total Development & Building Approvals					10,225	8,200	5,955	0	0	24,380

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### TRANSPORTATION: Calgary Transit : 2012-2016 Capital Project Listing (Not Funded)

Prog.	Proj.	Project Description	Cat.	Type	(\$000s)					Total
					2012	2013	2014	2015	2016	
655	10E	Advance Passenger Counting System	D	S	0	0	0	1,500	0	1,500
655	14E	LRT Infrastructure Lifecycle Rehabilitation	C	U	53,000	0	0	0	0	53,000
655	15E	Transit Scheduling/Dispatch Software Upgrades	D	U	0	0	0	750	0	750
655	17E	Signal & Communication Infrastructure	D	M	0	0	0	500	500	1,000
655	19E	17 Ave SE Project	C	M	170,000	0	0	0	0	170,000
655	20E	Southwest BRT	C	G	43,600	0	0	0	0	43,600
655	21E	Airport BRT	C	G	1,000	0	0	0	0	1,000
655	22E	Southwest Crosstown BRT (Westbrook-Quarry Park)	C	G	28,800	0	0	0	0	28,800
655	23E	North Crosstown BRT (Brentwood-Saddletown)	C	G	48,800	0	0	0	0	48,800
655	24E	52 St East BRT (Saddletown-South Health Campus)	C	G	37,500	0	0	0	0	37,500
655	25E	Route 301 BRT (Centre St N) Enhancements	C	G	41,000	0	0	0	0	41,000
655	400	SE Setway	C	G	100,000	0	0	0	0	100,000
656	04E	Garage Lifecycle Rehabilitation	D	U	0	0	0	2,000	2,000	4,000
656	3O7	Buildings & Stations	C	M	11,500	0	0	0	0	11,500
656	3O7	Buildings & Stations	D	M	0	0	0	6,000	6,000	12,000
664	04E	LRV's	C	M	130,000	0	0	0	0	130,000
665	03E	Articulated Buses for BRT and Mainlines	D	G	0	0	0	10,000	10,000	20,000
665	04E	Natural Gas Bus Project	C	G	62,400	0	0	0	0	62,400
Total Calgary Transit					727,600	0	0	20,750	18,500	766,850

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### TRANSPORTATION: Roads : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
126	601	Pedestrian / Cycle Infrastructure Improvements	C	G	12,100	0	0	0	0	12,100
126	601	Pedestrian / Cycle Infrastructure Improvements	D	G	0	0	0	2,500	2,500	5,000
126	602	Industrial area sidewalks, phase 2	D	G	0	0	0	1,000	1,000	2,000
127	603	New Traffic Signals and Pedestrian Corridors	D	G	0	0	0	1,500	1,500	3,000
127	604	13 Avenue Greenway (phase 2, 11 blocks)	C	U	2,000	0	0	0	0	2,000
127	605	8 Street W CPR Underpass Upgrades	C	U	3,500	0	0	0	0	3,500
127	606	8 Street Corridor Improvements	C	U	3,000	0	0	0	0	3,000
127	607	3 Street W Corridor Improvements	C	U	2,000	0	0	0	0	2,000
127	608	Centre Street Corridor Improvements	C	U	4,000	0	0	0	0	4,000
127	624	Roundabout Construction	D	M	0	0	0	3,000	3,000	6,000
127	640	Various Street Improvements	D	M	0	0	0	2,000	2,000	4,000
127	686	Intelligent Transportation Systems	D	G	0	0	0	2,000	2,000	4,000
128	133	Pavement Rehabilitation	C	M	15,000	0	0	0	0	15,000
128	607	Bridge Rehabilitation and Protection	C	M	6,000	0	0	0	0	6,000
128	607	Bridge Rehabilitation and Protection	D	M	0	0	0	5,000	6,000	11,000
128	634	Various Concrete Construction	D	M	0	0	0	1,000	1,000	2,000
128	660	Streetlight-Upgrade and Maintenance	C	M	15,000	0	0	0	0	15,000
128	660	Streetlight-Upgrade and Maintenance	D	M	0	0	0	1,000	1,000	2,000
129	611	Hillslides	C	M	9,300	0	0	0	0	9,300
129	611	Hillslides	D	M	0	0	0	1,000	1,000	2,000
129	613	Development of Access Roads	D	G	0	0	0	5,000	5,000	10,000
Total Roads					71,900	0	0	25,000	26,000	122,900

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### TRANSPORTATION: Transportation Infrastructure : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
223	100	Pedestrian Overpass	D	G	0	0	0	5,000	5,000	10,000
225	101	Transp. Sys. Management	D	S	0	0	0	2,000	2,000	4,000
234	101	Operational Improvement Projects	D	U	0	0	0	3,000	3,000	6,000
530	003	16 Avenue North/19 Street East Interchange	C	G	23,000	0	0	0	0	23,000
541	102	McKnight Blvd Corridor - JLB to 12th Street Street	D	G	0	0	0	40,000	40,000	80,000
543	100	Connectors/Improv - Prov Ring Rd Projects	D	G	0	0	0	35,000	50,000	85,000
673	008	14 St SW: Anderson Rd - Canyon Meadows Dr	D	G	0	0	0	10,000	0	10,000
684	101	Barlow Tr / 50 Ave SE Interchange	D	G	0	0	0	0	30,000	30,000
691	101	TCH: Shaganappi Tr to Sarcee Tr	D	G	0	0	0	7,500	16,500	24,000
716	101	TCH / 68th Street NE Interchange	D	G	0	0	0	25,000	25,000	50,000
723	101	Macleod Tr / Lake Fraser Gate Interchange	D	G	0	0	0	15,000	22,000	37,000
725	101	Crowchild & Flanders Interchange upgrade	C	M	11,200	0	0	0	0	11,200
727	101	Sarcee Tr Corridor Improvement	D	G	0	0	0	55,000	55,000	110,000
733	101	Macleod Trail / 162 Ave Interchange	C	G	51,600	0	0	0	0	51,600
762	101	Stephen Avenue LRT Tunnel	D	G	0	0	0	200,000	200,000	400,000
764	101	Centre City CPR Underpass Crossing Improvements	D	G	0	0	0	5,000	5,000	10,000
824	101	Macleod Tr & Heritage Dr Interchange	D	G	0	0	0	0	30,000	30,000
827	C01	Glenmore Tr: Ogden Rd to Barlow Tr	D	G	0	0	0	20,000	40,000	60,000
828	101	SE LRT	D	G	0	0	0	0	700,000	700,000
854	100	Major Road Reconstruction	D	M	0	0	0	10,000	10,000	20,000
855	101	Airport Underpass Phase 2	C	G	64,000	0	0	0	0	64,000
Total Transportation Infrastructure					149,800	0	0	432,500	1,233,500	1,815,800

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis**

**UTILITIES & ENVIRONMENTAL PROTECTION: Environmental & Safety Management : 2012-2016 Capital Project Listing (Not Funded)**

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
815	12U	Technology	D	U	0	0	0	250	250	500
815	13U	Corporate Environmental Programs	D	S	0	0	0	250	250	500
Total Environmental & Safety Management					0	0	0	500	500	1,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis**

**CALGARY POLICE SERVICE: Calgary Police Service : 2012-2016 Capital Project Listing (Not Funded)**

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
038	464	APU Relocation	C	G	20,000	0	0	0	0	20,000
038	487	Police Warehouse	C	G	0	0	12,000	0	0	12,000
Total Calgary Police Service					20,000	0	12,000	0	0	32,000

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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



**SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis**

**CORPORATE ADMINISTRATION: Chief Financial Officer's Department : 2012-2016 Capital Project Listing (Not Funded)**

			(\$000s)							
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
736	U08	Procurement & Warehouse Systems	D	U	0	0	0	300	0	300
811	U02	Fuel Systems - Depots	D	S	0	0	0	1,100	400	1,500
Total Chief Financial Officer's Department					0	0	0	1,400	400	1,800

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### CIVIC PARTNERS: Civic Partners : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
479	U01	Fish Creek Library Roof Replacement	C	M	6,675	0	0	0	0	6,675
479	U02	Library Additional Lifecycle	C	M	2,246	2,016	0	0	0	4,262
479	U02	Library Additional Lifecycle	D	M	0	0	0	0	1,539	1,539
479	U04	Leaseholder Improvement for Temporary SE Branch	C	G	1,200	0	0	0	0	1,200
479	U06	Glenmore Library Relocation Build Alternative	C	U	0	0	3,500	0	0	3,500
479	U07	Shaganappi Library Relocation Build Alternative	C	U	0	2,000	0	0	0	2,000
479	U08	Bowness Library Relocation Build Alternative	C	U	3,000	0	0	0	0	3,000
479	U09	Central Library Maintenance	C	M	3,400	23,000	22,000	0	0	48,400
479	U09	Central Library Maintenance	D	M	0	0	0	7,000	0	7,000
479	U10	Symons Valley Library	D	G	0	0	0	0	1,000	1,000
479	U11	Memorial Park Library Reimaging	C	G	1,700	0	0	0	0	1,700
479	U12	New Central Library Unfunded Portion	D	U	0	0	0	75,000	0	75,000
479	U13	Library Automation Lifecycle	C	M	1,266	1,431	2,090	0	0	4,787
479	U13	Library Automation Lifecycle	D	M	0	0	0	804	1,341	2,145
508	U01	Talisman - Additional Lifecycle	C	M	131	632	0	0	0	763
508	U33	Talisman Lifecycle	D	M	0	0	0	367	367	734
509	U01	Heritage Park Heritage Buiding Growth	C	G	82	242	0	0	0	324
509	U02	Heritage Park Lifecycle - Heritage Buildings	C	M	1,084	133	133	0	0	1,350
509	U02	Heritage Park Lifecycle - Heritage Buildings	D	M	0	0	0	133	133	266
509	U03	Heritage Park - Additional Lifecycle Maintenance -	C	M	377	69	69	0	0	515
509	U03	Heritage Park - Additional Lifecycle Maintenance -	D	M	0	0	0	69	69	138
509	U04	Heritage Park Additional Lifecycle	C	M	285	136	136	0	0	557
509	U04	Heritage Park Additional Lifecycle	D	M	0	0	0	136	136	272
509	U05	Heritage Park Lifecycle	D	M	0	0	0	337	337	674
510	U01	Zoo Additional Lifecycle	C	M	2,000	2,060	2,122	0	0	6,182

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Capital Analysis

### CIVIC PARTNERS: Civic Partners : 2012-2016 Capital Project Listing (Not Funded)

						(\$000s)				
Prog.	Proj.	Project Description	Cat.	Type	2012	2013	2014	2015	2016	Total
510	U01	Zoo Additional Lifecycle	D	M	0	0	0	2,185	2,251	4,436
510	U02	Australia/Nocturnal Demolish and Green Space Const	C	M	663	0	0	0	0	663
510	U03	Zoo North Maintenance Shop Replacement	C	M	875	1,625	0	0	0	2,500
510	U04	Zoo Physical Security Upgrades	C	U	140	46	0	0	0	186
510	U05	Calgary Zoo North Gift Shop/Snack Bar/Washroom Com	C	M	345	0	0	0	0	345
510	U53	Zoo Lifecycle	D	M	0	0	0	273	273	546
511	U01	Telus World of Science Lifecycle	D	M	0	0	0	0	1,600	1,600
511	U02	Telus World of Science Photovoltaic System	C	U	0	1,225	0	0	0	1,225
511	U03	Telus World of Science Outdoor Park	C	U	0	1,400	0	0	0	1,400
511	U82	Science Centre - Lifecycle	D	M	0	0	0	288	288	576
512	U01	Fort Calgary Master Plan	C	U	0	720	960	0	0	1,680
512	U01	Fort Calgary Master Plan	D	U	0	0	0	720	0	720
512	U93	Fort Calgary Lifecycle	D	M	0	0	0	135	135	270
626	U01	TELUS Convention Centre Additional Lifecycle	C	M	260	0	0	0	0	260
639	U02	EPCOR Centre Elevator System and Door Lifecycle	C	M	266	0	0	0	0	266
639	U03	International Avenue Arts and Culture Centre	C	G	500	4,000	4,000	0	0	8,500
639	U03	International Avenue Arts and Culture Centre	D	G	0	0	0	1,500	0	1,500
639	U04	EPCOR Centre Electrical System Lifecycle	C	M	273	0	0	0	0	273
639	U05	EPCOR Health and Safety Items Lifecycle	C	M	275	0	0	0	0	275
639	U06	EPCOR Theatre Seating Lifecycle	C	M	0	652	0	0	0	652
639	U07	EPCOR Stage Lighting Dimming System Lifecycle	C	M	0	2,087	0	0	0	2,087
639	U08	Aero Space Museum Infra Renewal Program	C	M	125	125	0	0	0	250
Total Civic Partners					27,168	43,599	35,010	88,947	9,469	204,193

Category of Project: A=Projects in Progress, C=New Projects, D=Projects Commencing in Future

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



# SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

## Financial Policies

### Key Financial Policies

A major reason for The City of Calgary's strong fiscal performance is a set of financial policies to guide our operations. The major governing policies include the following:

- **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 is being fully integrated into the 2012-2014 business plans and budgets with the approval of long-term recovery rates.

The full cost of providing a good or service is the starting point when calculating the appropriate user fee. In some cases The City offers subsidies to individuals with inadequate resources. User fees reflect individual and societal benefits:

  - 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 \$47.3 million will be transferred to the Legacy Parks Fund, 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:** Section 250 of the Municipal Government Act sets out the approved investment vehicles for all Alberta municipalities; additional Council-approved investment policies exist in The City of Calgary Investment Policy (#CFO007), updated most recently in May 2009, and the report on Investment Governance Policy approved in 2004.
- **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

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

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, and 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 Fiscal Plan for Calgary
    - the 2020 Sustainability Direction
    - the asset management strategy, including the Asset Management Policy
    - Infrastructure Status Report
    - Strategic Growth and Capital Investment
    - 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 three-year business plans and budgets that include measures of performance;
  - accompanying three-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 quarterly accountability reports to Council on performance.
- **Tangible Capital Assets Recent Accounting Pronouncements:** The Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA) is responsible for setting the accounting and financial reporting standards for all levels of government. In accordance with PSAB Handbook Section PS1200 Reporting, The City has been subject to a new reporting model for financial statements as of the year ending 2009 December 31.
    - As approved under PSAB Handbook Section 3150, The City has developed Tangible Capital Asset (TCA) policies effective 2009 January 1. These policies govern The City's requirement to present information about the complete stock of TCAs and associated amortization in the financial statements necessary to comply with PSAB 3150:
      - definitions, roles and responsibilities
      - asset categories and hierarchy
      - valuation, thresholds and capitalization
      - amortization, and
      - transfer and disposition.

In accordance with the Municipal Finance Clarification Regulation (191/2010) of the Municipal Government Act, the budget process with regards to amortization has not changed.

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

### 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 three 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 three 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 three 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 27 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.

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, with no provision for contributions to the reserve, other than investment income. In practice, 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 2010 December 31, was \$224.9 million (10.3% of 2010 tax-supported gross expenditures net of recoveries).

**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.

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

The balance in the Reserve for Future Capital at 2010 December 31, was \$232.5 million, of which \$161.4 million has been allocated to various capital projects, with \$71.1 million in unallocated capital contingency.

**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 2010 December 31, was \$82.8 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 2010 December 31 was \$75.5 million.

**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 2010 December 31 was \$65.6 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 26 shows projections for each fund balance over the next three years.

1. **Operating Fund**  
The operating fund reflects the financial activities associated with the provision of general municipal and utility services during the year.
2. **Capital Fund**  
The capital fund reflects the financial activities associated with the acquisition, construction and funding of capital assets.
3. **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 BUDGET ANALYSIS AND INFORMATION: Background Information**

**Figure 26: Statement of Projected Fund Balances**

(\$ millions)

	2012			2013			2014		
	General Operating Fund	Capital Fund	Reserves Fund	General Operating Fund	Capital Fund	Reserves Fund	General Operating Fund	Capital Fund	Reserves Fund
<b>Projected Opening Balance</b>		\$109.3	\$1,136.6		\$109.3	\$882.3		\$109.3	\$769.1
<b>Sources of Fund</b>									
Sales of Goods & Services	\$859.4			\$909.3			\$966.8		
Franchise Fees, Dividends	\$223.2			\$225.8			\$229.9		
Investment Income, Others	\$105.2			\$101.8			\$109.5		
Licences, Permits and Fines	\$126.8			\$130.2			\$134.1		
Grants & Subsidies	\$73.7	\$826.9		\$72.7	\$508.3		\$73.3	\$343.5	
Developers Contributions	\$0.0	\$90.7		\$0.0	\$113.8		\$0.0	\$33.1	
Fiscal Stability Reserve	\$3.8			\$3.8			\$0.9		
Property Tax - Residential	\$561.4			\$595.9			\$635.0		
Property Tax - Non-Residential	\$553.9			\$588.0			\$626.5		
Business Tax	\$194.6			\$199.6			\$201.6		
Other Funding	\$0.0	\$1.0		\$0.0	\$1.0		\$0.0	\$1.0	
<b>Subtotal</b>	<b>\$2,702.0</b>	<b>\$918.6</b>	<b>\$0.0</b>	<b>\$2,827.0</b>	<b>\$623.1</b>	<b>\$0.0</b>	<b>\$2,977.5</b>	<b>\$377.6</b>	<b>\$0.0</b>
<b>Uses of Fund</b>									
Community Services & Protective Services	\$458.0	\$271.4		\$458.6	\$186.5		\$463.2	\$142.0	
Transportation	\$489.5	\$640.5		\$494.7	\$463.2		\$499.4	\$292.4	
Calgary Police Service	\$371.2	\$51.9		\$374.1	\$17.2		\$377.0	\$15.5	
Capital Financing Costs	\$85.8	\$0.0		\$81.0	\$0.0		\$64.9	\$0.0	
Utilities	\$357.3	\$242.4		\$377.7	\$250.3		\$397.5	\$236.6	
Environmental Protection	\$120.7	\$62.5		\$125.7	\$94.1		\$130.1	\$82.8	
Corporate Services	\$188.1	\$374.6		\$186.2	\$262.3		\$192.0	\$193.8	
Corporate Programs	\$137.4	\$0.0		\$207.2	\$0.0		\$281.5	\$0.0	
Planning, Development & Assessment	\$101.6	\$6.3		\$104.0	\$3.9		\$108.1	\$0.3	
Civic Partners	\$70.9	\$93.8		\$71.5	\$67.6		\$72.2	\$59.9	
Council and Corporate Administration	\$79.0	\$2.0		\$83.7	\$2.2		\$80.2	\$0.3	
Calgary Housing Company	\$0.0	\$6.1		\$0.0	\$2.8		\$0.0	\$1.7	
Calgary Parking Authority	\$0.0	\$6.5		\$0.0	\$6.0		\$0.0	\$5.7	
<b>Subtotal</b>	<b>\$2,459.3</b>	<b>\$1,758.2</b>	<b>\$0.0</b>	<b>\$2,564.4</b>	<b>\$1,356.2</b>	<b>\$0.0</b>	<b>\$2,666.1</b>	<b>\$1,031.0</b>	<b>\$0.0</b>
<b>Financing Activities</b>									
Debentures & loans		\$342.6			\$357.2			\$325.5	
Transfers from Other Funds	\$91.6	\$497.0	(\$588.5)	\$82.5	\$375.8	(\$458.3)	\$65.5	\$327.9	(\$393.4)
Transfers to Other Funds	(\$334.3)		\$334.3	(\$345.1)		\$345.1	(\$376.9)		\$376.9
<b>Subtotal</b>	<b>(\$242.7)</b>	<b>\$839.5</b>	<b>(\$254.2)</b>	<b>(\$262.6)</b>	<b>\$733.0</b>	<b>(\$113.2)</b>	<b>(\$311.4)</b>	<b>\$653.4</b>	<b>(\$16.5)</b>
Change in fund balance	\$0.0	\$0.0	(\$254.2)	\$0.0	\$0.0	(\$113.2)	\$0.0	\$0.0	(\$16.5)
<b>Projected Ending Fund Balance</b>	<b>\$0.0</b>	<b>\$109.3</b>	<b>\$882.3</b>	<b>\$0.0</b>	<b>\$109.3</b>	<b>\$769.1</b>	<b>\$0.0</b>	<b>\$109.3</b>	<b>\$752.7</b>

**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.

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

### Figure 27: Reserves Balances

As At December 31, 2010

(\$000's)

<u>Operating Reserves</u>		<u>Capital Reserves</u>	
Fiscal Stability Reserve	224,916	Reserve for Future Capital	232,534
Tax Loss Provision	33,146	Debt Servicing	82,827
Unappropriated Surplus	24,992	Lifecycle Maintenance and Upgrade	75,477
Self - Insurance	7,000	Corporate Housing	65,589
Health, Safety and Wellness	5,417	Community Investment Reserve	36,914
FCSS Stabilization Fund	4,778	Revolving Fund for General Land Purchases	28,161
Children's Reserve Fund	3,971	Landfill Capital Financing	23,587
Calgary Police Service Helicopter Maintenance	2,397	Parking Land Acquisition Reserve	18,578
Parks Foundation	2,087	Innovative Technology	16,790
Livery Transport Services	2,017	Legacy Parks	15,733
Parks Maintenance	1,836	Calgary Police Service Capital Financing	13,001
Calgary Heritage Authority Legacy Endowment Fund	1,449	Landfill Revenue	10,794
Group Life	1,249	Storm Sewer Upgrade	8,624
Heritage Incentive	1,013	Miscellaneous Capital - Roads - Plants	7,372
Mall Programming	987	LED (Traffic Signal Display)	4,260
Economically Disadvantaged	511	Downtown Improvement	3,462
Heritage Preservation (Special Reserve Fund)	138	Calgary Police Service Pay-As-You-Go	2,501
Civic Partners Review Reserve	76	Miscellaneous Capital - Calgary Transit	2,344
	<u>317,980</u>	YMCA	1,443
		911 Communications Centre Capital Financing	900
		Miscellaneous Capital - Fire	515
		Container Capital	472
		Golf Course Levy	438
		TELUS Convention Centre	220
		Major Regional Facilities	197
			<u>652,733</u>
		<u>Sustainment Reserves</u>	
		(combined operating & capital reserves)	
		Development & Building Approvals (DBA) Sustainment Fund	36,071
		Real Estate Services	35,851
		Perpetual Care of the Municipal Cemetery System Reserve	8,383
		Wastewater	5,000
		Waterworks	5,000
		Community Sustainability & Public Art Reserve	3,737
		Millican-Ogden Community Enhancement	285
			<u>94,327</u>
		<u>Total Reserves</u>	<u>1,065,040</u>

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

### Figure 28: Municipal Information

- Area: 848 km<sup>2</sup> (2010)
- Building permit value: \$2.9 billion (2010)
- Housing starts: 9,262 (2010)
- Key industries: energy – Canada’s global energy centre; construction, manufacturing, finance and business; technology
- Libraries: 18 branches
- Vacancy rates: 11.1% office space; 3.4% apartments (2010)
- Total assessed value: \$150.8 billion residential; \$47.1 billion commercial, industrial & farm (2010)
- Personal disposable income per capita: \$48,822 – Calgary (2010)

#### FORECAST

<b>Corporate</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Municipal Price Index (MPI) – inflation rate	3.2%	3.7%	3.5%	3.6%

#### Population

Total population (000s)	1,090.9	1,110.3	1,127.4	1,143.2
Total net migration (000s)	9.6	8.0	7.0	7.0
Total natural increase (000s)	10.0	9.0	9.0	9.0
Total population growth rate	1.8%	1.8%	1.5%	1.4%

#### Economy

Housing Starts (000s units)	6.4	7.5	8.0	8.2
Total building permits - midpoint (\$ billions)	4.0	3.5	3.5	4.0
Crude oil price - WTI (US\$/bbl)	90	82	78	97
Alberta natural gas price - AECO/NIT (Can\$/GJ)	4	4	4	5
Alberta average wage rate increase for all industries	3.9%	3.7%	4.3%	4.4%
Consumer Price Index (CPI) – inflation rate*	2.2%	2.4%	2.6%	2.2%

## SUPPLEMENTAL BUDGET ANALYSIS AND INFORMATION: Background Information

Figure 28: Municipal Information

### FORECAST (continued)

<b>Social</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Unemployment rate*	6.2%	6.0%	5.5%	5.0%
Employment growth rate*	2.8%	3.4%	2.5%	1.9%

\* Rate for Calgary Economic Region (CER)

### Positive Impacts

- Rising oil prices
- Stronger growth in emerging global economies

### Negative impacts

- Rising interest rates
- Sagging consumer and business confidence
- Depressed natural gas prices
- Weaker growth in developed global economies