



AGENDA

PRIORITIES AND FINANCE COMMITTEE

September 17, 2019, 9:30 AM

IN THE COUNCIL CHAMBER

Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor J. Gondek (PUD Chair)
Councillor S. Keating (T&T Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2019 July 02
5. CONSENT AGENDA
 - 5.1 REFERRALS AND PROCEDURAL REQUESTS
 - 5.1.1 Deferral Request - PFC2018-1222 Independent Review of Non-Residential Assessment and Appeal System to be moved to PFC 2019 October 8, PFC2019-1017
 - 5.1.2 Deferral Request - Implementation Timelines and Costs for Electronic Voting in Council Due in Q3 2019 to be moved to PFC 2019 November 5, PFC2019-1184
 - 5.2 BRIEFINGS
 - 5.2.1 Status of Outstanding Motions and Directions, PFC2019-1061

5.2.2 Non-Residential Assessment Sub-Classes, PFC2019-1026
Related to Tax Shift Response Plan - Standing Agenda Item

6. POSTPONED REPORTS

(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 University of Calgary – Citizen Scientist Wearables Program, PFC2019-1096

7.2 Related Party Disclosures Policy, PFC2019-1094

7.3 Notice of Motion Process Flow and Checklist, PFC2019-0913

7.4 2019 Mid-year Capital and Operating Budget Revisions Report - PFC2019-1067

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

8.1.1 Keeping Tabs on City Council, C2019-0795
Councillor Jeromy Farkas

8.2 NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

9.1 Tax Shift Assessment Working Group (TSAWG) - Verbal Update - PFC2019-1198

9.2 Financial Task Force Working Group - Verbal Update - PFC2019-1199

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2 URGENT BUSINESS

11. ADJOURNMENT

Members of Council may participate remotely, if required.



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**July 2, 2019, 1:00 PM
IN THE COUNCIL CHAMBER**

PRESENT:

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor J. Gondek (PUD Chair)
Councillor S. Keating (T&T Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)
Councillor G-C. Carra
Councillor J. Farkas
Councillor D. Farrell

ALSO PRESENT:

Acting Chief Financial Officer C. Male
Acting City Clerk L. McDougall
Legislative Advisor D. Williams
Legislative Advisor L. Gibb

1. CALL TO ORDER

Mayor Nenshi called the Meeting to order at 1:03 p.m.

2. OPENING REMARKS

Mayor Nenshi acknowledged Canada Day and thanked colleagues from The City of Calgary who worked hard to make festivities around our city a great success. He further recognized this year is the 125th Anniversary of the establishment of The City of Calgary and the celebrations that will continue for the remainder of 2019.

3. CONFIRMATION OF AGENDA

Moved by Councillor Gondek

That the Agenda for today's Meeting be amended by adding an Item of Urgent Business, 9.1, Tax Shift Assessment Working Group (TSAWG) Verbal Update, PFC2019-0897.

MOTION CARRIED

Moved by Councillor Chu

That the Agenda for the 2019 July 02 Regular Meeting of the Priorities and Finance Committee be confirmed, **after amendment and as amended:**

- by adding an Item of Urgent Business, 9.1, Tax Shift Assessment Working Group (TSAWG) Verbal Update, PFC2019-0897; and
- by bringing forward Item 7.4, 2018 Audited Financial Statements for Business Revitalization Zones and Business Improvement Areas, PFC2019-0412, to be dealt with prior to Item 7.1, Downtown Strategy and Focus Update, PFC2019-0664.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2019 June 04

Moved by Councillor Chu

That the Minutes of the 2019 June 04 Regular Meeting of the Priorities and Finance Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

Moved by Councillor Chu

That the following Administration Recommendations contained in Items 5.1.1. and 5.1.2 be approved in an omnibus motion, by general consent:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

- 5.1.1 Keeping Tabs on City Council, C2019-0795

Councillor Jeromy Farkas

Defer to the 2019 September 17 Regular Meeting of the Priorities and Finance Committee.

- 5.1.2 Opportunity Calgary Investment Fund Governance Structure (PFC2018-0187) due 2019 Q2 defer to PFC 2020 June, PFC2019-0841

5.2 BRIEFINGS

- 5.2.1 Corporate Affordable Housing Strategy Q2 2019 Update, PFC2019-0872

- 5.2.2 Status of Outstanding Motions and Directions, PFC2019-0828

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Downtown Strategy and Focus Update, PFC2019-0664

Distributions with respect to Report PFC2019-0664:

- a presentation entitled "Downtown Strategy and Focus Update", dated 2019 July 02;
- a coloured document entitled "Downtown Calgary Scorecard", dated 2019 June 28; and
- a document entitled "Downtown Calgary Scorecard: Glossary".

Moved by Councillor Farkas

That, pursuant to Section 31(3) of the Procedure Bylaw 35M2017, as amended, Committee invite members of the public to address Committee with respect to Report PFC2019-0664.

ROLL CALL VOTE

For: (4): Councillor Chu, Councillor Gondek, Councillor Sutherland, and Councillor Farkas

Against: (6): Mayor Nenshi, Councillor Colley-Urquhart, Councillor Keating, Councillor Woolley, Councillor Carra, and Councillor Farrell

MOTION DEFEATED

Moved by Councillor Farrell

That with respect to Report PFC2019-0664, the following be approved:

That the Priorities and Finance Committee recommends that Council direct Administration to continue implementing the Downtown Strategy, as identified through this report.

MOTION CARRIED

Committee recessed at 3:15 p.m. and reconvened at 3:47 p.m. with Councillor Chu in the Chair.

7.2 Improving Governance and Efficiency of PFC Meetings – Final Report, PFC2019-0303

A presentation entitled "Improving Governance and Efficiency of PFC Meetings", dated 2019 July 02, was distributed with respect to Report PFC2019-0303.

Mayor Nenshi resumed the Chair at 3:49 p.m. and Councillor Chu returned to his seat in Committee.

Moved by Councillor Colley-Urquhart

That with respect to Report PFC2019-0303, the following be approved:

That the Priorities and Finance Committee refer Report PFC2019-0303 to Administration for further consultation with Members of Council and return to the Priorities and Finance Committee no later than 2019 September.

Against: Councillor Farkas

MOTION CARRIED

7.3 Pension and Governance Committee Annual Report, PFC2019-0803

Moved by Councillor Colley-Urquhart

That with respect to Report PFC2019-0803, the following be approved:

That Priorities and Finance Committee recommends that Council receive this annual report for information.

MOTION CARRIED

7.4 2018 Audited Financial Statements for Business Revitalization Zones and Business Improvement Areas, PFC2019-0412

Moved by Councillor Carra

That with respect to Report PFC2019-0412, the following be approved

The Priorities and Finance Committee recommends that:

1. Council receive for information the 2018 Audited Financial Statements for:

1. Mainstreet Bowness BIA
2. Calgary Downtown Association
3. Chinatown BIA
4. 4th Street South West BIA
5. Greenvue Industrial BIA
6. Inglewood BRZ
7. International Avenue BRZ
8. Kensington BRZ
9. Marda Loop BIA
10. Montgomery on the Bow BIA
11. 17th Avenue Retail & Entertainment District BIA
12. Victoria Park BIA

2. Attachments 1 to 14 to this report remain confidential pursuant to the *Freedom of Information and Protection of Privacy Act*, Section 16(1) for 15 years.

MOTION CARRIED

- 7.5 The City of Calgary Reserves and Long Term Liabilities Balances 2018, PFC2019-0825

Moved by Councillor Chu

That with respect to Report PFC2019-0825, the following be approved:

That the Priorities and Finance Committee recommends that Council receive The City of Calgary Reserves and Long Term Liabilities Balances 2018 for information.

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

- 9.1 Tax Shift Assessment Working Group (TSAWG) Verbal Update, PFC2019-0897

Moved by Councillor Chu

That with respect to Verbal Report PFC2019-0897, the Priorities and Finance Committee receive the Verbal Report for information.

MOTION CARRIED

10. CONFIDENTIAL ITEMS

Moved by Councillor Keating

That pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, the Priorities and Finance Committee move into Closed Meeting, at 5:14 p.m. in the Council Lounge, to consider the following items:

- 10.1.1 Naming of a City Cemetery, PFC2019-0802; and
- 10.1.2 Naming of a City Park, PFC2019-0801.

MOTION CARRIED

Committee moved into Public Meeting at 5:18 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Keating

That Committee rise and report.

MOTION CARRIED

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Naming of a City Cemetery, PFC2019-0802

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2019-0802:

Clerk: L. McDougall. Advice: G. Cole. Observer: M. Reid.

Moved by Councillor Chu

That with respect to Report PFC2019-0802, the following be approved:

That Council:

1. Approve the Administration Recommendations contained in Report PFC2019-0802; and
2. Direct that the Report, Attachment and Closed Meeting discussions remain confidential pursuant to Sections 23 (Local public body confidences) and 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act* until Council rises and reports.

MOTION CARRIED

10.1.2 Naming of a City Park, PFC2019-0801

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2019-0801:

Clerk: L. McDougall. Advice: G. Cole. Observer: M. Reid.

Moved by Councillor Chu

That with respect to Report PFC2019-0801, the following be approved:

That Council:

1. Approve the Administration Recommendations contained in Report PFC2019-0801; and
2. Direct that the Report, Attachment and Closed Meeting discussions remain confidential pursuant to Sections 23 (Local public body confidences) and 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act* until Council rises and reports.

MOTION CARRIED

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Farkas

That this meeting adjourn at 5:20 p.m.

MOTION CARRIED

The following items have been forwarded to the 2019 July 22 Combined Meeting of Council:

CONSENT

- Downtown Strategy and Focus Update, PFC2019-0664
- Pension and Governance Committee Annual Report, PFC2019-0803
- 2018 Audited Financial Statements for Business Revitalization Zones and Business Improvement Areas, PFC2019-0412
- The City of Calgary Reserves and Long Term Liabilities Balances 2018, PFC2019-0825

CONFIDENTIAL CONSENT

- Naming of a City Cemetery, PFC2019-0802
- Naming of a City Park , PFC2019-0801

The next Regular Meeting of the Priorities and Finance Committee is scheduled to be held on 2019 September 17 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

BRIEFING

Chief Financial Officer's Briefing to
Priorities and Finance Committee
2019 September 17

ISC: UNRESTRICTED
PFC2019-1061

Status of Outstanding Motions and Directions

PURPOSE OF BRIEFING

Outstanding items for the Priorities and Finance Committee as of 2019 September 06.

SUPPORTING INFORMATION

On 2012 April 3, the Priorities and Finance Committee directed Administration to provide the Committee with a schedule of Status of Outstanding Motions and Directions.

This report is in alignment with the mandate of the Priorities and Finance Committee.

This report tracks outstanding motions and directions from the Priorities and Finance Committee to Administration. No specific risks are associated with this report. Any risks associated with specific directions or motions will be dealt with in the context of the report on that direction or motion.

ATTACHMENT(S)

1. Attachment 1 – Status of Outstanding Items for the Priorities and Finance Committee.

DATE DUE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2018 Q4	PROPOSED CODE OF CONDUCT FOR ELECTED OFFICIALS BYLAW26M2018	2018 May 28	PFC2018-0554	That with respect to PFC2018-0554, the following Motion arising be adopted: That Council direct the Ethics Advisor to investigate how to enhance reporter protection, including but not limited Councillors staff and Report back to the Priorities and Finance Committee no later than Q4 2018.
2019 July & October	DOWNTOWN STRATEGY FOCUS	2019 April 01	C2019-0415	That Council: 2. Direct Administration to provide an update on the further development of a Downtown Strategy to the Priorities and Finance Committee in 2019 July and October; and 3. For the July Priorities and Finance Committee, Administration further refine the Downtown Strategy to include: • Heritage, safety, and competitive research.
2019 September 17	UPDATE ON FOUNDATIONAL RESEARCH FOR NOTICE OF MOTION C2019-0073	2019 July 02	PFC2019-0303	That with respect to Report PFC2019-0303, the following be approved: That the Priorities and Finance Committee refer Report PFC2019-0303 to Administration for further consultation with Members of Council and return to the Priorities and Finance Committee no later than 2019 September.
2019 July 02	NOTICE OF MOTION C2019-0795	2019 June 17	C2019-0795	That with respect to Councillor Farkas' proposed Motion C2019-0795, the following be adopted:

2019 September 17		2019 July 02		<p>Refer proposed Motion C2019-0795 to the 2019 July 02 Priorities and Finance Committee for discussion, debate, and direction, including but not limited to:</p> <p>a) A financial analysis on the direct and indirect costs of undertaking the work requested; and b) Work already underway by City Clerks with regard to Council voting practices, transcripts, and publication to avoid duplication and redundancy in the spending of taxpayer dollars.</p> <p>Deferral.</p>
2019 September	RELATED PARTY DISCLOSURE REPORT	2018 December 04	PFC2018-1391	Direct Administration to review the existing Disclosure Policy for Members of Council (CC044) to include the disclosure requirement in 2019 and send any recommendations for amendment to Council through the Priorities and Finance Committee no later than the end of September 2019.
2019 September	NON-RESIDENTIAL ASSESSMENT SUB-CLASSES	2019 June 04	PFC2019-0559	That the Priorities and Finance Committee refer Report PFC2019-0559 to Administration to continue to solicit responses from the engagement group, determine the impact of the recently adopted legislation and return to the Priorities and Finance Committee in the next three months.
2019 Q3	INDEPENDENT REVIEW OF NON-RESIDENTIAL ASSESSMENT AND APPEAL SYSTEM	2018 October 30	PFC2018-1222	That the Priorities and Finance Committee recommend that Council direct the City Manager to assign a lead to monitor and report back on the implementation of the consultant's recommendations as well as their impact on the non-residential assessment and complaint system, no later than 2019 Q3.

2019 Q3	PROCEDURE BYLAW AMENDMENTS	2019 June 17	PFC2019-0591	<p>That with respect to Report PFC2019-0591, the following be adopted:</p> <p>That Council:</p> <p>3. Direct Administration to return to the Priorities and Finance Committee in Q3 with an accurate cost estimate and implementation timeline for a hardware solution for electronic voting, for approval.</p>
2019 October 08	PROPOSED 2019 BUDGET REDUCTIONS	2019 July 22	C2019-0901	<p>Direct Administration to review areas where Civic Partners can make up for revenue loss through potential expense savings, such as working with the City to leverage buying power and/or reducing fees on services delivered by the City, including but not limited to:</p> <ul style="list-style-type: none"> ○ Utilities (Partners have annual costs ranging from \$150k - \$1.5M); ○ Insurance (Partners have annual costs ranging from \$5k - \$500k); ○ Calgary Parking Authority (Partners have annual costs ranging from \$20k - \$135k); ○ Waste removal (Partners have annual costs ranging from \$26k - \$75k); and ○ Other savings such as permit fees, computer hardware, software and licensing, group benefits, and supplies (cleaning, office, chemicals, etc.). <p>And prepare a Briefing through the Priorities and Finance Committee no later than 2019 October 08.</p>
2019 October	DELIVERING MODERN & AFFORDABLE MUNICIPAL	2019 July 29	C2019-1011	<p>That with respect to Report C2019-1011, the following be adopted, as amended:</p>

	SERVICES IN AN ENVIRONMENT OF ECONOMIC CONSTRAINT			<p>1. Administration be directed to release as soon as possible, a Request for Qualifications (RFQ) to seek proposals from external experts about services available to assist Council and Administration in achieving the aforementioned with outcomes including but not limited to:</p> <ul style="list-style-type: none">a) Delivering on Citizen Priorities and Council Directives within an environment of economic constraint;b) Mechanisms for reducing the cost of delivering municipal services while taking into account Administrative initiatives and projects already underway and intended to contribute to this objective;c) Capitalizing on revenue generating opportunities available to The City; andd) Developing solid business cases for short and longer-term efficiencies across the Corporation that advance the achievement of Citizen Priorities and Council Directives within an environment of economic constraint. <p>2. Responses to the RFQ must include but not be limited to:</p> <ul style="list-style-type: none">a) The respondent's experience in advising on and supporting transformational change in organizations delivering multiple services;b) Clear statements of deliverables and the value of those deliverables in terms of achieving Council and Administration's mutual objectives;c) A comparative analysis (gap) between current work underway in the Corporation and work recommended to achieve the outcomes listed in the preamble of this Notice of Motion;d) Recommended actions and options along with associated cost estimates and realistic timeframes; and
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				<p>e) The nature and extent of City staff resources required to assist in producing the deliverables within the proposed options, associated cost estimates and timeframes; and</p> <p>f) Change management, change leadership and performance management for accountability on results.</p> <p>3. And report back with a verbal status update through the Priorities and Finance Committee no later than October 2019.</p>
2019 October	RICHMOND GREEN GOLF COURSE CLOSURE	2019 June 17	C2019-0790	<p>That with respect to Councillor Sutherland and Councillor Colley-Urquhart's Motion C2019-0790, as amended, the following be adopted:</p> <p>NOW THEREFORE BE IT RESOLVED that Council:</p> <p>2. Direct Administration to return to Priorities and Finance Committee (PFC) in October 2019 with: a. An interim update on the Golf Course Sustainability Strategy; b. An interim update on the Golf Course Real Estate and Development Assessment; and c. Options for future use of the Richmond Green land, considering the utilities and road requirements, as well as the Currie Barracks Master Plan.</p>
2019 November	FINANCIAL TASK FORCE TERMS OF REFERENCE	2019 June 04	PFC2019-0707	<p>That the Priorities and Finance Committee recommends Council:</p> <p>1. Approve the Terms of Reference of the Financial Task Force, as amended, and Direct Administration to commence the setup of the Financial Task Force and report back no later than November 2019 with a status update.</p>

2019 November	ATTAINABLE HOMES CALGARY	2019 May 27	C2019-0708	2. Direct Administration to work with AHC to review AHC long term business plan when it is available and bring a progress update report back to Council through the Priorities and Finance Committee no later than 2019 November 05.
2019 November	ESTABLISHMENT OF WORKING GROUP, WITH RESPECT TO REPORT C2019-0352 DOWNTOWN TAX SHIFT RESPONSE (RECOMMENDATION 10 ONLY) PFC2019- 0451	2019 May 27	PFC2019-0451	<p>That with respect to Report PFC2019-0451, the following be adopted: In accordance with the Procedure Bylaw 35M2017, as amended, Appendix B, B.9. (a), (c), (e) and (l):</p> <ol style="list-style-type: none"> 1. Council direct Priorities and Finance Committee (PFC) to form a tax shift response working group by June 30, 2019, with a mandate to assess the best options for greater tax parity between assessment classes, based on an analysis of root problems that include but are not limited to disparity in proportional share of operating budget and absence of zero-based budgeting on an annual basis. 2. Council direct that PFC add an agenda item to its June 4, 2019 meeting that allows committee to: a) appoint a PFC member to lead the working group, b) determine which other members of Council will be part of the working group, c) determine which members of Administration will be part of the working group, and d) enable the lead of the working group to reach out to external stakeholder groups and bring back a list of names for the working group to finalize by June 30, 2019. 3. The tax shift response working group shall provide updates to PFC at each meeting until November 2019, at which time final recommendations will be presented to inform Council's budget deliberations so that an informed tax shift decision can be made as part of the budget process, providing certainty

				and predictability for property owners by November 29, 2019.
2019 Q4	COMPASSIONATE PROPERTY TAX PENALTY RELIEF	2018 June 05	PFC2018-0325	That the Priorities and Finance Committee recommends that Council: Direct Administration to report back through Priorities and Finance Committee on the results of the proposed program, including cost and number of participants, no later than 2019 Q4.
2019 Q4	NEW COMMUNITY GROWTH STRATEGY	2018 February 22	PFC2018-0200	4. Direct Administration to bring a monitoring report on the implementation of the New Community Growth Strategy to the Priorities and Finance Committee no later than Q4 2019.
2020 Q1	SOCIAL PROCUREMENT UPDATE	2019 June 3	PFC2019-0384	That the Priorities and Finance Committee recommends that Council: 1. Approve the Social Procurement Advisory Task Force Terms of Reference, Scoping Report for the Pilot Projects and the Work Plan identified in Attachment 1; and 2. Direct Administration to return to the Priorities and Finance Committee with an update no later than Q1 2020.
2020 Q1	GOLF COURSE REAL ESTATE AND DEVELOPMENT FEASIBILITY ASSESSMENT	2019 May 27	CPS2019-0475	That with respect to Report CPS2019-0475, the following be adopted, after amendment: That Council: 1. Adopt the recommendation to proceed with Stage 1 of the proposed plan for a Real Estate and

				Development Assessment, leveraging The City's internal expertise to conduct an initial assessment of all golf course properties and return to the Priorities and Finance Committee no later than Q1 2020 with a recommendation on which properties should be included in Stage 2 of the analysis. The plan for Stage 2 will include Administration's recommendation on which golf course lands require further analysis as well as recommendations on timeline, scheduling and costs for Stage 2.
2020 March	MAIN STREETS INVESTMENT PROGRAM & ESTABLISHED AREA GROWTH & CHANGE STRATEGY	2019 May 01	PUD2019-0305	That the Standing Policy Committee on Planning and Urban Development recommend that Council: Direct Administration to report by 2020 March to Council, through the Priorities and Finance Committee, with Phase 1 work elements, as identified in this report, and refinement of plans and timing for Phase 2 work.
2020 Q2	CIF APPLICATION: ON DEMAND TRANSIT	2018 November 06	PFC2018-1291	That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q2 2020.
2019 Q2	ECONOMIC DEVELOPMENT INVESTMENT FUND GOVERNANCE AND TERMS OF REFERENCE	2018 March 06	PFC2018-0187	7. As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2.
2020 June	OPPORTUNITY CALGARY INVESTMENT FUND	2019 July 02	PFC2019-0828	Deferral.

	GOVERNANCE STRUCTURE			
2020 Q2	RESILIENT CALGARY	2019 June 17	PFC2019-0617	That with respect to Report PFC2019-0617, the following be adopted: 2. Direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020.
2020 September	KENSINGTON MANOR – BUILDING SAFETY STATUS AND PLANS	2019 June 04	PFC2019-0739	That the Priorities and Finance Committee recommend that Council approve: 4. Directing Administration to report back to Council through the Priorities and Finance Committee, six months after demolition is complete, or if there is a material change on site but in any event, not later than September 2020.
2020 Q3	CIF APPLICATION: ONE CALGARY POLICY REVIEW	2018 November 06	PFC2018-1300	That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q3 2020.

BRIEFING

Chief Financial Officer's Briefing to
Priorities and Finance Committee
2019 September 17

ISC: UNRESTRICTED
PFC2019-1026

Non-Residential Assessment Sub-Classes

PURPOSE OF BRIEFING

The purpose of this briefing is to address the Priorities and Finance Committee's direction to Administration on 2019 June 04 to:

- 1) Continue to solicit responses from the engagement group referred to in Report PFC2019-0559 (the "Report"); and
- 2) Determine the impact of the recently adopted legislation, if any, on Non-Residential Assessment Sub-Classes within the context of MGA; the *Matters Relating to Assessment Sub-Classes Regulation*, Alta Reg 202/2017 (the *Regulation*) and the associated issues/risks identified in the Report.

SUPPORTING INFORMATION

Engagement Group Feedback

At the time the Report was written, Administration had received responses from the Calgary Chamber of Commerce, the Canadian Federation of Independent Business, and the Calgary Business Improvement Areas as per Attachment 1.

Shortly after the Report was written, the Building Owners and Managers Association Calgary (BOMA Calgary) issued a letter via email to the Mayor and all Councillors on 2019 June 03 indicating its opposition to the establishment of a small business property sub-class (SBSC) and elaborated its reasoning therein.

Administration has followed up with the remaining parties shown in Attachment 1, though no response from two of the parties has been received as of 2019 August 26.

Recently Adopted Legislation

During Priorities and Finance Committee on 2019 June 04, a question was raised as to whether recently adopted legislation, specifically Bill 7, *Municipal Government (Property Tax Incentives) Amendment Act*, 1st Sess, 30th Leg, Alberta, 2019, (*assented to 28 June 2019*)¹ would impact The City's ability to establish a SBSC pursuant to the *Regulation*. Specifically, the question was raised in the context of the number of issues and risks that Administration had identified with respect to implementing a SBSC.

After brief analysis of Bill 7 and the *Regulation*, it is clear that the two tools are quite distinct from one another.

¹ Hereinafter referred to as "Bill 7".

BRIEFING

Bill 7 permits municipalities to offer tax incentives to reduce, exempt or defer the collection of property taxes for non-residential properties for up to 15 years, with the option for renewal; and establish an eligibility criteria and application process to streamline tax incentive offers for potential beneficiaries (rather than requiring a council resolution or bylaw for each property).

In contrast, the *Regulation* permits municipalities to create an assessment sub-class specifically for properties owned or leased by small businesses prescribing, among other things, that a small business property must have fewer than 50 employees and that the tax rate must be between 75 and 100 per cent of the Other non-residential property sub-class.

ATTACHMENT(S)

1. Attachment 1 – Stakeholder Engagement Summary
2. Attachment 2 – Bill 7
3. Attachment 3 – Matters Relating to Assessment Sub-Classes Regulation

STAKEHOLDER ENGAGEMENT SUMMARY

PFC2019 -1026
ATTACHMENT 1

Administration has reached out to many stakeholders to invite commentary on the *Regulation* and, in some cases, to leverage any data held by stakeholders relating to small business occupancy of real estate in Calgary.

The following stakeholders were asked what their position was on exploring or proceeding with a small business sub-class in Calgary. Whether they responded to the invitation and what their position was is shown in the table below.

Stakeholder	Response	Position
Calgary Chamber of Commerce	Yes	Not in support
Canadian Federation of Independent Business	Yes	In support
Canadian Taxpayers Federation	No	
Building Owners and Managers Association (BOMA) Calgary	Yes	Not in support
Calgary Business Improvement Areas (BIAs)	Yes	No position
Calgary Economic Development	No	

2019 Bill 7

First Session, 30th Legislature, 68 Elizabeth II

THE LEGISLATIVE ASSEMBLY OF ALBERTA

BILL 7

**MUNICIPAL GOVERNMENT (PROPERTY TAX
INCENTIVES) AMENDMENT ACT, 2019**

THE MINISTER OF MUNICIPAL AFFAIRS

First Reading

Second Reading

Committee of the Whole

Third Reading

Royal Assent

BILL 7

2019

MUNICIPAL GOVERNMENT (PROPERTY TAX INCENTIVES) AMENDMENT ACT, 2019

(Assented to , 2019)

HER MAJESTY, by and with the advice and consent of the
Legislative Assembly of Alberta, enacts as follows:

Amends RSA 2000 cM-26

1 The *Municipal Government Act* is amended by this Act.

2 Section 127 is amended by adding the following after subsection (1):

(1.1) Where an area of land is the subject of an exemption or deferral granted under section 364.2 by one municipal authority and an order referred to in subsection (1) annexes all or part of that land to another municipal authority, the order must require the receiving municipal authority to continue the exemption or deferral in respect of the annexed land, subject to any terms the Lieutenant Governor in Council considers appropriate.

3 Section 303(h.1) is amended by adding “or 364.2” after “section 364.1”.

Explanatory Notes

1 Amends chapter M-26 of the Revised Statutes of Alberta 2000.

2 Section 127 presently reads in part:

127(1) An order to annex land to a municipal authority may

- (a) require a municipal authority to pay compensation to another municipal authority in an amount set out in the order or to be determined by means specified in the order, including arbitration under the Arbitration Act,*
- (b) dissolve a municipal authority as a result of the annexation, and*
- (c) deal with any of the matters referred to in section 89.*

3 Section 303(h.1) presently reads:

303 The assessment roll prepared by a municipality must show, for each assessed property, the following

Explanatory Notes

4 Section 303.1 is amended by adding the following after clause (h):

- (h.1) if a deferral of the collection of tax under section 364.2 is in effect for the property, a notation of that fact;

5 Section 305 is amended

- (a) **in subsection (3) by striking out** “section 364.1 or 368” **and substituting** “section 364.1, 364.2 or 368”;
- (b) **in subsection (3.1) by striking out** “section 364.1 or a deferral under that section” **and substituting** “section 364.1 or 364.2 or a deferral under one of those sections”.

6 Section 329 is amended by adding the following after clause (g.1):

- (g.2) if any property in the municipality is the subject of a deferral granted under section 364.2, a notation of the amount deferred and the taxation year or years to which the amount relates;

7 The following is added after section 364.1:

Tax incentives for non-residential property

364.2(1) In this section,

- (a) “deferral” means a deferral under this section;
- (b) “exemption” means an exemption under this section;
- (c) “non-residential” means non-residential as defined in section 297(4).

(h.1) if a deferral of the collection of tax under section 364.1 is in effect for the property, a notation of that fact;

4 Section 303.1 presently reads in part:

303.1 The provincial assessment roll must show, for each assessed designated industrial property, the following:

(h) if the designated industrial property is exempt from taxation under Part 10, a notation of that fact;

5 Section 305 presently reads in part:

(3) If exempt property becomes taxable or taxable property becomes exempt under section 364.1 or 368, the assessment roll must be corrected for the current year only and an amended assessment notice must be prepared and sent to the assessed person.

(3.1) If the collection of tax on property is deferred under section 364.1 or a deferral under that section is cancelled, the assessment roll must be corrected and an amended assessment notice must be prepared and sent to the assessed person.

6 Section 329 presently reads in part:

329 The tax roll must show, for each taxable property or business, the following:

(g.1) if any property in the municipality is the subject of a bylaw or agreement under section 364.1 to defer the collection of tax, a notation of the amount deferred and the taxation year or years to which the amount relates;

7 Tax incentives for non-residential property; judicial review of decision under section 364.2.

(2) A council may by bylaw, for the purpose of encouraging the development or revitalization of non-residential properties for the general benefit of the municipality, provide for

- (a) full or partial exemptions from taxation under this Division for non-residential property, or
- (b) deferrals of the collection of tax under this Division on non-residential property.

(3) A bylaw under subsection (2)

- (a) must set criteria to be met for a non-residential property to qualify for an exemption or deferral,
- (b) must establish a process for the submission and consideration of applications for an exemption or deferral in respect of non-residential property,
- (c) must not provide for an exemption or deferral to have effect in respect of a property for more than 15 consecutive taxation years, but may, if the council considers it appropriate, provide for subsequent exemptions or deferrals of 15 consecutive taxation years or less to be applied for and granted in respect of the property, and
- (d) if the bylaw provides for any person other than the council, including a designated officer, to refuse to grant an exemption or deferral or to cancel an exemption or deferral, must establish a process for applications to the council for the review of those decisions and must specify the period of time within which the application must be made.

(4) If after reviewing an application the municipality determines that the non-residential property meets the requirements for a full or partial exemption or for a deferral, the municipality may grant the exemption or deferral.

(5) An exemption or deferral must be granted in a written form that specifies

- (a) the taxation years to which the exemption or deferral applies, which must not include any taxation year earlier

than the taxation year in which the exemption or deferral is granted,

- (b) in the case of a partial exemption, the extent of the exemption, and
- (c) any condition the breach of which will result in cancellation under subsection (6) and the taxation year or years to which the condition applies.

(6) If at any time after an exemption or deferral is granted under a bylaw under this section the municipality determines that the property did not meet or has ceased to meet a criterion referred to in subsection (3)(a) or that a condition referred to in subsection (5)(c) has been breached, the municipality may cancel the exemption or deferral for the taxation year or years in which the criterion was not met or to which the condition applies.

(7) Where a municipality refuses to grant or cancels an exemption or deferral, the municipality must send a written notice to the applicant stating the reasons for the refusal or cancellation and, if a review of the decision is available under subsection (3)(d), the date by which any application for that review must be made.

(8) Where a municipality grants or cancels an exemption or deferral in respect of designated industrial property, the municipality must notify the provincial assessor and provide any other information requested by the provincial assessor respecting the exemption, deferral or cancellation.

(9) Subject to subsection (6), any order referred to in section 127(1.1) and the criteria and conditions on which an exemption or deferral was granted, the exemption or deferral remains valid regardless of whether the bylaw under which it was granted is subsequently amended or repealed or otherwise ceases to have effect.

Judicial review of decision under section 364.2

364.3(1) Where a decision made under a bylaw under section 364.2 in respect of an exemption or deferral is the subject of an application for judicial review, the application must be filed

with the Court of Queen's Bench and served not more than 60 days after the date of the decision.

(2) No councillor, designated officer or other person who makes a decision under a bylaw under section 364.2 is liable for costs by reason of or in respect of a judicial review of the decision.

8 Section 460 is amended

(a) by repealing subsection (7) and substituting the following:

(7) Despite subsection (5)(j),

- (a) there is no right to make a complaint about an exemption or deferral given by agreement under section 364.1(11) unless the agreement expressly provides for that right, and
- (b) there is no right to make a complaint about a decision made under a bylaw under section 364.2 in respect of an exemption or deferral.

(b) by adding the following after subsection (14):

(15) An assessment review board has no jurisdiction to deal with a complaint about any matter relating to an exemption or deferral under section 364.2, including a refusal to grant an exemption or deferral or a cancellation of an exemption or deferral under that section.

9 Section 460.1(2) is amended by adding "and (15)" after "section 460(14)".

8 Section 460 presently reads in part:

(7) Despite subsection (5)(j), there is no right to make a complaint about an exemption or deferral given by agreement under section 364.1(11) unless the agreement expressly provides for that right.

(14) An assessment review board has no jurisdiction to deal with a complaint about designated industrial property or an amount prepared by the Minister under Part 9 as the equalized assessment for a municipality.

9 Section 460.1(2) presently reads in part:

(2) Subject to section 460(14), a composite assessment review board has jurisdiction to hear complaints about

- (a) any matter referred to in section 460(5) that is shown on*
 - (i) an assessment notice for property other than property described in subsection (1)(a), or*
 - (ii) a business tax notice or an improvement tax notice,*



Province of Alberta

MUNICIPAL GOVERNMENT ACT

**MATTERS RELATING TO
ASSESSMENT SUB-CLASSES
REGULATION**

Alberta Regulation 202/2017

Extract

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Alberta Queen's Printer
Suite 700, Park Plaza
10611 - 98 Avenue
Edmonton, AB T5K 2P7
Phone: 780-427-4952
Fax: 780-452-0668

E-mail: qp@gov.ab.ca
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*The year of first publication of the legal materials is to be completed.

Note

All persons making use of this document are reminded that it has no legislative sanction. The official Statutes and Regulations should be consulted for all purposes of interpreting and applying the law.

(no amdt)

ALBERTA REGULATION 202/2017

Municipal Government Act

MATTERS RELATING TO ASSESSMENT SUB-CLASSES REGULATION

Definition

1 In this Regulation, “Act” means the *Municipal Government Act*.

Prescribed sub-classes

2(1) For the purposes of section 297(2.1) of the Act, the following sub-classes are prescribed for property in class 2:

- (a) vacant non-residential property;
- (b) small business property;
- (c) other non-residential property.

(2) The subclasses referred to in subsection (1) can be applied to both the Urban and Rural Service Areas for Lac La Biche County and the Regional Municipality of Wood Buffalo as if the service areas were separate entities.

(3) For the purposes of subsection (1)(b), “small business property” means property in a municipality, other than designated industrial property, that is owned or leased by a business

- (a) operating under a business licence or that is otherwise identified in a municipal bylaw, and
- (b) that has fewer than
 - (i) 50 full-time employees across Canada, or
 - (ii) a lesser number of employees as set out in a municipal bylaw,

as at December 31 or an alternative date established in a municipal bylaw.

(4) For the purposes of subsection (3), a property that is leased by a business is not a small business property if the business has subleased the property to someone else.

(5) For the purposes of subsection (3), a municipality may, by bylaw, prescribe procedures to allow for the effective administration of the small business property sub-class tax rate, including, without limitations, a method for determining and counting full-time employees, and the frequency of that count.

Tax rates

3(1) For the purposes of section 354(3.1) of the Act, the tax rate set for section 297(1)(d) of the Act to raise the revenue required under section 353(2)(a) of the Act must be equal to the tax rate set for property described in section 2(1)(c) to raise revenue for that purpose.

(2) The tax rate set for property referred to in section 2(1)(b)

- (a) must not be less than 75% of the tax rate for property referred to in section 2(1)(c), and
- (b) must not be greater than the tax rate for property referred to in section 2(1)(c).

Coming into force

4 This Regulation comes into force on January 1, 2018.

Transportation Report to
Priorities and Finance Committee
2017 September 17

ISC: UNRESTRICTED
PFC2019-1096

University of Calgary – Citizen Scientist Wearables Program

Council Innovation Fund Application
Council Sponsor: Councillor Gondek
Internal Sponsor(s): Transportation

EXECUTIVE SUMMARY

Wearable sensor technology (e.g. smartwatches and activity monitors) is one of the fastest growing technology fields in the world, and Calgary is well placed to be a global leader in research, product development and job creation in the sector. To meet a growing demand for qualified professionals, the University of Calgary launched Canada's first wearables program in September 2018 called Wearable Technology Research and Collaboration (We-TRAC) Training Program. The first project of the We-TRAC training program involves collecting data from Olympic, Varsity and Intramural athletes using wearable devices.

The same type of device that measures activity and stress levels of an Olympic athlete can also be used to measure these parameters for a person driving, walking or cycling. Thus, for the second project of the We-TRAC program, the University of Calgary is looking to collaborate with The City of Calgary to collect data from 10,000 voluntary participants in urban environments with the purpose of making better planning, engineering and infrastructure investment decisions.

The University of Calgary would run the project and would give The City of Calgary an anonymized aggregate data set, which would be hosted on Calgary's Open Data Catalogue for all the public to see and use. The data set could be used for a variety of planning and engineering purposes. For example, data could reveal that Calgarians feel higher stress on certain sections of roadway, The City, in collaboration with the University of Calgary could then investigate what is causing the stress and look at mitigation strategies.

The project also benefits the research and development, and the economic growth of the wearables industry in Calgary. Calgary is a global leader in wearable technologies with over 100 Life Science companies in the Calgary region, and over 50% of those companies in Health IT and medical device space. The wearables market is expected to grow from \$5 billion USD in 2013 to an expected \$51.6 billion by 2022.

For the University of Calgary to pursue this collaborative project, they need matching funding of \$57,500 from the Council Innovation Fund. The funding would make it possible to hire a local web developer to develop a web-portal.

ADMINISTRATION RECOMMENDATION:

1. That the Priorities and Finance Committee recommend that Council approve this application for the Council Innovation Fund for the University of Calgary Citizen Scientist Wearables Program in the amount of \$57,500.
2. That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q2 2021, as per the Council Innovation Fund Terms of Reference.

Transportation Report to
Priorities and Finance Committee
2017 September 17

ISC: UNRESTRICTED
PFC2019-1096

University of Calgary - Citizen Scientist Wearables Program

PREVIOUS COUNCIL DIRECTION / POLICY

The Council Innovation Fund (CIF) has been in place since 2011 to encourage innovative and pilot projects that have the potential to support or contribute to the goals of Council and that have city-wide application. At the April 29, 2019 Combined Meeting of Council, Council approved updates to the CIF's Terms of Reference and introduced a new fund dedicated to community-driven projects called the Council Community Fund (CCF).

BACKGROUND

Wearables Devices

Wearable technology, such as smartwatches, activity monitors, and smartphones, have revolutionized the ability to collect scientifically-valid biometric data regarding health and activity. Devices that were once used to track fitness are now being applied in many ways from navigating the land to monitoring blood pressure. This technology can provide university researchers with an unprecedented opportunity to better understand what people are doing and how that relates to their health and wellbeing.

Background on the Wearables program at The University of Calgary

Due to the fast economic growth of the sector, there is a growing demand, and undersupply of qualified professionals in the field. It is estimated that for every wearable job posting there are only 16 qualified professionals. This compares to an average of 59 applicants for any other technology-related job posting. The University of Calgary started Canada's first wearables program in September 2018 in order to train qualified professionals in the wearables field.

Researchers at the University of Calgary are currently leading Canada's first graduate training program specializing in wearable technology, the NSERC Wearable Technology Research and Collaboration (We-TRAC) CREATE training program. We-TRAC is developing the next generation of wearable tech experts and focusing on using wearable technology to revolutionize sport performance, healthcare, and health research. The goal is to train upwards of 80 master's and PhD students from multiple faculties over the next six years. Students receive training in the biomechanics of human motion, data science, data visualization, knowledge translation, and entrepreneurship. The We-TRAC program is within the Faculty of Kinesiology and involves Schulich School of Engineering departments of electrical and computer engineering, mechanical and materials engineering and biomedical engineering; Haskayne School of Business; Faculty of Science's Department of Computer Science; and the Faculty of Nursing.

Economics of Wearables

The global wearable market for wearables is demonstrating rapid growth in recent years, currently expanding at a compound annual growth rate (CAGR) of 15.5% from an estimated \$5 billion USD in 2013 to an expected \$51.6 billion by 2022. Moreover, the wearable market is promising, as the number of people using wearable technology is expected to jump to over 1.1 billion in 2022. Thus, there are currently tens-of-thousands of Calgarians using wearable technology as part of their daily lives.

Calgary's Place in the Wearables Market

Calgary has become a global talent hub of wearable technology research and product development. Industry leaders like Garmin are headquartered in the Calgary region due to the

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University of Calgary - Citizen Scientist Wearables Program

business ecosystem and the local talent in the sector. Calgary Economic Development has identified Health IT/Medical Devices as a subsector focus of the Life Sciences strategy because of the approximately 100 Life Science companies in the Calgary region, over 50% of them are in Health IT and medical device space. Considering that over 60% of the University's students stay and work in Calgary after graduating, the combination of the We-TRAC program and the proposed Citizen Scientist program further supports Calgary becoming a global leader in the wearable technology sector.

Background on the Citizen Scientist Project – Project details in Attachment 1

The first We-TRAC project is looking at elite athletes to identify how to better their performance, and then working with the athletes and coaches to implement those improvements. This second We-TRAC project is looking at everyday citizens, and how they are affected by and interact with their environment.

Examples of possible research studies range from understanding heart rate and stress levels while cycling, walking or driving to work, determining how the layout and connectivity of the street network is amenable to design by urban planners and developers, investigating sleep patterns and its effect on quality of life for clinical patients, collecting data on green space utilisation in order to aid in promoting physical activity resulting in healthier communities, and monitoring running patterns while Calgarians run and train on our pathways and trails.

In order to leverage wearable technology to help Calgary become a leading smart city, the most urgent need is to engage Calgarians as citizen scientists. The Wearable Technology Citizen Scientist Program will encourage the regular contribution of ideas, wearable tech data, questions, requests, and criticisms. Policy makers can use this information to develop new ideas to improve citizens' lives, which in turn reinforces citizen participation.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

See Attachment 1 for more details.

Stakeholder Engagement, Research and Communication

Civic Tech YYC, healthYYC, and Calgary Economic Development have been engaged throughout the development of the proposal and are aware of the steps to formally create the web-portal.

Strategic Alignment

See Attachment 1 for more details.

Social, Environmental, Economic (External)

See Attachment 1 for more details.

Financial Capacity

Current and Future Operating Budget:

No operating budget impacts.

Transportation Report to
Priorities and Finance Committee
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University of Calgary - Citizen Scientist Wearables Program

Current and Future Capital Budget:

Currently, there is \$4,091,621 remaining in the Council Innovation Fund. This would draw down the Council Innovation Fund by \$57,500. Should Council approve this application, the remaining balance in the Council Innovation Fund would be \$4,034,121.

The data generated from the program could help prioritize future capital projects, and may identify the need for more capital investment in certain programs e.g. the need for traffic calming in a community.

Risk Assessment

Data Privacy – the data collected by the University would contain an individual's movements and biometric data. If there were a data breach, the study's participant's personal information could be compromised. To mitigate this concern, the University is storing the data in a level 3 database. Level 3 Security (L3S) is referred to as the most in-depth and highest security level technology for securing identities and identity documents. The City of Calgary is not collecting, nor storing an individual data set. The only data set that The City will have is an anonymized aggregate data set that will be open to the public to use.

Lack of Participants – The success of the Citizen Scientist program relies on there being a statistically significant amount of participants, approximately 10,000 Calgarians. Activity data sharing programs like Strava, to which users upload their workouts, have attracted over 42 million accounts worldwide and adds approximately 1 million new users every month. Regardless, there might be fewer who sign up to be part of the Calgary study and the primary research questions we plan to investigate do not require data from thousands of participants.

Optics – There could be a reaction from the media and public that the government is tracking citizen movements. By having, only volunteers participate, having the University store the raw data, anonymizing and aggregating the data, and by making the data open to the public, this will hopefully alleviate most concerns.

Inability to pull meaningful data from the devices – There is the possibility that the data extracted from the wearable devices will provide insufficient information about how citizens "feel" in a space and will not be practical to use. However, the portal will allow for collection of not only quantitative wearable sensor data but also qualitative survey data. Thus, the University plans to blend the qualitative and quantitative data together in order to ensure we understand people's behaviour holistically. Furthermore, by establishing the program, The University of Calgary can be well placed for technological improvements in the wearable devices, and improvements in data science, that would make the data and data analysis more accurate and better suited for planning and engineering purposes.

Transportation Report to
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University of Calgary - Citizen Scientist Wearables Program

REASON(S) FOR RECOMMENDATION(S):

This application meets the Terms of Reference for the Council Innovation Fund. This project is a one-time funding request that has the potential to have a city-wide impact. Calgary is a world leader in the both the business and research side of wearable devices. By supporting the University of Calgary in their development of the Citizen Scientist Wearables program, The City is fostering economic development and diversification by supporting research and development, and is making use of University research expertise to solve City problems.

ATTACHMENT(S)

Attachment 1 – Councillor Gondek CIF Application: University of Calgary, Faculty of Kinesiology, Citizen Scientist Wearables Project



APPLICATION FOR COUNCIL INNOVATION FUND

CC 941 (R2019-08)

** Be sure to save your completed document to your desktop before you print and/or email the form for submission so you do not lose your content. Please email your desktop copy and other attachments to the [CFOD Administrative Assistant](#) (see Contact Information on the CFOD myCity page for details), who will confirm receipt.*

Date of Submission

2019-08-16

Name of Project

The Wearable Technology Citizen Scientist Program

Sponsoring Councillor

Councillor Gondek

Applicant Name

Dr. Reed Ferber

Applicant Contact Number

403-210-6468

Include area code, no spaces

Applicant Business Unit or Name of Organization

Faculty of Kinesiology, University of Calgary

Affected Business Units and/or Departments

All Departments

Amount of Funds Requested

\$57,500.00

Draft PFC cover report attached

☒ Yes ☐ No

Please list supporting documents provided.

Applications for the Council Innovation Fund are to be submitted to the Chief Financial Officer Department (name of person) no later than six (6) weeks in advance of the targeted Priorities and Finance Committee (PFC) meeting date.

Only completed applications supported by a PFC cover report will be submitted for placement on the PFC agenda. The PFC will review the report and proposal and provide their recommendation to Council. The recommendation and report will then be forwarded to Council at their next scheduled meeting.

Provide a summary description of the project to a maximum of 1 page.

Project Description: Wearable technology, such as smartwatches, activity monitors, and smartphones, have revolutionized our ability to collect scientifically-valid biometric data regarding health and activity. Researchers at the University of Calgary are currently leading Canada's first graduate training program specializing in wearable technology, the NSERC Wearable Technology Research and Collaboration (We-TRAC) CREATE training program. We-TRAC is developing the next generation of wearable tech experts, and focusing on using wearable technology to revolutionize sport performance, healthcare, and health research. This technology can provide us with an unprecedented opportunity to better understand what people are doing and how that relates to their health and wellbeing. We propose to build a web-portal to allow Calgarians to voluntarily upload their wearable technology data (i.e. Garmin or Fitbit smartwatch, Google phone, etc) to a research database housed at the University of Calgary. In addition to providing scientific biometric data already collected through their wearable devices, our Calgary "citizen scientists" will also consent to participate in

Page 1 of 3

**Councillor Gondek CIF Application:
University of Calgary, Faculty of Kinesiology,
Citizen Scientist Wearables Project**

various research studies, simply by using their wearable tech device(s) and going about their daily routine.

Examples of these research studies range from understanding heart rate and stress levels while cycling to work, determining how the layout and connectivity of the street network is amenable to design by urban planners and developers, investigating sleep patterns and its effect on quality of life for clinical patients, collecting data on green space utilisation in order to aid in promoting physical activity resulting in healthier communities, and monitoring running patterns while Calgarians run and train on our pathways and trails.

Project Logistics: The Citizen Scientist Wearables Project will be run by the University of Calgary's We-TRAC research team. The We-TRAC research team currently has 30+ students and 15 researchers. The purpose of the proposed project is to collect biometric data from everyday Calgarians in order to better understand stress levels in urban environments and to use these data to help inform decisions around urban planning, engineering and infrastructure investment.

The We-TRAC team is hoping to attract 10,000 Calgarian participants to participate as Citizen Scientists. Calgarians looking to participate in the study will be able to sign up at the University of Calgary's We-TRAC homepage. Participants must have their own wearable device and can register it on the site. Once participants sign up, the biometric data from their device will be shared with University We-TRAC research team. Only the We-TRAC research team will have access to the personal data of the participants, and data will be held within a level 3 secure database server. Level 3 Security (L3S) is referred to as the most in-depth and highest security level technology for securing identities and identity documents. The University of Calgary will then analyze the data to check for biometric measures such as stress and relaxation (e.g. heart rate) and activity patterns (e.g. geolocation, cadence, steps). The We-TRAC team will then then aggregate and anonymize the data for City and public use. The University will then work with The City and external partners to use the data to help build a better city and optimize infrastructure investments.

The Citizen Scientist Wearables project is an ongoing study with no planned end date. Calgary Citizens can opt out at anytime and all will provide informed consent as per the University's Conjoint Health Research Ethics Board.

Economic Benefits: The Wearable Technology Citizen Scientist program has strategic alignment with key focus areas of the economic strategy for Calgary. The Strategy is intended to align The City of Calgary, its civic partners, the private sector, educators, and other community stakeholders to achieve economic competitiveness while building long-term prosperity and a stronger community. Specifically, this application meets three strategic areas of Calgary in the New Economy: Place, Innovation, and Talent.

Place: this project accelerates better connectivity across the city by enabling the city to make informed decisions on infrastructure (roads, bike paths, crosswalks, transit, sidewalks, parks) based on robust datasets provided by local citizens.

Innovation: this program supports further growth in Calgary becoming a hub for an emerging Life Sciences sector by establishing it as a city that is capable and willing to test wearable devices and Health IT related innovations in a real-world setting. A progressive framework that allows organizations to validate new technologies would help to drive company attraction and investment into this sector in Calgary.

Talent: YYC Citizen Scientist is sourcing top talent out of an emerging faculty at the University of Calgary in Biomedical Engineering to develop real world solutions to be implemented at a Municipal level. Allowing local academia the opportunity to develop and implement new technologies provides an innovative platform for top talent attraction.

The City of Calgary's Responsibilities and Roles:

City of Calgary Administration will be responsible for the following items for the Citizen Scientist Wearables Project:

- Providing one time matching funding through the Council Innovation Fund to help support the development of the Citizen Scientist Wearables Project.
- Finalize data privacy and data sharing agreements through the Urban Alliance
- Host the data on aggregated anonymized data on The City's Open Data Portal
- Use the data to make better planning and engineering decisions
- Communicate and collaborate with the We-TRAC Research group on how The City is using the data
- Report back to Council through PFC on the project outcomes

The University of Calgary's Responsibilities and Roles:

The University of Calgary's We-TRAC research team will be responsible for the following items for the Citizen Scientist Wearables Project:

- Providing matching funding for The City of Calgary's contribution
- Finding study participants
- Obtaining, analysing and anonymizing wearable data
- Securing the data behind a level 3 server
- Providing an anonymized data set that can be hosted on The City's Open Data portal for public use

**Councillor Gondek CIF Application:
University of Calgary, Faculty of Kinesiology,
Citizen Scientist Wearables Project**

Identify how this project meets the criteria as outlined in the Terms of Reference for the Council Innovation Fund.
Please attach additional information as required.

The proposed Project meets several key priorities of the City of Calgary:

1. Well Run City

- a. This Program also directly supports "diverse communication channels, including online digital tools to enable two-way communication with Calgarians."
- b. Wearable data can help the City to "be as efficient and effective as possible, reducing costs and focusing on value-for-money."

2. Prosperous City

- a. This Program will support Calgary Economic Development Ltd. and specifically the key industry sector of Transportation and Logistics.

3. A Healthy and Green City

- a. This Program helps "create and implement initiatives that are citizen centric and focus on community and environmental needs."

4. City of Safe and Inspiring Neighborhoods

- a. Wearable tech data can help the City "systematically invest in established neighbourhoods as they evolve to accommodate changing community needs."
- b. Wearable tech data can provide the information necessary to "develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods."
- c. Using the data, we can encourage walking and cycling as well as the promotion of other healthy habits

Outline the proposed timeline for this project, including the final report back date.

1. Finalize web-portal development (March 2020)
2. Promote opportunity with community partners (March – June 2020)
3. Review research projects with City of Calgary (June 2020)
4. Final Report to PFC on program execution, including lessons learned report (Q2 2021)

Identify what success looks like, and how it will be measured.

This program is intended to (1) help Calgarians be more engaged as Citizen Scientists, (2) help the City to become "Smart" through the use of wearable technology data and citizen feedback, and (3) transform scientific research through the gathering of wearable technology data.

The Wearable Technology Citizen Scientist Program will be a success if:

1. It is able to build capacity with other City of Calgary initiatives, such as Vivo for Healthier Generations, and other programs, such as healthYYC.
2. The program is able to source, and create talented students, researchers and entrepreneurs in the growing field of wearable devices.
3. Scientific data can be leveraged, and evidence-informed decisions can be made based on these data that will lead to cost-savings and improved infrastructure for the City.

Your personal information is being collected, used and disclosed for the administration and processing of your application for funding under the Council Innovation Fund Project. Your information is collected pursuant to section 33(c) of The Freedom of Information and Protection of Privacy Act ("FOIP Act") of Alberta. If you have any questions about the collection, use or disclosure of your personal information, please contact The City of Calgary's Chief Financial Office (#8003), The City of Calgary P.O. Box 2100, Stn. M, Calgary, AB T2P 2M5 and by calling at 403-268-5664.

Chief Financial Officer's Report to
Priorities and Finance Committee
2019 September 17

ISC: UNRESTRICTED
PFC2019-1094

Related Party Disclosures Policy

EXECUTIVE SUMMARY

Administration is seeking the Priorities and Finance Committee review and approval of a new Council Policy to comply with Public Sector Accounting Standards Section 2200: Related Party Disclosures.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee:

1. Approve the proposed Related Party Disclosure Policy for Members of Council (the "Policy") as provided in Attachment 1;
2. Recommend that Council adopt the Policy as provided in attachment 1, and
3. Forward to Council as a matter of urgent business to the 2019 September 30 Combined Meeting of Council.

PREVIOUS COUNCIL DIRECTION / POLICY

As per the 2018 December 04 Priorities and Finance Committee meeting, Administration was directed to review the existing Disclosure Policy for Members of Council (CC044) to include the disclosure requirement for compliance with the Chartered Professional Accountants Canada Public Sector Accounting Handbook Section 2200: Related Party Disclosures ("PS Section 2200") in 2018 and send any recommendations for amendment to Council through the Priorities and Finance Committee no later than the end of September 2019 (PFC2018-1391).

As per the 2019 July 17 Coordinating Committee of The Councillors' Office meeting (CCCO), CCCO approved the Policy (attachment 1) and recommended it be forwarded to the 2019 September 17 Priorities and Finance Committee meeting for approval.

BACKGROUND

Section 276(1) (a) of the Municipal Government Act specifies that the financial statements be prepared in accordance with Canadian generally accepted accounting principles for municipal governments, which are the standards approved by the Public Sector Accounting Board included in the CPA Canada Public Sector Accounting Handbook published by the Chartered Professional Accountants of Canada, as amended from time to time.

Effective 2018 January 01, The City of Calgary ("The City") adopted the new Public Sector Accounting Board accounting standard, Related Party Disclosures. As part of its regulatory requirement, The City must comply with Public Sector Accounting Standards Section 2200: Related Party Disclosures when preparing its annual consolidated financial statements. A form and instructions were provided to Members of Council to collect related party information as part of the yearend process on 2019 January 15. This requirement was completed for 2018 Annual Report.

The purpose of the proposed Related Party Disclosure Policy for Members of Council is to formalize the annual requirement for Members of Council in support of The City's financial reporting requirements.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2019 September 17**

**ISC: UNRESTRICTED
PFC2019-1094**

Related Party Disclosures Policy

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In 2019 May, Administration engaged with The Office of the Councillors to assess the best approach for updating the existing Disclosure Policy for Members of Council (CC044) as per direction provided by the Priorities and Finance Committee (PFC2018-1391).

After discussion with the Manager, Office of the Councillors, it was assessed that the related party disclosure requirements were sufficiently different and separate from the pecuniary interests disclosures outlined in the Disclosure Policy for Members of Council (CC044) and that a separate Council policy be drafted in order to maintain clarity in the different reporting requirements expected for Members of Council.

Administration and The Office of the Councillors collaborated in creating the proposed new Related Party Disclosure Policy for Members of Council.

CCCO approved the Policy (attachment 1) and recommended it be forwarded to the 2019 September 17 Priorities and Finance Committee meeting for approval.

Stakeholder Engagement, Research and Communication

In 2018, Administration consulted with The City's external auditor and the external auditors agreed with Administration's assessment of the Key Management Personnel (The Mayor and The Councillors) required to provide disclosure.

Administration was successful in implementing these requirements with the help of the Members of Council for the 2018 annual report. All Members of Council signed off and the disclosures were compliant.

Strategic Alignment

Financial reporting compliance with provincial legislation is essential to ensure public confidence transparency and accountability.

Social, Environmental, Economic (External)

Transparency and accountability supports "Building towards a Calgary that works for all Calgarians."

Financial Capacity

Current and Future Operating Budget:

There are no specific financial implications to the current and future operating budget associated with this report

Current and Future Capital Budget:

There are no specific financial implications to the current and future capital budget associated with this report.

Chief Financial Officer's Report to
Priorities and Finance Committee
2019 September 17

ISC: UNRESTRICTED
PFC2019-1094

Related Party Disclosures Policy

Risk Assessment

Each municipality must prepare its financial statements in accordance with Public Sector Accounting Standards. If this policy is not approved, then it would impede the collection of required disclosure information and pose a risk that The City would not be able to receive an unmodified audit opinion from the external auditor for the annual report.

REASON(S) FOR RECOMMENDATION(S):

The Related Party Disclosure Policy for Members of Council (the "Proposed Policy") documents the annual regulatory requirement expectation for all Members of Council. Having Council approve the Proposed Policy ensures The City can be compliant with the Municipal Government Act and the accounting standards included in the CPA Canada Public Sector Accounting Handbook published by the Chartered Professional Accountants of Canada as established by the Public Sector Accounting Board.

ATTACHMENT(S)

1. Attachment 1 – Proposed Related Party Disclosure Policy for Members of Council
2. Attachment 2 – 2018 Key Management Personnel declaration form (sample)

Council Policy

Policy Title: **Related Party Disclosure Policy for Members of Council**
Policy Number: **TBD**
Report Number: **TBD**
Adopted by/Date: **Council / Date Council policy was adopted**
Effective Date: **Date adopted or later as directed by Council**
Last Amended:
Policy Owner: **Office of the Councillors and Office of the Mayor**

1. **POLICY STATEMENT**

- 1.1 The City is committed to meeting governance and transparency requirements as required under the Chartered Professional Accountants Canada Public Sector Accounting Handbook Section 2200: Related Party Disclosures ("PS Section 2200") in order to comply with the Municipal Government Act, R.S.A. 2000, c. M-26, as amended, section 276 (1) (a).

2. **PURPOSE**

- 2.1 This Council policy establishes annual disclosure requirements of Key Management Personnel to ensure compliance with PS Section 2200.

3. **APPLICABILITY**

- 3.1 This Council Policy applies to Key Management Personnel as outlined in PS Section 2200, which includes all Members of Council.
- 3.2 This Council policy does not supersede or replace the Municipal Government Act, R.S.A. 2000, c. M-26, as amended, requirements with respect to pecuniary interests in matters before Council.
- 3.3 This Council policy has requirements separate and distinct from requirements outlined the *Disclosure Policy for Members of Council* (CC044).

4. **LEGISLATIVE AUTHORITY**

- 4.1 Pursuant to section 276 (1) (a) of the Municipal Government Act, R.S.A. 2000, c. M-26, as amended, requires each municipality to prepare annual financial statements in accordance with the Public Sector Accounting Handbook.
- 4.2 Pursuant to PS Section 2200, applicable related party transactions are required to be disclosed on the annual financial statements.
- 4.3 The City of Calgary must comply with PS Section 2200 when preparing its annual consolidated financial statements.

5. PROCEDURE

- 5.1 Members of Council will receive notification, along with a form and instructions for completion, from The City of Calgary Corporate Financial Reporting team from the Finance Business Unit as part of yearend financial reporting procedures.
- 5.2 Members of Council are required to provide an annual disclosure on related party disclosures based on PS Section 2200 requirements.

8. AMENDMENT(S)

Date of Council Decision	Report/By-Law	Description

9. REVIEW(S)

Date of Policy Owner's Review	Description

KEY MANAGEMENT PERSONNEL DECLARATION STATEMENT

ATTACHMENT 2

This statement is used to collect the required information in order to prepare The City's consolidated audited financial statements. Please refer to *Instructions for Key Management Personnel Declaration Statement* for direction on how to complete the statement. **This statement is used to disclose transactions that are not executed at Fair Market Value. Disclosure on the financial statements is required if there are transactions that are quantitatively and/or qualitatively material to The City's the financial statements.** If there are no transactions to disclose, check the first box and leave the remainder of the table blank, and sign the statement.

<input type="checkbox"/> I and/or my Close Family Members do not have any reportable related party transactions to disclose.						
<input type="checkbox"/> I and/or my Close Family Members have reportable related party transactions to disclose and have listed relevant transactions below.						
Company Name	What does the Related Party provide to The City?	What does the Related Party receive from The City?	Total Value of Transactions In Thousands (000's)	Fair Market Value of Transactions In Thousands (000's)	Contract in place?	Outstanding Amount In Thousands (000's)
1.			20XX: \$ Currency:	20XX: \$ Currency:	YES or NO	<u>As at Dec 31, 20XX</u> City owes \$ City is owed \$
2.			20XX: \$ Currency:	20XX: \$ Currency:	YES or NO	<u>As at Dec 31, 20XX</u> City owes \$ City is owed \$

I have made inquiries of my Close Family Members and related parties. To the best of my knowledge the information provided in this statement is a complete and accurate record of the matters set out in it for the fiscal year from January 1, 20XX to December 31, 20XX. The personal information is collected under the authority of section 33 (c) of the Freedom of Information and Protection of Privacy Act (Alberta) and section 279 (b) of the Municipal Government Act. It will be used for the purposes of preparing annual financial statements in accordance with the CPA Canada Public Sector Accounting Handbook (PSA) Section 2200: Related Party Disclosures.

If you have questions regarding the collection of this information please contact: Finance Manager, Corporate Financial Reporting

Name: _____

Position: _____

Signature: _____

Date: _____

To be received on or before February 15, 20XX

ISC: Confidential (when form is filled out with personal information for FOIP Purposes, template is not confidential)

**Chief Financial Officer's Report to
Priorities and Finance Committee
2019 September 17**

**ISC: UNRESTRICTED
PFC2019-0913**

Notice of Motion Process Flow and Checklist

EXECUTIVE SUMMARY

Notices of Motion are one method for Members of Council to introduce a new piece of business, propose an action for Administration, or propose amendments to current work plans or policies to better support the needs of their constituents. In future, Notices of Motion, unless urgent, are to be introduced at the Priorities and Finance Committee (PFC) to give that Committee the opportunity to suggest additional information and/or refinements before the Notice of Motion is considered by Council. Introducing this step supports efficient decision-making at Council as financial and other resource capacity, legal/legislative, technical content, procedural and other considerations will already have been raised allowing the right information to be made available for Council. This report provides a process flow and proposed checklist for Notices of Motion reflecting engagement with Members of Council and research on Notices of Motion in several other Canadian municipalities.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee:

1. Approve the checklist set out in Attachment 3,
2. Commence the PFC's review of Notices of Motion on 2019 October 08, and
3. Direct City Clerks to provide an update of this process to the PFC by Q4 2020.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 June 17 Council approved the amendments to Procedure Bylaw 35M2017 (Part 6, Section C 113(2)) including that Notices of Motion be brought first to the PFC unless it is being brought forward as *Urgent Business* directly to a Council meeting.

BACKGROUND

This work is the result of several previous Council and PFC decisions and directions. Attachment 1 outlines the journey undertaken from the approved Motion C2019-0073, *Achieving Good Governance through Optimizing Committee Mandates* in 2019 January, to the current report.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Notices of Motion are one of several ways for Members of Council to introduce a new piece of business, propose an action for Administration, or to propose amendments to current work plans or policies to better support the needs of their constituents. Other avenues include service planning and budgeting activities (including annual adjustments), policy and strategy development and updates, and other procedural processes (e.g. Motions Arising, Administrative Inquiries).

Given the importance of Notices of Motion as a tool for Council decision making, Members of Council indicated through engagement it would be valuable to have Notices of Motion come to the PFC prior to going on to Council. The benefits include having the PFC suggest additional information be added and/or refinements to the wording so that the Notice of Motion can efficiently be decided upon by Council.

Procedure Bylaw changes were approved by Council in 2019 June but the process of Notices of Motion going to the PFC prior to Council will not begin until the checklist has been approved by

**Chief Financial Officer's Report to
Priorities and Finance Committee
2019 September 17**

**ISC: UNRESTRICTED
PFC2019-0913**

Notice of Motion Process Flow and Checklist

the PFC. As outlined in detail in Attachment 2, regular Notices of Motion, once drafted, will be reviewed by the PFC and either be directed to Council or to another Committee, or referred back to the sponsor for refinement. Urgent Notices of Motion will be brought directly to Council, and a vote will determine if they are added to the meeting's agenda. Regardless of the PFC decision, all Notices of Motion introduced will ultimately go to Council for decision, unless abandoned by the sponsor.

Some Members of Council suggested that a checklist with key considerations be developed and attached to each Notice of Motion submitted to City Clerks. Attachment 3 is the proposed checklist, which was developed based on engagement with Members of Council. Attachment 4 provides guidance to support its completion.

Stakeholder Engagement, Research and Communication

The recommendation and materials contained in this report are the direct result of multiple engagements with Members of Council and Administration, consultation with other municipalities and consideration of other internal procedures.

Strategic Alignment

This report aligns with and contributes to a Well-Run City by supporting an efficient decision-making process.

Social, Environmental, Economic (External)

None

Financial Capacity

Current and Future Operating Budget:

No future operating budget will be required.

Current and Future Capital Budget:

No future capital budget will be required.

Risk Assessment

Using the attached checklist when submitting Notices of Motion helps to manage risks such as duplication of effort or lack of resources to complete the work directed.

REASON(S) FOR RECOMMENDATION(S):

As requested by some Members of Council through the engagement conducted, the proposed checklist provides support to sponsors when writing, as well as Members of Council when considering, a Notice of Motion. It enables new provisions in the Procedure Bylaw approved in 2019 June to be activated.

ATTACHMENT(S)

1. Attachment 1 – Journey from January 2019 to Today
2. Attachment 2 – Notice of Motion Process Flow
3. Attachment 3 – Notice of Motion Checklist
4. Attachment 4 – Notice of Motion Checklist – Guidance

THE JOURNEY FROM JANUARY 2019 TO TODAY

2019 January 14: Motion C2019-0073, Achieving Good Governance through Optimizing Committee Mandates

Directed Administration to engage Council Members, research relevant mayor/council systems across North America, and examine options for revising the mandate of the Priorities and Finance Committee to evolve it into an executive committee of Council.

Engaged Members of Council

2019 April 02: PFC2019-0302, Update on Foundational Research for Notice of Motion C2019-0073

1. Directed Administration to examine the options presented in Table 2 of Attachment 6 in place of those specified in motion C2019-0073.
2. Deferred the report back to the Priorities and Finance Committee from 2019 Q2 to 2019 July 02.

Engaged Members of Council and Administration

2019 June 17: PFC2019-0591, Amendments to the Procedure Bylaw

Changed the Procedure Bylaw to include allowing the PFC to create workgroups, directing Notices of Motion through the PFC, and giving the PFC decision making abilities within its mandate.

2019 July 02: PFC2019-0303, Improving Governance and Efficiency of PFC Meetings – Final Report

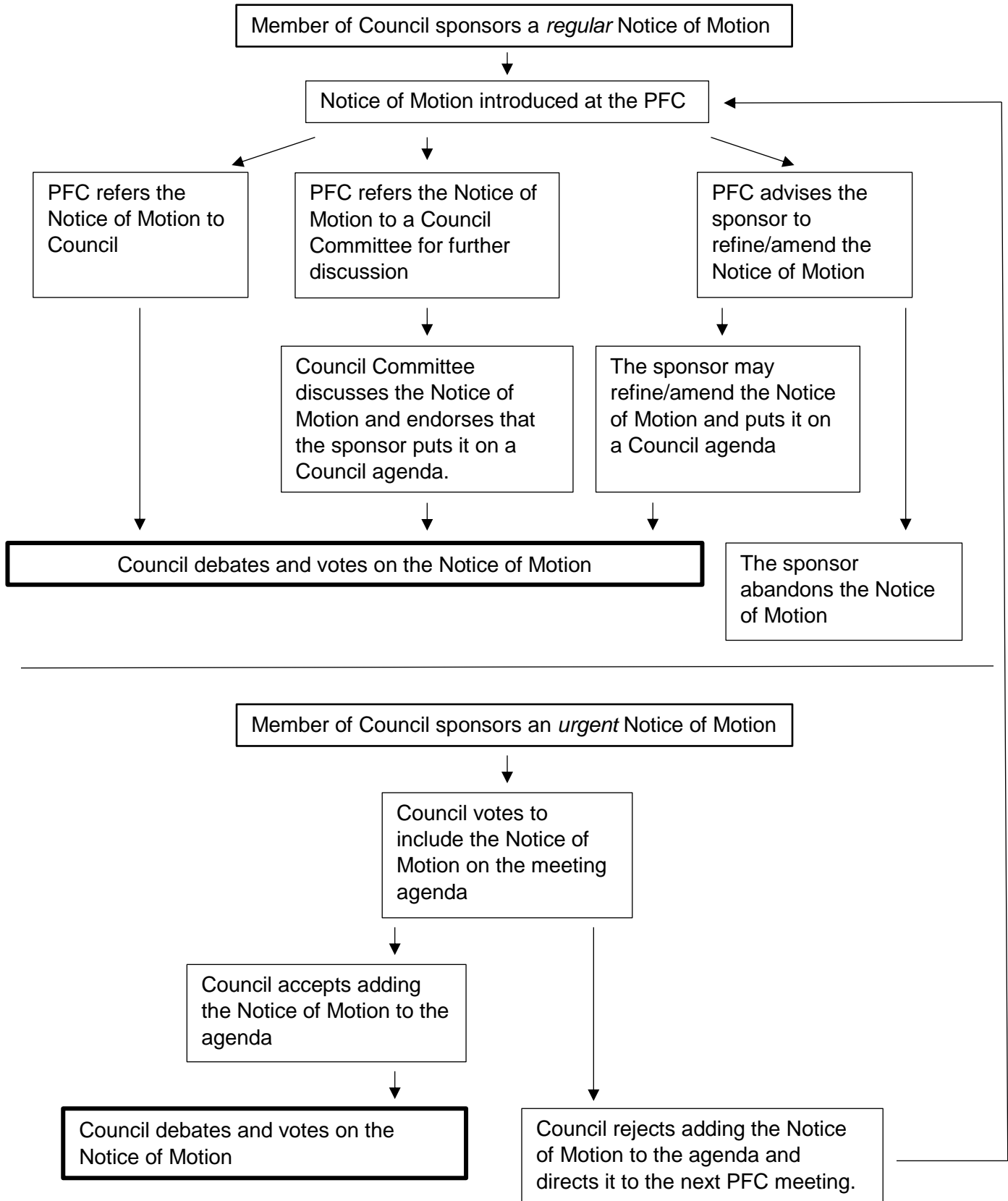
Directed Administration to undertake further consultation with Members of Council and return to the Priorities and Finance Committee no later than 2019 September.

Engaged Members of Council

2019 September 17: PFC2019-0913, Checklist and Process Flow for Notices of Motion

The purpose of today's discussion.

NOTICE OF MOTION PROCESS FLOW



NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor of a Notice of Motion. The items listed below are important considerations when crafting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor to decide with whom to consult and what information to include.

Title of the Motion: _____

Financial and Other Resource Capacity	Yes <input type="checkbox"/> No <input type="checkbox"/>
Legal / Legislative	Yes <input type="checkbox"/> No <input type="checkbox"/>

Technical Content	Yes <input type="checkbox"/> No <input type="checkbox"/>
Procedural	Yes <input type="checkbox"/> No <input type="checkbox"/>
Other Considerations	Yes <input type="checkbox"/> No <input type="checkbox"/>

NOTICE OF MOTION CHECKLIST – GUIDANCE

The checklist is a tool intended to support the sponsor of a Notice of Motion. The items listed below are important considerations when crafting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor to decide with whom to consult and what information to include.

Title of the Motion: _____

Financial and Other Resource Capacity	Yes <input type="checkbox"/> No <input type="checkbox"/>
What is the estimated cost to do this work? Does the current approved budget have the funds necessary to do the required work? If not, where will the funds for this work come? To complete this work will other work planned or currently underway need to be delayed or stopped?	
Legal / Legislative	Yes <input type="checkbox"/> No <input type="checkbox"/>
Was a member of Law consulted about the content of the Notice of Motion? Did the lawyer indicate that legal advice in regard to this matter should be discussed with the Committee and/or Council? Is the work being directed within the purview of The City of Calgary? Is this work aligned with the MGA or other legislation? Are there any other legal considerations in this proposal?	

Technical Content	Yes <input type="checkbox"/> No <input type="checkbox"/>
With whom did you consult to ensure appropriate wording and clarity of direction? What technical advice did you receive?	
Procedural	Yes <input type="checkbox"/> No <input type="checkbox"/>
Does this work support or conflict with current Council-directed work? Will a reconsideration be required? Was City Clerks consulted, if necessary, as to the procedure required to direct this work? Could this work be directed via another route (e.g. annual budget adjustment, strategy updates, Administrative Inquiry)?	
Other Considerations	Yes <input type="checkbox"/> No <input type="checkbox"/>
Please describe any other considerations applied when crafting this Notice of Motion, or any other advice sought or received.	

2019 Mid-year Capital and Operating Budget Revisions Report

EXECUTIVE SUMMARY

A revision report provides Council a summary of operating and capital budget changes that have occurred over a particular period of time. Items previously approved through Council reports or by Administration (as outlined in Budget Report Policy CFO006) are provided for information. Budget revisions exceeding the authorization limits in this policy are presented for Council's approval.

This report includes capital budget revisions for the period of 2019 January 1 to 2019 June 30 for approval and for information, including the 2019 capital budget recast which realigns previously approved budget between years to reflect expected cash flows. The operating budget changes included in this report are for information and cover an extended period of 2019 January 1 to 2019 July 31 in order to reflect the significant budget changes approved by Council on 2019 July 22 relating to the 2019 reductions.

ADMINISTRATION RECOMMENDATION(S)

That the Priorities and Finance Committee recommend that Council:

1. Approve the capital budget timing changes (recast), as identified in Attachment 1;
2. Approve capital budget revisions, as identified in Attachment 2; and
3. Receive for the Corporate Record:
 - a. Attachment 3 – Capital Budget Revisions – Previously Approved
 - b. Attachment 4 – Capital Budget Revision Summary
 - c. Attachment 5 – 2019 Operating Budget Changes – Previously Approved
 - d. Attachment 6 – Decisions Referrals Having Actual or Potential Impact

PREVIOUS COUNCIL DIRECTION / POLICY

On 2019 April 29, Council approved amendment of Budgeting Reporting Policy CFO006 to align with Service Plans and Budgets, revise approval thresholds and create separate sections on operating and capital budgets. (PFC2019-0401).

On 2018 November 14, Council approved One Calgary 2019-2022 Service Plans and Budgets (C2018-1158).

On 2008 November 28, Council approved Notice of Motion NM2008-53 to track Council decisions and referrals which have an actual or potential future year budget impact.

BACKGROUND

The purpose of the revision report is to provide Council with consolidated information on budget changes in order to maintain continuity and transparency with both the operating and capital budgets. In this report, Attachment 1 and Attachment 2 contain changes that require Council's approval. All other changes have been previously approved by Council or are within Administration's discretion to approve under the Budget Reporting Policy CFO006.

2019 Mid-year Capital and Operating Budget Revisions Report

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Capital

This report requests approval of the 2019 capital budget timing changes (recast) and capital budget revisions for the period of 2019 January 01 to 2019 June 30. It also provides for information the revisions previously approved by Administration and Council during this period in accordance with Budget Reporting Policy CFO006.

Attachment 1 contains the 2019 capital budget recast changes that require Council approval. A capital budget recast simply shifts the previously approved budget between years. The intention of the recast is to provide a capital budget that is more aligned with cash flow estimates and reflect changes that have arisen relating to actual experience with project delivery, Council directions, and Administrative changes. There is no change to the total capital budget or project scope resulting from the recast.

Attachment 2 contains the budget revisions that require Council Approval for the period of 2019 January 01 to 2019 June 30. These include increases, relinquishments, and net zero transfers that exceed Administration's authorization limit of \$400,000.

The net impact of the capital budget revisions requiring Council approval is an overall decrease of \$30.9 million to the 2019 capital budget and an increase of \$1.1 million in 2020-2023. This is driven by various relinquishments required as a result of project completion or to align with revised cost projections.

Attachment 3 outlines the budget revisions that have been approved by Administration (in accordance with Budget Reporting Policy CFO006) or previously approved by Council. For the period from 2019 January 01 to 2019 June 30, Administration and Council approvals included relinquishments, increases and net zero transfers required to reflect updated capital plans.

The net impact of these capital budget revisions is an increase of \$1.0 million to the 2019 capital budget and \$16.7 million in 2020-2023. This is mainly due to increases of \$19.8 million for Foothills Fieldhouse Redevelopment and \$4.1 million for Local Improvement Paving partially offset by \$7.4 million in relinquishments for completed projects and revised capital plans.

Attachment 4 provides a summary by service of the budget changes between 2019 January 1 and 2019 June 30 for transparency and to maintain continuity of the capital budget throughout the year. As a result of the revisions included in Attachment 1, 2 and 3, the 2019 capital budget has decreased by \$770.8 million to \$1,709.0 million, mainly due to the recast of approved budget to future years.

Operating

This report outlines changes to the 2019-2022 operating budget between 2019 January 01 and 2019 July 31. Operating changes, traditionally summarized to June 30, have been extended to July 31 as a result of the significant budget changes approved in report C2019-0901 Proposed 2019 Budget Reductions on 2019 July 22. There are no operating changes requiring Council's approval in this report.

2019 Mid-year Capital and Operating Budget Revisions Report

Attachment 5 shows the changes to the 2019-2022 operating budget between 2019 January 01 and 2019 July 31 that have either been previously approved by Council or are within the scope of Administration to authorize as per Council Policy CFO006. This is presented for information.

During this period there was a \$60 million reduction to both service budgets and taxation revenue to provide immediate one-time relief to eligible non-residential property tax accounts through the 2019 Phased Tax Program and to reduce the non-residential tax rate impact for 2020 and beyond to achieve a shift from the non-residential assessment base to the residential base (C2019-0901). Other significant changes consisted of:

- Council approved one-time budgets;
- Reductions required to achieve a property tax increase of 2.45% in 2019 and fix the residential tax rate increase at 3.45% to achieve a shift from the non-residential assessment base to the residential base, as approved by Council during the November 2018 budget deliberations (C2018-1158). These reductions (\$16.5 million) were centralized and distributed to services and programs in 2019;
- Corporately centralizing budget associated with Actively Developing and New Communities and new positions to intentionally manage staffing resources through workforce planning; and
- Net zero transfers between services to better align to business needs.

Attachment 6 lists Council decisions and referrals which have an actual or potential future year operating budget impact. This is provided to meet the requirement of NM2008-53 to track Council decisions and referrals. Items with potential budget impacts are:

- Develop a baseline to inform the design of an extended producer responsibility program (C2019-0129);
- Business friendly initiatives (C2019-0782);
- Sub-service reviews and reduction options for 2020 (C2019-0883); and
- Council Compensation Review Committee (C2019-0788).

Stakeholder Engagement, Research and Communication

The 2019-2022 business plans and budgets were developed through engagement with various internal and external stakeholders. Revision reports brought forward throughout the cycle reflect operating and capital budget changes to better align to expected results and new Council direction.

Strategic Alignment

This report summarizes budget revisions that align with direction and priorities established in the approved One Calgary 2019 – 2022 business plans and budgets and subsequent Council direction. The revision processes allow Administration to adapt to changes in economic conditions and the external environment, incorporate additional information that is available, and support Council's priorities of a Well Run City and a Prosperous City.

2019 Mid-year Capital and Operating Budget Revisions Report

Social, Environmental, Economic (External)

The social, environmental and economic landscape impact service lines in various ways. Revisions to the operating and capital budgets reflect changes that have been made to respond to these factors.

Financial Capacity

Current and Future Operating Budget:

There is no net impact to the operating budget. Operating budget revisions reflect recommended changes based on Council and Administrative approvals and are already included in the approved operating budgets.

Current and Future Capital Budget:

The Capital budget recast and other revisions for Council approval result in a net decrease of \$772 million to the 2019 capital budget and an increase of \$742 million in 2020-2023. Previously approved capital budget revisions resulted in a net increase of \$1 million in 2019 and \$17 million in 2020-2023.

Risk Assessment

Not approving the proposed capital budget revisions could impact the timely delivery of capital projects.

REASON(S) FOR RECOMMENDATION(S):

- Administration is requesting revisions included in Attachment 1 and 2 to align budgets with work plans and priorities;
- Administration is providing Attachments 3-5 of this report to Council for information to maintain continuity and transparency in accordance with Budget Reporting Policy CFO006; and
- Administration is providing Attachment 6 in accordance with NM2008-53.

ATTACHMENT(S)

1. Attachment 1 - Capital Budget Recast – For Approval
2. Attachment 2 - Capital Budget Revisions – For Approval
3. Attachment 3 - Capital Budget Revisions – Previously Approved
4. Attachment 4 - Capital Budget Revision Summary
5. Attachment 5 - 2019 Operating Budget Changes – Previously Approved
6. Attachment 6 - Decisions Referrals Having Actual or Potential Impact

CAPITAL BUDGET RECAST - FOR APPROVAL
(\$000s)
FOR THE PERIOD 2019 JANUARY 01 TO JUNE 30

Purpose: To provide capital budget timing changes for Council approval.

Note: Administration has the authority to approve revisions up to \$400,000 per CFO006 however all recast changes have been consolidated in this attachment for completeness.

Citizen Priority	Service	Budget ID	Budget ID Name	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
A Prosperous City									
	Affordable Housing	489_AHS	Incr Afford Housing 2012-2014	(3,717)	-	-	3,717	-	-
	Affordable Housing	489_000	Incr Afford Housing 2012-2014	(200)	-	200	-	-	-
	Affordable Housing	489_013	AH Pre-Development	(2,294)	200	300	500	1,294	-
	Affordable Housing	489_014	Lifecycle Maintenance	(634)	634	-	-	-	-
	Affordable Housing	489_AHS	Incr Afford Housing 2012-2014	(20,497)	5,278	12,304	1,915	1,000	-
	Affordable Housing	489_KLD	Kingsland	(547)	547	-	-	-	-
	Affordable Housing	489_RSD	Rosedale	(1,774)	1,774	-	-	-	-
	Affordable Housing	480350	Silvera for Seniors -LMP	(500)	500	-	-	-	-
			Total	(30,164)	8,934	12,804	6,132	2,294	-
	Arts & Culture	480652	Calgary Opera Arts Centre	(2,500)	2,500	-	-	-	-
	Arts & Culture	639_005	Pumphouse Theatres Project	(1,386)	1,386	-	-	-	-
			Total	(3,886)	3,886	-	-	-	-
	Economic Development & Tourism	480351	Heritage Park - Wet Dock	(270)	-	270	-	-	-
	Economic Development & Tourism	512_892	Fort Calgary - CIR	(1,890)	1,890	-	-	-	-
	Economic Development & Tourism	515_001	Culture Artifact	(139)	-	139	-	-	-
	Economic Development & Tourism	633_002	Civic Partners Infrastructure Grant	(5,427)	5,318	90	19	-	-
	Economic Development & Tourism	639_010	Renovation of Calgary Centre for Performing Arts	(2,000)	2,000	-	-	-	-
			Total	(9,726)	9,208	499	19	-	-
	Land Development & Sales	480850	Heritage Station TOD	(300)	300	-	-	-	-
	Land Development & Sales	480852	Centre St-16 Ave NW Stn TOD	(300)	300	-	-	-	-
	Land Development & Sales	480853	West Village Redevelopment	(1,000)	500	500	-	-	-
	Land Development & Sales	480854	South Hill Station TOD	800	(260)	(300)	(240)	-	-
	Land Development & Sales	480855	West Downtown Redevelopment	(350)	-	350	-	-	-
	Land Development & Sales	696_BD1	Aurora Business Park	(6,622)	6,622	-	-	-	-
	Land Development & Sales	696_BVC	The Bridges - Bow Valley Centre Dev.	(4,962)	4,762	100	100	-	-
	Land Development & Sales	696_SB	Royal Vista (Spyhill Business Park)	191	(191)	-	-	-	-
	Land Development & Sales	696_WMA	Lincoln Park (Atco)/Westmount	(125)	50	75	-	-	-
	Land Development & Sales	697_DI3	Dufferin Industrial III - Intermodal	(3,754)	1,500	2,254	-	-	-
	Land Development & Sales	697_FLC	Forest Lawn Creek	(10,042)	10,042	-	-	-	-
	Land Development & Sales	697_G68	Glenmore and 68th Intersection	(8,913)	8,913	-	-	-	-
	Land Development & Sales	697_G4	Great Plains IV	(3,000)	3,000	-	-	-	-
	Land Development & Sales	697_TT	Point Trotter	(2,058)	2,058	-	-	-	-
	Land Development & Sales	697_SH	Shepard Industrial	(93)	93	-	-	-	-
	Land Development & Sales	697_WI	Eastlake Industrial	(182)	182	-	-	-	-
	Land Development & Sales	703_TOD	Anderson TOD	(9,065)	9,065	-	-	-	-
	Land Development & Sales	705_DLS	Develop Land Servicing	(737)	30	707	-	-	-
	Land Development & Sales	705_DV	RE&DS Pre-Development	(2,800)	-	800	2,000	-	-
	Land Development & Sales	699_001	Land Acquisition	(33)	33	-	-	-	-
			Total	(53,345)	46,998	4,487	1,860	-	-
			Total - A Prosperous City	(97,120)	69,026	17,789	8,011	2,294	-
A City of Safe & Inspiring Neighbourhoods									
	Building Safety	061_002	Capital Asset Lifecycle	(292)	97	97	97	-	-
	Bylaw Education & Compliance	480401	OneCity Coord RMS - Bylaw	(184)	184	-	-	-	-
	Calgary 9-1-1	045_008	Deployment Management Planning Software	(650)	650	-	-	-	-
	Calgary 9-1-1	045_010	Emergency Quality Assurance	(150)	150	-	-	-	-
	Calgary 9-1-1	045_018	Computer-Aided Dispatch System Maintenance	(250)	250	-	-	-	-
			Total	(1,050)	1,050	-	-	-	-

CAPITAL BUDGET RECAST - FOR APPROVAL
(\$000s)
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Citizen Priority	Service	Budget ID	Budget ID Name	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
	City Cemeteries	504_631	Cemetery Development	(1,793)	-	-	1,793	-	-
	City Cemeteries	504_632	Cemetery Upgrades	(675)	100	100	475	-	-
	City Cemeteries	504_633	Cemetery Lifecycle	(275)	25	25	225	-	-
			Total	(2,743)	125	125	2,493	-	-
	City Planning & Policy	481250	CPP Service Improvements	(300)	300	-	-	-	-
	Development Approvals	064_001	Working Space Initiative	(1,522)	1,522	-	-	-	-
	Emergency Management & Business Continuity	480451	Common Op Picture Maint	(300)	300	-	-	-	-
	Emergency Management & Business Continuity	480452	Disaster Preparedness	(100)	100	-	-	-	-
	Emergency Management & Business Continuity	049_004	Equipment Acquisition	(400)	400	-	-	-	-
	Emergency Management & Business Continuity	959_001	Community Support Centres	(310)	310	-	-	-	-
	Emergency Management & Business Continuity	959_002	Alert and Warning Notification System	(1,000)	1,000	-	-	-	-
			Total	(2,110)	2,110	-	-	-	-
	Fire & Emergency Response	041_171	NE Super Station	(3,345)	(7,850)	250	10,945	-	-
	Fire & Emergency Response	041_175	East Macleod Emergency Response Station	(1,232)	(11,750)	-	12,982	-	-
	Fire & Emergency Response	480505	Livingston Emerg Resp Stn	(1,000)	500	500	-	-	-
	Fire & Emergency Response	480506	Belvedere Emerg Resp Stn	(1,000)	500	500	-	-	-
	Fire & Emergency Response	041_178	Cornerstone Emergency Response Station	(2,500)	(11,200)	5,000	8,700	-	-
	Fire & Emergency Response	041_180	West Macleod Emergency Response Station	(1,000)	-	1,000	-	-	-
	Fire & Emergency Response	480501	ICFP Dwtm Core FireStn Repl	(1,000)	-	1,000	-	-	-
	Fire & Emergency Response	042_002	Bow River Safety Boom	(500)	500	-	-	-	-
	Fire & Emergency Response	480500	CFD Technology Lifecycle	200	(200)	-	-	-	-
	Fire & Emergency Response	043_044	Transit Signals Priority System Upgrade	(400)	400	-	-	-	-
	Fire & Emergency Response	480504	CFD Fleet 2019-2022	(4,800)	100	1,800	2,900	-	-
	Fire & Emergency Response	044_008	Fire Training Academy Equip Lifecycle	(450)	450	-	-	-	-
	Fire & Emergency Response	044_D02	Replace Emergency Units	(2,000)	1,000	1,000	-	-	-
	Fire & Emergency Response	044_D07	Fire Equipment Lifecycle	(5,500)	500	2,500	2,500	-	-
	Fire & Emergency Response	044_009	Personal Protective Equipment	(3,566)	1,566	1,000	1,000	-	-
	Fire & Emergency Response	042_B01	Lifecycle Maintenance - Facility	(2,000)	2,000	-	-	-	-
			Total	(30,093)	(23,484)	14,550	39,027	-	-
			Total - A City of Safe & Inspiring Neighbourhoods	(38,294)	(18,096)	14,772	41,618	-	-
A City That Moves									
	Public Transit	657_02W	LRV Refurbishment	(27,000)	27,000	-	-	-	-
	Public Transit	665_02W	Big Buses/Community Shuttle Buses	(3,000)	3,000	-	-	-	-
	Public Transit	664_07W	LRV Purchases	(53,000)	53,000	-	-	-	-
	Public Transit	657_01W	Bus Refurbishment	(5,000)	5,000	-	-	-	-
	Public Transit	566_001	RouteAhead Rapid Transit Corridors	(23,484)	19,304	4,181	-	-	-
	Public Transit	738-001	Financing costs	(18,000)	18,000	-	-	-	-
	Public Transit	738-C01	West LRT - Downtown - 69 St W	(3,839)	3,510	329	-	-	-
	Public Transit	865_001	West LRT Land	(2,752)	500	2,252	-	-	-
			Total	(136,075)	129,314	6,762	-	-	-
	Sidewalks & Pathways	503_931	Pathways & Trails Development	(385)	335	50	-	-	-
	Sidewalks & Pathways	503_933	Pathways & Trails Lifecycle	(3,851)	1,515	1,375	961	-	-
	Sidewalks & Pathways	612_000	Main Streets	(16,588)	4,726	11,200	662	-	-
	Sidewalks & Pathways	481350	Plus 15 Rehabilitation	(900)	900	-	-	-	-
	Sidewalks & Pathways	481354	Concrete Rehabilitation	(446)	446	-	-	-	-
	Sidewalks & Pathways	481400	Comm Mobility Imp-Sidewalks	(771)	771	-	-	-	-
	Sidewalks & Pathways	223_000	Pedestrian Bridge Replacement and Upgrading	(18,003)	12,089	5,038	876	-	-
	Sidewalks & Pathways	223_008	McHugh Bluff Stairs at 7th ST NW	(501)	501	-	-	-	-

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Citizen Priority	Service	Budget ID	Budget ID Name	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
	Sidewalks & Pathways	567_001	Chinook TOD	(3,877)	3,812	65	-	-	-
	Sidewalks & Pathways	569_001	Centre City Mobility Program	(5,457)	5,457	-	-	-	-
	Sidewalks & Pathways	833_001	14 Street & 90 Avenue SW Pedestrian Bridge	(100)	100	-	-	-	-
			Total	(50,878)	30,651	17,728	2,499	-	-
	Streets	481351	Sound Wall Lifecycle	1,223	(500)	(500)	(223)	-	-
	Streets	481352	Dev Infrastructure - Actively Developing	(813)	813	-	-	-	-
	Streets	481353	Dev Infrastructure - New Communities	(300)	300	-	-	-	-
	Streets	481355	Operational Improvements	107	(107)	-	-	-	-
	Streets	481357	Roads Facilities and Depots	861	(861)	-	-	-	-
	Streets	127_140	Various Street Improvements	(900)	400	300	200	-	-
	Streets	128_885	Plus 15 Rehabilitation	(2,844)	2,844	-	-	-	-
	Streets	133_001	Railway Crossing upgrades	(1,200)	1,200	-	-	-	-
	Streets	481402	Crowchild Tr Wide 24-32AVE NW	(2,379)	2,179	200	-	-	-
	Streets	481403	Richmond-Sarcee Improvement	(200)	200	-	-	-	-
	Streets	481404	Comm Mobility Imp - Streets	(300)	300	-	-	-	-
	Streets	481406	Stoney Trail Improvements	(7,000)	4,500	2,500	-	-	-
	Streets	481407	144 AV NW at W Nose Creek	(750)	750	-	-	-	-
	Streets	481408	88 Street SE Extension	(200)	200	-	-	-	-
	Streets	151_001	Glenmore & Ogden Interchange	(3,853)	3,853	-	-	-	-
	Streets	221_000	Future Land	(39,166)	9,731	12,965	16,470	-	-
	Streets	234_003	Operational Improvement Projects	(45)	-	45	-	-	-
	Streets	530_002	16 Av N: 6 St E - 14 St W	(851)	851	-	-	-	-
	Streets	543_001	Connectors/Improv - Prov Ring Rd Projects	(8,161)	7,250	911	-	-	-
	Streets	568_001	University of Calgary TOD (Banff Trail / Stadium)	(29,009)	15,000	8,000	6,009	-	-
	Streets	570_001	Southwest & West Ring Road Connections	(13,968)	10,622	1,336	2,010	-	-
	Streets	573_001	194 Avenue S Slough Crossing & CPR Grade Separation	(6,418)	-	-	6,418	-	-
	Streets	575_001	Vehicle Bridge Replacement - 9th Ave (Inglewood)	(5,996)	5,500	100	396	-	-
	Streets	575_002	Vehicle Bridge Replacement - 12th Street (Zoo)	(579)	-	579	-	-	-
	Streets	582_001	TCH / Sarcee Trail Interchange	(735)	735	-	-	-	-
	Streets	686_C01	96th Avenue N: Deerfoot Tr. To Harvest Hills Lk.	(1,700)	1,700	-	-	-	-
	Streets	723_001	Macleod Tr / Lake Fraser Gate	(3,620)	3,620	-	-	-	-
	Streets	724_001	TCH / Bowfort Road Interchange	(2,597)	2,597	-	-	-	-
	Streets	733_001	MacLeod Trail & 162 Avenue Interchange	(150)	150	-	-	-	-
	Streets	832_001	Pre-Engineering Studies	(499)	499	-	-	-	-
	Streets	854_000	Major Road Reconstruction	(12,773)	1,773	6,500	4,500	-	-
	Streets	859_001	Airport Trail NE Phase 2	(22,702)	3,059	6,040	13,603	-	-
	Streets	862_001	Crowchild Trail Short Term Improvements	(7,607)	7,407	100	100	-	-
			Total	(175,125)	86,565	39,076	49,483	-	-
			Total - A City That Moves	(362,078)	246,530	63,566	51,982	-	-
A Healthy & Green City									
	Environmental Management	815_14F	Environmental Programs	(202)	202	-	-	-	-
	Parks & Open Spaces	500_004	Park Development	5,145	(7,845)	1,200	1,500	-	-
	Parks & Open Spaces	500_006	Park Upgrades	(14,193)	5,690	5,898	2,605	-	-
	Parks & Open Spaces	500_008	Park Lifecycle	(15,359)	7,344	2,535	5,480	-	-
	Parks & Open Spaces	932_001	Flood Pathways	(330)	65	145	120	-	-
	Parks & Open Spaces	932_004	Flood Other Parks	(1,860)	1,035	575	250	-	-
	Parks & Open Spaces	932_901	Flood Resiliency	(560)	400	30	130	-	-
			Total	(27,156)	6,688	10,383	10,085	-	-
	Recreation Opportunities	480654	Vivo Expansion	(7,000)	7,000	-	-	-	-
	Recreation Opportunities	505_644	Willow Park Golf Course Irrigation Water Supply	(900)	900	-	-	-	-

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	Recreation Opportunities	506_693	Seton Recreation Facility	(15,000)	3,700	11,300	-	-	-
	Recreation Opportunities	506_694	Rocky Ridge Rec Facility	(12,500)	-	12,500	-	-	-
	Recreation Opportunities	507_629	Leisure Centre Upgrade	(1,624)	1,624	-	-	-	-
	Recreation Opportunities	507_630	Mobile SkatePark	(1,480)	1,480	-	-	-	-
	Recreation Opportunities	507_632	Recreation Upgrade Retrofit	(3,513)	3,513	-	-	-	-
	Recreation Opportunities	507_633	SkatePark Amenities	(250)	250	-	-	-	-
	Recreation Opportunities	507_691	Genesis Centre	(470)	470	-	-	-	-
	Recreation Opportunities	507_705	City Centre Renewal	(460)	460	-	-	-	-
	Recreation Opportunities	519_002	Needs & Preferences	(197)	197	-	-	-	-
	Recreation Opportunities	519_003	Westside Rec Centre Upgrade	(1,500)	-	1,500	-	-	-
	Recreation Opportunities	519_039	Centennial Planetarium	(4,600)	4,600	-	-	-	-
	Recreation Opportunities	519_109	Arenas Upgrade	(334)	334	-	-	-	-
	Recreation Opportunities	519_130	Facility Lifecycle	(13,786)	(4,927)	5,664	13,049	-	-
	Recreation Opportunities	519_148	Athletic Parks Irrigation	(671)	15	656	-	-	-
	Recreation Opportunities	519_152	Class Software system upgrade	(303)	303	-	-	-	-
	Recreation Opportunities	933_001	MapleRidge Golf Course Pumphouse	(133)	133	-	-	-	-
	Recreation Opportunities	447999	Integrated Civic Facility Planning - Arts - Culture Hub	(3,088)	3,088	-	-	-	-
	Recreation Opportunities	480353	Repsol Ctr Flood Res Prj	(150)	150	-	-	-	-
			Total	(67,960)	23,291	31,620	13,049	-	-
	Stormwater Management	897_000	Drainage Facilities & Network	(9,395)	-	-	9,395	-	-
	Urban Forestry	502_028	UF Lifecycle	(243)	-	-	243	-	-
	Waste & Recycling	256_000	Landfill/Treatment Infrastructure	(8,773)	8,773	-	-	-	-
	Waste & Recycling	258_000	Facilities & Equipment	(1,970)	1,970	-	-	-	-
			Total	(10,743)	10,743	-	-	-	-
	Wastewater Collection & Treatment	895_000	Wastewater Collection Network	(7,016)	7,016	-	-	-	-
	Water Treatment & Supply	891_000	Water Treatment Plants	(1,941)	1,941	-	-	-	-
	Water Treatment & Supply	892_000	Water Distribution Network	(21,473)	-	21,473	-	-	-
	Water Treatment & Supply	899_000	Facilities, Equipment & Technology	(3,840)	-	3,840	-	-	-
			Total	(27,254)	1,941	25,313	-	-	-
			Total - A Healthy & Green City	(149,969)	49,881	67,315	32,772	-	-
A Well-Run City									
	Citizen Engagement & Insights	788_001	Customer Service Framework, Research & Analytics	(430)	143	143	143	-	-
	Citizen Engagement & Insights	794_002	Engagement, Customer Service Framework, Research	(200)	200	-	-	-	-
			Total	(630)	343	143	143	-	-
	Citizen Information & Services	791_002	311 Software & Upgrades	(1,200)	400	400	400	-	-
	Citizen Information & Services	791_003	Customer Service Tools & Technology	(220)	73	73	73	-	-
	Citizen Information & Services	794_003	Online (calgary.ca) Upgrades & Maintenance	(209)	209	-	-	-	-
	Citizen Information & Services	794_004	Online Service Enhancements	(1,717)	572	572	572	-	-
			Total	(3,346)	1,254	1,046	1,046	-	-
	Property Assessment	153_001	Assessment Systems Improvement	(8,590)	3,590	5,000	-	-	-
	Records Management, Access & Privacy	796_001	Content Suite (Phase 2) - Enterprise Document and Records Management (EDRM)	(500)	500	-	-	-	-
	Taxation	480200	Tax Management Sustainment	(500)	500	-	-	-	-
			Total - A Well-Run City	(13,566)	6,188	6,189	1,189	-	-

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Enabling Services									
	Corporate Security	481050	Access Security Program	(460)	460	-	-	-	-
	Corporate Security	481051	People - Resource Mgmt	(395)	395	-	-	-	-
	Corporate Security	481052	Security Risk Management	(225)	225	-	-	-	-
	Corporate Security	710_026	Information Security	(1,702)	1,702	-	-	-	-
	Corporate Security	710_038	Physical Security	(1,272)	1,013	204	54	-	-
			Total	(4,054)	3,795	204	54	-	-
	Facility Management	498_001	Capital Conservation Grant	(2,000)	667	667	667	-	-
	Facility Management	480770	Business Licensing Space	(150)	-	150	-	-	-
	Facility Management	480771	Build-Symons Valley Multi-Srvs Cnt	(11,500)	-	5,000	6,500	-	-
	Facility Management	480764	Workspace Sustainment	(1,876)	625	625	625	-	-
	Facility Management	480765	Bylaw Services Sustainment	(450)	-	450	-	-	-
	Facility Management	480766	Whitehorn 911 Renovation	(1,300)	1,300	-	-	-	-
	Facility Management	480767	Fire Facility Sustainment	(500)	167	167	167	-	-
	Facility Management	480761	Facility Portfolio Planning	(1,000)	333	333	333	-	-
	Facility Management	480762	Northeast Site Development	(1,900)	-	950	950	-	-
	Facility Management	480758	Heritage Planning Program	(367)	367	-	-	-	-
	Facility Management	480755	Ergonomic Furniture Program	(100)	50	50	-	-	-
	Facility Management	480753	Coordinated Operations	(500)	-	-	500	-	-
	Facility Management	480750	Asset Sustainment Program	(1,500)	500	500	500	-	-
	Facility Management	777_001	Varsity Multi-Service Centre	(19,500)	3,000	13,500	3,000	-	-
	Facility Management	405701	Rec Facility Lifecycle	(1,800)	-	750	1,050	-	-
	Facility Management	773_706	Furniture Program	(1,300)	433	433	433	-	-
	Facility Management	770_001	Space Reno (Manchester/Spring Garden/Downtown)	(1,000)	333	333	333	-	-
	Facility Management	776_001	OWC Planning	(500)	-	500	-	-	-
	Facility Management	776_011	Major OWC - Sarcee	(1,400)	1,400	-	-	-	-
	Facility Management	779_714	Integrated Operations and Asset Management System	(300)	100	100	100	-	-
	Facility Management	779_716	Integrated Customer Data Management	(800)	267	267	267	-	-
	Facility Management	779_726	Sustainable Business Program	(1,143)	300	300	543	-	-
	Facility Management	779_729	Workplace Continuity Management Program	(897)	299	299	299	-	-
			Total	(51,783)	10,141	25,374	16,267	-	-
	Fleet Management	871_000	Replacements	(25,385)	-	-	-	25,385	-
	Fleet Management	871_001	Growth	862	(862)	-	-	-	-
			Total	(24,523)	(862)	-	-	25,385	-
	Human Resources Support	795_001	Asset Optimization - Talent Management/LMS	(658)	658	-	-	-	-
	Human Resources Support	795_002	Corporate Workforce Strategy	(245)	245	-	-	-	-
			Total	(903)	903	-	-	-	-
	IT Solutions & Support	735_001	PeopleSoft FSCM	(1,862)	598	630	634	-	-
	IT Solutions & Support	735_004	PeopleSoft HCM	(578)	503	75	-	-	-
	IT Solutions & Support	480300	Enterprise Info Management	(96)	96	-	-	-	-
	IT Solutions & Support	741_040	IT Communications Infrastructure	(934)	534	250	150	-	-
	IT Solutions & Support	741_160	Data Centre Environmentals (Lifecycle Replacement)	(426)	426	-	-	-	-
	IT Solutions & Support	741_180	IT-Calgary City Net	(830)	830	-	-	-	-
	IT Solutions & Support	744_006	ATC Phase 3	(2,296)	116	1,090	1,090	-	-
	IT Solutions & Support	744_007	Digital Strategy	(1,057)	795	262	-	-	-
	IT Solutions & Support	744_011	Business Intelligence	(241)	241	-	-	-	-
	IT Solutions & Support	803_001	IT-Development Pool	(3,339)	3,339	-	-	-	-
	IT Solutions & Support	803_003	Real Estate Track Sys (REST)	(300)	300	-	-	-	-
			Total	(11,958)	7,777	2,307	1,874	-	-
	Organizational Health, Safety & Wellness	815_12F	Technology	(218)	218	-	-	-	-

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	Real Estate	480856	Enhanced Rationalization	(475)	475	-	-	-	-
	Real Estate	695_001	Land Acquisition Other Civic	20,000	(5,000)	(5,000)	(10,000)	-	-
	Real Estate	698_101	Business Systems	(575)	450	63	63	-	-
	Real Estate	698_444	Real Est Demos + Abatements	(2,453)	853	800	800	-	-
	Real Estate	698_719	Corporate Land Management Framework 2	(300)	300	-	-	-	-
	Real Estate	698_LL1	Long term Leases	(769)	269	250	250	-	-
	Real Estate	705_TCH	Technology Advancement	(607)	607	-	-	-	-
	Real Estate	705_GLS	General Land Sale Servicing	(489)	245	245	-	-	-
			Total	14,332	(1,802)	(3,643)	(8,888)	-	-
	Strategic Marketing & Communications	793_002	Diversity and Crisis Communication Tools	(810)	270	270	270	-	-
			Total - Enabling Services	(79,917)	20,440	24,513	9,578	25,385	-
Total Recast				(740,944)	373,969	194,145	145,150	27,680	-

Note: Figures may not add due to rounding

CAPITAL BUDGET REVISIONS - FOR APPROVAL
(\$000s)
FOR THE PERIOD 2019 JANUARY 01 TO JUNE 30

Purpose: To provide capital budget changes from 2019 January 01 to 2019 June 30 for Council approval

Citizen Priority	Service	Budget ID	Budget ID Name		2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
Relinquishments										
A Prosperous City										
	Land Development & Sales	696_WMA	Lincoln Park (Atco)/Westmount	Previously Approved Budget Remaining	993	-	-	-	-	993
				Relinquishment	(843)	-	-	-	-	(843)
				Revised Budget	150	-	-	-	-	150
	Land Development & Sales	705_MPC	Midfield Park Closure	Previously Approved Budget Remaining	1,340	-	-	-	-	1,340
				Relinquishment	(840)	-	-	-	-	(840)
				Revised Budget	500	-	-	-	-	500
			Budget relinquishment totalling \$1.683 million due to projects being substantially complete with only minimal expenditures anticipated to cover site maintenance and some environmental/geotechnical testing, funded by Capital Reserves.							
A City That Moves										
	Parking	106_029	ParkPlus	Previously Approved Budget Remaining	1,224	-	-	-	-	1,224
				Relinquishment	(1,224)	-	-	-	-	(1,224)
				Revised Budget	-	-	-	-	-	-
			Budget relinquishment of \$1.224 million due to unspent capital budget as projects have been terminated.							
A Healthy & Green City										
	Recreation Opportunities	506_693	Seton Recreation Facility	Previously Approved Budget Remaining	40,132	-	-	-	-	40,132
				Relinquishment	(15,022)	-	-	-	-	(15,022)
				Revised Budget	25,110	-	-	-	-	25,110
			Budget relinquishment of \$15.022 million as a result of budget reconciliations on New Recreation Facilities program, funded by Developer & Other Contributions.							
	Stormwater Management	897_000	Drainage Facilities & Network	Previously Approved Budget Remaining	83,110	87,170	75,087	58,585	-	303,952
				Relinquishment	(2,732)	-	-	-	-	(2,732)
				Revised Budget	80,378	87,170	75,087	58,585	-	301,220
	Stormwater Management	952_002	Flood-Wastewater	Previously Approved Budget Remaining	9,351	-	-	-	-	9,351
				Relinquishment	(3,274)	-	-	-	-	(3,274)
				Revised Budget	6,077	-	-	-	-	6,077
			Budget relinquishment totalling \$6.006 million funded by Self-supported debt and 2013 Flood to align with revised cost projections.							
	Waste & Recycling	256_000	Landfill/Treatment Infrastructure	Previously Approved Budget Remaining	22,719	6,190	8,794	8,329	-	46,032
				Relinquishment	(1,663)	-	-	-	-	(1,663)
				Revised Budget	21,056	6,190	8,794	8,329	-	44,369
	Waste & Recycling	258_000	Facilities & Equipment	Previously Approved Budget Remaining	19,487	23,157	21,143	21,327	-	85,114
				Relinquishment	(3,922)	-	-	-	-	(3,922)
				Revised Budget	15,565	23,157	21,143	21,327	-	81,192
			Budget relinquishment totalling \$5.585 million due to project completion and revised cost estimation, funded by Capital Reserves.							
	Wastewater Collection & Treatment	895_000	Wastewater Collection Network	Previously Approved Budget Remaining	97,033	68,676	71,159	66,507	-	303,375
				Relinquishment	(2,329)	-	-	-	-	(2,329)
				Revised Budget	94,704	68,676	71,159	66,507	-	301,046
			Budget relinquishment of \$2.329 million funded by Self-supported debt to align with revised cost projections.							

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Citizen Priority	Service	Budget ID	Budget ID Name		2019	2020	2021	2022	2023	TOTAL	
					Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	Increase/ (Decrease)	
	Water Treatment & Supply	891_000	Water Treatment Plants								
				Previously Approved Budget Remaining	38,222	21,449	19,817	21,566	-	101,054	
				Relinquishment	(1,281)	-	-	-	-	(1,281)	

Increases

A Prosperous City											
	Economic Development & Tourism	633_002	Civic Partners Infrastructure Grant		Previously Approved Budget Remaining	14,166	4,690	4,590	3,609	-	27,055
					Increase	500	-	-	-	-	500
					Revised Budget	14,666	4,690	4,590	3,609	-	27,555
			Budget request of \$500 thousand for the Repsol Centre roof enhancement, funded by Developer & Other Contributions.								
A City That Moves											
	Streets	128_136	Plants Capital		Previously Approved Budget Remaining	755	800	1,000	1,000	-	3,555
					Increase	600	-	-	-	-	600
					Revised Budget	1,355	800	1,000	1,000	-	4,155
			Budget request of \$600 thousand required for replacement of major equipment - cone crusher, dust trailer and end dump trailer that failed during the first quarter, funded by Capital Reserves.								
	Streets	129_204	Development of Access Roads		Previously Approved Budget Remaining	6,932	-	-	-	-	6,932
					Increase	3,500	-	-	-	-	3,500
					Revised Budget	10,432	-	-	-	-	10,432
			Budget request of \$3.5 million is required for access road projects and 128 AV & 37 ST NW-Symons, funded by Developer & Other Contributions.								
	Streets	128_100	Streetlight - Upgrade & Maintenance		Previously Approved Budget Remaining	4,373	5,000	5,000	5,000	-	19,373
					Increase	3,400	-	-	-	-	3,400
					Revised Budget	7,773	5,000	5,000	5,000	-	22,773
			Budget request of \$3.4 million is required for streetlight work, critical pole replacement in Bowness, Glenmore Trail and Crowchild Trail and lighting for Beaver Dam Road & 85th St NW processing centre, funded by Developer & Other Contributions and Capital Reserves.								

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	Streets	128_130	Traffic Signals/Ped Corridors Lifecycle							
				Previously Approved Budget Remaining	2,362	3,600	3,600	3,600	-	13,162
				Increase	5,000	-	-	-	-	5,000
				Revised Budget	7,362	3,600	3,600	3,600	-	18,162
			Budget request of \$5.0 million required for 2019 traffic signal construction work plan, funded by Developer & Other Contributions.							
Enabling Services	Facility Management	480766	Whitehorn 911 Renovation							
				Previously Approved Budget Remaining	1,500	-	-	-	-	1,500
				Increase	375	1,125	-	-	-	1,500
				Revised Budget	1,875	1,125	-	-	-	3,000
			Budget request of \$1.5 million as a result of the refinement of the project and project scope to meet the service requirements, funded by Capital Reserves.							
Total Increase					13,375	1,125	-	-	-	14,500

Transfers

A Prosperous City										
	Affordable Housing	489_BGD	Bridgeland	(350)	-	-	-	-	(350)	
	Affordable Housing	489_CHB	Crescent Heights Build	(182)	-	-	-	-	(182)	
	Affordable Housing	489_PKD	Wildwood	(3,185)	-	-	-	-	(3,185)	
	Affordable Housing	489_AHS	Increase Affordable Housing Supply	3,717	-	-	-	-	3,717	
			Total	-	-	-	-	-	-	
			Budget transfer of \$3.717 million from completed project in Bridgeland, Crescent and Wildwood to support new housing development program plan, funded by Capital Reserves, Other Provincial grants and MSI.							
A City of Safe & Inspiring Neighbourhoods										
	City Cemeteries	504-632	Cemetery Upgrades	(485)	-	-	-	-	(485)	
	City Cemeteries	504-631	Cemetery Development	485	-	-	-	-	485	
			Total	-	-	-	-	-	-	
			Budget transfer of \$485 thousand from Cemetery Upgrades to South Cemetery project for project consolidation, funded by PAYG.							
A City That Moves										
	Public Transit	656_12W	Major Mtn Facilities Upgrades	(3,700)	-	-	-	-	(3,700)	
	Public Transit	656_15W	LRT Station Refurbishment	3,700	-	-	-	-	3,700	
			Total	-	-	-	-	-	-	
			Budget transfer of \$3.7 million due to additional costs at a number of LRT stations resulting in reprioritizing budget between Budget ID, funded by MSI.							
	Sidewalks & Pathways	128_170	Activity Centre and Corridor Maintenance	(446)	-	-	-	-	(446)	
	Sidewalks & Pathways	481354	Concrete Rehabilitation	446	-	-	-	-	446	
			Total	-	-	-	-	-	-	
			Budget transfer of \$446 thousand for development of access road projects for efficiency and better tracking of how the funding is spent, funded by Capital Reserves.							
	Streets	481352	Dev Infrastructure - Actively Developing	(3,252)	-	-	-	-	(3,252)	
	Streets	129_204	Development of Access Roads	3,252	-	-	-	-	3,252	
	Streets	128_166	Roads District Yards & Depot	(614)	-	-	-	-	(614)	
	Streets	481357	Roads Facilities and Depots	614	-	-	-	-	614	
			Total	-	-	-	-	-	-	
			Budget transfer of \$3.866 million for development of access road projects for efficiency and better tracking of how the funding is spent, funded by PAYG.							

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A Healthy & Green City	Parks & Open Spaces	932_001	Flood Pathways	(626)	-	-	-	-	(626)
	Parks & Open Spaces	932-004	Flood Other Parks	626	-	-	-	-	626
			Total	-	-	-	-	-	-
			Budget transfer of \$626 thousand from Sue Higgins/Lafarge pathway to South Highfield project for flood recovery work, funded by 2013 Flood.						
	Parks & Open Spaces	500_004	Park Development	(1,730)	-	(17,000)	-	-	(18,730)
	Parks & Open Spaces	423350	Land Acquisition JUCC	1,730	-	17,000	-	-	18,730
			Total	-	-	-	-	-	-
			Budget transfer of \$18.73 million to a separate budget ID allows Management to track Joint-Use Coordinating Committee (JUCC) projects independent of Parks capital work, funded by Developer & Other Contributions.						
	Recreation Opportunities	519_130	Facility Lifecycle	(850)	-	-	-	-	(850)
	Economic Development & Tourism	633_002	Civic Partners Infrastructure Grant	850	-	-	-	-	850
			Total	-	-	-	-	-	-
			Budget transfer of \$850 thousand from Economic Development & Tourism to Recreation Opportunities, funded by LMUR, to consolidate the budget for Repsol roofing.						
	Stormwater Management	952-002	Flood-Wastewater	(5,631)	-	-	-	-	(5,631)
	Stormwater Management	952-003	Flood-Drainage	5,631	-	-	-	-	5,631
			Total	-	-	-	-	-	-
			Budget transfer of \$5.631 million to align with revised flood project costs and plan, funded by 2013 Flood.						
A Well-Run City	Citizen Information & Services	789_001	Online Customer Service Transactions	(526)	-	-	-	-	(526)
	Citizen Information & Services	794_003	Online (calgary.ca) Upgrades & Maintenance	(980)	-	-	-	-	(980)
	Citizen Information & Services	794_004	Online Service Enhancements	1,943	-	-	-	-	1,943
	Strategic Marketing & Communications	793_001	Intranet for All City Employees (including field)	(437)	-	-	-	-	(437)
			Total	-	-	-	-	-	-
			Budget transfer of \$1.9 million to consolidate web development initiatives to On-line Service Enhancements to improve user friendly online services, funded by PAYG.						
Total Transfers				-	-	-	-	-	-
Total for Approval				(30,877)	1,125	-	-	-	(29,752)

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Previously Approved by Administration										
Relinquishments										
A Prosperous City										
	Business Licensing	048_014	Compliance Services Communications Lifecycle	Previously Approved Budget Remaining	31	30	-	-	-	61
				Relinquishment	(31)	(30)	-	-	-	(61)
				Revised Budget	-	-	-	-	-	-
	Business Licensing	048_015	Business License Equipment Lifecycle	Previously Approved Budget Remaining	146	80	50	50	-	326
				Relinquishment	(93)	(30)	-	-	-	(123)
				Revised Budget	53	50	50	50	-	203
Budget relinquishment of \$61 thousand due to project completion, funded by Capital Reserves and \$123 thousand to reflect updated capital plans, funded by Capital Reserves.										
A City That Moves										
	Parking	106_001	Replacement of vehicles and equipment	Previously Approved Budget Remaining	25	-	-	-	-	25
				Relinquishment	(25)	-	-	-	-	(25)
				Revised Budget	-	-	-	-	-	-
	Parking	106_002	City Centre Parkade	Previously Approved Budget Remaining	314	-	-	-	-	314
				Relinquishment	(314)	-	-	-	-	(314)
				Revised Budget	-	-	-	-	-	-
	Parking	106_007	Parking Enforcement	Previously Approved Budget Remaining	135	-	-	-	-	135
				Relinquishment	(135)	-	-	-	-	(135)
				Revised Budget	-	-	-	-	-	-
	Parking	106_018	McDougall Parkade	Previously Approved Budget Remaining	8	-	-	-	-	8
				Relinquishment	(8)	-	-	-	-	(8)
				Revised Budget	-	-	-	-	-	-
	Parking	106_028	Impound Lot	Previously Approved Budget Remaining	290	-	-	-	-	290
				Relinquishment	(290)	-	-	-	-	(290)
				Revised Budget	-	-	-	-	-	-
	Parking	106_032	Convention Centre Parkade	Previously Approved Budget Remaining	26	-	-	-	-	26
				Relinquishment	(26)	-	-	-	-	(26)
				Revised Budget	-	-	-	-	-	-
Budget relinquishment of \$799 thousand unspent capital budget as projects have been completed or terminated, funded by Capital Reserves.										
	Streets	948_001	RD-Pavement & Sidewalk Reconst	Previously Approved Budget Remaining	3,872	-	-	-	-	3,872
				Relinquishment	(3,872)	-	-	-	-	(3,872)
				Revised Budget	-	-	-	-	-	-
	Streets	948-002	Slope Stability Projects	Previously Approved Budget Remaining	103	-	-	-	-	103
				Relinquishment	(103)	-	-	-	-	(103)
				Revised Budget	-	-	-	-	-	-
Budget relinquishment of \$3.975 million due to completed Flood projects, funded by 2013 Flood and Other Provincial Grants.										
	Taxi, Limousine & Vehicles-for-Hire	048_020	Livery Technology	Previously Approved Budget Remaining	147	100	150	150	-	547
				Relinquishment	(47)	-	-	-	-	(47)
				Revised Budget	100	100	150	150	-	500
Budget relinquishment of \$47 thousand to reflect updated capital plans, funded by Capital Reserves.										

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A Healthy & Green City	Recreation Opportunities	507_101	Soccer Centre- Artificial Turf	Previously Approved Budget Remaining	82	-	-	-	-	82	
				Relinquishment	(82)	-	-	-	-	(82)	
				Revised Budget	-	-	-	-	-	-	
				Budget relinquishment of \$82 thousand due to project completion, funded by Capital Reserves.							
	Waste & Recycling	257_000	Diversion Infrastructure	Previously Approved Budget Remaining	1,530	-	-	-	-	1,530	
				Relinquishment	(1,530)	-	-	-	-	(1,530)	
				Revised Budget	-	-	-	-	-	-	
				Budget relinquishment of \$1.53 million due to projects completed below the estimated cost, funded by Self-supported Debt.							
	Total Relinquishment					(6,557)	(60)	-	-	-	(6,617)

Increases

A Prosperous City	Business Licensing	480406	Business License System Improvements	Previously Approved Budget Remaining	-	-	-	-	-	-
				Increase	100	100	-	-	-	200
				Revised Budget	100	100	-	-	-	200
				Budget request of \$200 thousand for Business License System Improvements to address Calgary Building Services Zero-based Review recommendations, funded by Capital Reserves.						
A City That Moves	Parking	106_006	Surface Lots	Previously Approved Budget Remaining	(48)	-	-	-	-	(48)
				Increase	48	-	-	-	-	48
				Revised Budget	-	-	-	-	-	-
	Parking	106_013	Information technology infrastructure	Previously Approved Budget Remaining	(12)	-	-	-	-	(12)
				Increase	12	-	-	-	-	12
				Revised Budget	-	-	-	-	-	-
	Budget request of \$60 thousand for project closing costs, funded by Capital Reserves.									
	A Healthy & Green City	Parks & Open Spaces	500-006	Parks Upgrades	Previously Approved Budget Remaining	19,174	5,961	5,999	5,328	-
Increase					54	-	-	-	-	54
Revised Budget					19,228	5,961	5,999	5,328	-	36,516
Budget request of \$54 thousand for Cultural Landscapes project, funded by Other Provincial Grants. These funds are for consulting associated with the conservation of Colonel James Walker House and Edworthy Residence, homestead lands and quarries.										
Parks & Open Spaces		500-008	Park Lifecycle	Previously Approved Budget Remaining	23,713	4,000	6,500	4,000	-	38,213
				Increase	-	103	-	-	-	103
	Revised Budget			23,713	4,103	6,500	4,000	-	38,316	
Budget request of \$103 thousand for Cranston/Ogden Baseball Diamond project, funded by Developer & Other Contributions and Capital Reserves.										

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	Recreation Opportunities	519-002	Needs & Preferences						
			Previously Approved Budget Remaining	372	-	-	-	-	372
			Increase	50	150	-	-	-	200
			Revised Budget	422	150	-	-	-	572
			Budget request of \$200 thousand for Regional Recreation Study (Phase 2) between the City of Calgary, Rocky View County and the City of Chestermere, funded by Other Provincial Grants.						
Total Increase				264	353	-	-	-	617

Transfers

A City of Safe & Inspiring Neighbourhoods									
	Bylaw Education & Compliance	048_004	Communications Lifecycle	(20)	-	-	-	-	(20)
	Bylaw Education & Compliance	480405	CCS ByLaw Equip Lifecycle	20	-	-	-	-	20
			Total	-	-	-	-	-	-
			Budget transfer of \$20 thousand is for CCS Bylaw Equipment Lifecycle to align all Bylaw Equipment Lifecycle under one budget ID, funded by PAYG.						
	Bylaw Education & Compliance	048_018	Dispatching Interface with PSC	(234)	-	-	-	-	(234)
	Bylaw Education & Compliance	480401	OneCity Coord RMS - Bylaw	234	-	-	-	-	234
			Total	-	-	-	-	-	-
			Budget transfer of \$234 thousand to consolidate work into one budget ID, funded by PAYG and Community Investment Reserve.						
	Bylaw Education & Compliance	048_010	Seton (SE Office)	(7)	-	-	-	-	(7)
	Bylaw Education & Compliance	048_009	Royal Oak_West Office	7	-	-	-	-	7
			Total	-	-	-	-	-	-
			Budget transfer of \$7 thousand to cover the costs of Royal Oak renovations, funded by PAYG.						
	Calgary 9-1-1	045_008	Deployment Management Planning Software	(200)	-	-	-	-	(200)
	Calgary 9-1-1	045_009	Critical Technology Maintenance	200	-	-	-	-	200
			Total	-	-	-	-	-	-
			Budget transfer of \$200 thousand to cover additional work required on the Business Intelligence Data Warehouse project, funded by PAYG.						
	Fire & Emergency Response	042_B01	Lifecycle Maintenance - Facility	(90)	-	-	-	-	(90)
		044_D07	Fire Equipment Lifecycle	(300)	-	-	-	-	(300)
	Emergency Management & Business Continuity	480450	EOC IT Lifecycle	390	-	-	-	-	390
			Total	-	-	-	-	-	-
			Budget transfer of \$390 thousand from Fire & Emergency Response to Emergency Management & Business Continuity to transition remaining budget associated with the business separation agreement between Fire and Calgary Emergency Management Agency, funded by PAYG.						
	Fire & Emergency Response	042_179	Station 17 Replacement	(11)	-	-	-	-	(11)
	Fire & Emergency Response	044_D01	Light Fleet Lifecycle	11	-	-	-	-	11
			Total	-	-	-	-	-	-
			Budget transfer of \$11 thousand to transfer surplus no longer required to new activity, funded by Community Investment Reserve.						
	Neighbourhood Support	498_001	Capital Conservation Grant	(8,396)	(7,534)	(7,534)	(7,534)	-	(30,997)
	Facility Management	498_001	Capital Conservation Grant	8,396	7,534	7,534	7,534	-	30,997
			Total	-	-	-	-	-	-
			Budget transfer of \$30.997 million for reorganization from Neighbourhood to Facility Management due to Corporate Coordinated Operations & Maintenance (CCOM).						
A City That Moves									
	Streets	481355	Operational Improvements	(107)	-	-	-	-	(107)
	Streets	127_150	Optimization	107	-	-	-	-	107
			Total	-	-	-	-	-	-
			Budget transfer of \$107 thousand to due to added project costs, funded by PAYG.						

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	Recreation Opportunities	519_130	Facility Lifecycle	(4,844)	(5,044)	(4,019)	(4,019)	-	(17,926)
	Facility Management	405701	Rec Facility Lifecycle	4,844	5,044	4,019	4,019	-	17,926
			Total	-	-	-	-	-	-
			Budget transfer of \$17.926 million for reorganization from Recreation Opportunities to Facility Management for Corporate Coordinated Operations & Maintenance (CCOM).						
A Healthy & Green City	Parks & Open Spaces	500_006	Park Upgrades	(102)	-	-	-	-	(102)
	Parks & Open Spaces	500_008	Park Lifecycle	102	-	-	-	-	102
			Total	-	-	-	-	-	-
			Budget transfer of \$102 thousand to consolidate Habitat Restoration projects into one budget ID, funded by Capital Reserves.						
Enabling Services	Data Analytics & Information Access	813_333	Calgary.ca Web Mapping Framework Upgrade Program	(144)	-	-	-	-	(144)
	Data Analytics & Information Access	813_007	GEM (Geospatial Emergency Management)	(126)	-	-	-	-	(126)
	Infrastructure Support	480702	Survey Control Program	270	-	-	-	-	270
			Total	-	-	-	-	-	-
			Budget transfer of \$270 thousand required for capital spending for Survey Control Program due to revised estimates, funded by PAYG and LMUR.						

Total Transfers - - - - -

Total Previously Approved by Administration (6,293) 293 - - - (6,000)

Previously Approved by Council

Relinquishments

Enabling Services	Corporate Programs	888_001	Capital Corporate Programs							
				Previously Approved Budget Remaining	13,965	-	-	-	-	13,965
				Relinquishment	(775)	-	-	-	-	(775)
				Revised Budget	13,190	-	-	-	-	13,190
			Budget relinquishment of \$775 thousand from capital budget savings as this was reallocated to Foothills Fieldhouse Redevelopment per FRA2019-0628.							
				Total Relinquishment	(775)	-	-	-	-	(775)

Increases

A City That Moves	Streets	147_148	Local improvement paving	Previously Approved Budget Remaining	1,199	-	-	-	-	1,199
				Increase	4,141	-	-	-	-	4,141
				Revised Budget	5,339	-	-	-	-	5,339
			Council report C2019-0172 approved an increase of \$4.141 million for Local Improvements, funded by Self-supported Debt.							
A Healthy & Green City	Parks & Open Spaces	500-006	Park Upgrades	Previously Approved Budget Remaining	18,661	5,961	5,999	5,328	5,328	41,277
				Increase	567	-	-	-	-	567
				Revised Budget	19,228	5,961	5,999	5,328	5,328	41,844
			Council report C2019-0457 approved an increase of \$567 thousand for Calgary Parks Bow to Bluff construction, funded by Developer & Other Contributions.							

CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED - FOR INFORMATION
(\$000s)

FOR THE PERIOD 2019 JANUARY 01 TO JUNE 30

Purpose: To provide capital budget changes previously approved by Administration and Council from 2019 January 01 to 2019 June 30

Citizen Priority	Service	Budget ID	Budget ID Name	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
	Recreation Opportunities	447999	Foothills Fieldhouse Redevelopment						
			Previously Approved Budget Remaining	-	-	-	-	-	-
			Increase	3,388	16,387	-	-	-	19,775
			Revised Budget	3,388	16,387	-	-	-	19,775
			Council report FRA2019-0628 approved an increase of \$19.775 million for Foothills Fieldhouse Redevelopment, funded by Developer & Other Contributions (\$19 million) and PAYG (\$775 thousand) from capital budget savings.						

Total Increase **8,095** **16,387** **-** **-** **-** **24,482**

Transfers

A Prosperous City	Affordable Housing	489_AHS	Increase Affordable Housing	(11,500)	-	-	-	-	(11,500)
	Arts & Culture	480653	ICFP - Symons Valley Centre	-	-	(2,000)	-	-	(2,000)
	Library Services	479-003	PR-Symons Valley Library	-	(8,800)	(4,200)	-	-	(13,000)
	Facility Management	480771	Bld-Symons V Multi-Srvs Cnt	11,500	8,800	6,200	-	-	26,500
			Total	-	-	-	-	-	-
			Council Report UCS2019-0249 approved a transfer of \$26.5 million to consolidate the previously approved service budgets into a centralized project funded by MSI, Developer & Other Contributions, and PAYG.						

Total Transfers **-** **-** **-** **-** **-** **-**

Total Previously Approved by Council **7,320** **16,387** **-** **-** **-** **23,707**

Total Previously Approved by Administration & Council **1,026** **16,681** **-** **-** **-** **17,707**

CAPITAL BUDGET REVISION SUMMARY - FOR INFORMATION
(by Citizen Priority and Service)
(\$000s)

Purpose: To provide continuity of capital budget changes from 2019 January 1 to 2019 June 30.

	As at 2019 January 1 ¹		Revisions (2019 January 1 to June 30) ¹						As at 2019 June 30 ¹	
<u>Citizen Priority/Service</u>	2019 Budget	2020-2023+ Budget	2019 Recast (Att 1)	2020-2023+ Recast (Att 1)	2019 Revisions for Approval (Att 2)	2020-2023+ Revisions for Approval (Att 2)	2019 Revisions for Information (Att 3)	2020-2023+ Revisions for Information (Att 3)	2019 Revised Budget	2020-2023+ Revised Budget
A Prosperous City										
Affordable Housing	53,855	141,972	(30,164)	30,164	(0)	-	(11,500)	-	12,192	172,136
Arts & Culture	3,996	22,084	(3,886)	3,886	-	-	-	(2,000)	110	23,970
Business Licensing	221	510	-	-	-	-	(24)	40	197	550
Economic Development & Tourism	24,140	26,901	(9,726)	9,726	1,350	-	-	-	15,765	36,627
Land Development & Sales	80,161	197,448	(53,345)	53,345	(1,683)	-	-	-	25,133	250,793
Library Services	2,315	22,146	-	-	-	-	-	(13,000)	2,315	9,146
TOTAL - A Prosperous City	164,688	411,061	(97,120)	97,120	(333)	-	(11,524)	(14,960)	55,711	493,222
A City of Safe & Inspiring Neighbourhoods										
Building Safety	4,730	20,000	(292)	292	-	-	-	-	4,438	20,292
Bylaw Education & Compliance	488	725	(184)	184	-	-	-	-	304	909
Calgary 9-1-1	9,364	8,500	(1,050)	1,050	-	-	-	-	8,314	9,550
City Cemeteries	10,857	7,167	(2,743)	2,743	-	-	-	-	8,114	9,910
City Planning & Policy	1,075	3,100	(300)	300	-	-	-	-	775	3,400
Development Approvals	6,352	9,420	(1,522)	1,522	-	-	-	-	4,830	10,942
Emergency Management & Business Continuity	3,773	5,779	(2,110)	2,110	-	-	390	-	2,053	7,889
Fire & Emergency Response	58,216	102,176	(30,093)	30,093	-	-	(390)	-	27,732	132,269
Neighbourhood Support	8,395	22,601	-	-	-	-	(8,395)	(22,601)	-	-
Pet Ownership & Licensing	240	774	-	-	-	-	-	-	240	774
Police Services	60,275	82,704	-	-	-	-	-	-	60,275	82,704
TOTAL - A City of Safe & Inspiring Neighbourhoods	163,765	262,945	(38,294)	38,294	-	-	(8,395)	(22,601)	117,075	278,639
A City That Moves										
Parking	75,227	38,232	-	-	(1,224)	-	(739)	-	73,264	38,232
Public Transit	451,065	438,242	(136,075)	136,075	-	-	-	-	314,989	574,317
Sidewalks & Pathways	88,496	71,355	(50,878)	50,878	-	-	0	-	37,618	122,233
Specialized Transit	3,096	293	-	-	-	-	-	-	3,096	293
Streets	455,510	478,170	(175,125)	175,125	12,500	-	166	-	293,051	653,295
Taxi, Limousine & Vehicles-for-Hire	227	940	-	-	-	-	(47)	-	180	940
TOTAL - A City That Moves	1,073,621	1,027,231	(362,078)	362,078	11,276	-	(621)	-	722,198	1,389,309
A Healthy & Green City										
Environmental Management	771	1,120	(202)	202	-	-	-	-	569	1,322
Parks & Open Spaces ²	48,096	63,477	(27,156)	27,156	-	-	621	103	21,561	90,736
Recreation Opportunities	128,328	93,530	(67,960)	67,960	(15,872)	-	(1,489)	3,455	43,007	164,946
Stormwater Management	94,428	220,842	(9,395)	9,395	(6,006)	-	-	-	79,027	230,237
Urban Forestry	1,620	9,000	(243)	243	-	-	-	-	1,377	9,243
Waste & Recycling	43,736	88,940	(10,743)	10,743	(5,585)	-	(1,530)	-	25,878	99,683
Wastewater Collection & Treatment	291,763	651,299	(7,016)	7,016	(2,329)	-	-	-	282,418	658,315
Water Treatment & Supply	155,475	369,244	(27,254)	27,254	(4,314)	-	-	-	123,907	396,498
TOTAL - A Healthy & Green City	764,217	1,497,451	(149,969)	149,969	(34,106)	-	(2,398)	3,559	577,744	1,650,979

CAPITAL BUDGET REVISION SUMMARY - FOR INFORMATION
(by Citizen Priority and Service)
(\$000s)

Purpose: To provide continuity of capital budget changes from 2019 January 1 to 2019 June 30.

	As at 2019 January 1 ¹		Revisions (2019 January 1 to June 30) ¹						As at 2019 June 30 ¹	
<u>Citizen Priority/Service</u>	2019 Budget	2020-2023+ Budget	2019 Recast (Att 1)	2020-2023+ Recast (Att 1)	2019 Revisions for Approval (Att 2)	2020-2023+ Revisions for Approval (Att 2)	2019 Revisions for Information (Att 3)	2020-2023+ Revisions for Information (Att 3)	2019 Revised Budget	2020-2023+ Revised Budget
A Well-Run City										
Appeals & Tribunals	402	-	-	-	-	-	-	-	402	-
Citizen Engagement & Insights	1,243	-	(630)	630	-	-	-	-	613	630
Citizen Information & Services	5,712	4,323	(3,346)	3,346	437	-	-	-	2,803	7,668
City Auditor's Office	140	-	-	-	-	-	-	-	140	-
Corporate Governance	3,561	-	-	-	-	-	-	-	3,561	-
Council & Committee Support	43	-	-	-	-	-	-	-	43	-
Mayor & Council	200	100	-	-	-	-	-	-	200	100
Municipal Elections	1,020	2,580	-	-	-	-	-	-	1,020	2,580
Property Assessment	11,090	3,600	(8,590)	8,590	-	-	-	-	2,500	12,190
Records Management, Access & Privacy	1,022	1,671	(500)	500	-	-	-	-	522	2,171
Taxation	1,000	1,000	(500)	500	-	-	-	-	500	1,500
TOTAL - A Well-Run City	25,433	13,273	(13,566)	13,566	437	-	-	-	12,304	26,839
Enabling Services										
Corporate Security	6,869	5,329	(4,054)	4,054	-	-	-	-	2,815	9,382
Data Analytics & Information Access	4,294	6,281	-	-	-	-	(270)	-	4,024	6,281
Facility Management	75,890	84,902	(51,783)	51,783	375	1,125	24,739	50,683	49,222	188,493
Financial Support	2,024	1,088	-	-	-	-	-	-	2,024	1,088
Fleet Management	86,402	151,222	(24,523)	24,523	-	-	-	-	61,879	175,745
Human Resources Support	1,889	-	(903)	903	-	-	-	-	986	903
Infrastructure Support	9,459	7,349	-	-	-	-	270	-	9,729	7,349
Insurance & Claims	390	-	-	-	-	-	-	-	390	-
IT Solutions & Support	54,775	78,656	(11,958)	11,958	-	-	-	-	42,817	90,615
Legal Counsel & Advocacy	1	455	-	-	-	-	-	-	1	455
Organizational Health, Safety & Wellness	244	356	(218)	218	-	-	-	-	26	574
Procurement & Warehousing	2,960	3,764	-	-	-	-	-	-	2,960	3,764
Real Estate	27,288	44,648	14,332	(14,332)	-	-	-	-	41,620	30,316
Strategic Marketing & Communications	1,613	-	(810)	810	(437)	-	-	-	366	810
TOTAL - Enabling Services	274,097	384,050	(79,917)	79,917	(62)	1,125	24,739	50,683	218,858	515,774
CORPORATE CAPITAL PROGRAMS	13,965	-	-	-	(8,089)	-	(775)	-	5,101	-
TOTAL CITY³	2,479,787	3,596,012	(740,944)	740,944	(30,877)	1,125	1,026	16,681	1,708,992	4,354,761

Notes:

1. Figures may not add due to rounding
2. In accordance with CFO006, authorized overspends have been deferred to the year in which budget resides.
3. Excludes confidential budget remaining from previously approved reports (\$258.376 million), which will be allocated to services as confidentiality is lifted.

**2019 Operating Budget Changes - Previously Approved (\$000s) For Information
By Citizen Priority and Service
For the Period 2019 Jan 1 To July 31**

Purpose: The purpose of this schedule is to provide a summary of operating changes from 2019 January to 2019 July 31 to maintain continuity and transparency.

Explanation for common types of changes in the schedule:

Council reductions consist of:

- C2019-0901 \$60 million of permanent reductions to taxation revenues and service budgets to provide immediate one-time relief to eligible non-residential property tax accounts through the 2019 Phased Tax Program and to reduce the non-residential tax rate impact for 2020 and beyond to achieve a shift from the non-residential assessment base to the residential base.
- C2018-1158 \$16.5 million approved during the November 2018 budget deliberations to achieve a property tax increase of 2.45% in 2019, and fix the residential tax rate increase at 3.45% to achieve a shift from the non-residential assessment base to the residential base. These reductions were distributed to services and programs in 2019.
- Notice of Motion C2019-0782 Council leads by example in reducing expense by adopting 15% reduction (\$2,100) in their respective office expense accounts with a corresponding 15% from the Mayor's office account.

Corporate Workforce Planning (CWP) revisions are to intentionally manage staffing resources. Staffing resources are centralized in Corporate Programs and distributed to services as required.

Actively Developing Community (ADC) and New Community (NC) revisions are to intentionally manage growth resources. Growth resources are centralized in Corporate Programs and distributed to services as required.

Net zero transfers between services are due to reorganizations or refine the operating budget to align with business needs and service requirements

	2019 Budget (as at Jan 01)	2019 Change (Incremental)	2019 Budget (as at July 31)	2020 Change (Incremental)	2020 Budget (as at July 31)	2021 Change (Incremental)	2021 Budget (as at July 31)	2022 Change (Incremental)	2022 Budget (as at July 31)	Comments
A PROSPEROUS CITY										
Affordable Housing										Net base budget change of (\$562) in 2019 and (\$100) in 2020 due to:
Expenditures	25,505	(562)	24,943	(100)	19,827	-	20,223	-	20,998	-Council reductions of (\$522)
Recoveries	-	-	-	-	-	-	-	-	-	-CWP centralization of (\$40) in 2019 and (\$100) in 2020
Revenues	(10,197)	-	(10,197)	-	(7,697)	-	(7,697)	-	(7,697)	
Net budget	15,308	(562)	14,746	(100)	12,130	-	12,526	-	13,301	
Arts & Culture										Net base budget change of (\$940) in 2019 and (\$175) in 2021 due to:
Expenditures	24,848	(940)	23,908	-	25,768	(175)	27,428	-	28,983	-Council reductions of (\$815)
Recoveries	(710)	-	(710)	-	(710)	-	(710)	-	(710)	-CWP centralization of (\$125) in 2019 and (\$175) in 2021
Revenues	(1,169)	-	(1,169)	-	(1,169)	-	(1,169)	-	(1,169)	
Net budget	22,969	(940)	22,029	-	23,889	(175)	25,549	-	27,104	
Business Licensing										
Expenditures	11,170	-	11,170	-	11,469	-	11,735	-	11,994	
Recoveries	(2,944)	-	(2,944)	-	(3,017)	-	(3,088)	-	(3,160)	
Revenues	(8,226)	-	(8,226)	-	(8,452)	-	(8,647)	-	(8,834)	
Net budget	-	-	-	-	-	-	-	-	-	
Community Strategies										Net base budget change of (\$4,335) in 2019, (\$150) in 2020 and (\$123) in 2021 due to:
Expenditures	7,769	(4,335)	3,434	(150)	3,438	(123)	3,442	-	3,446	-Council reductions of (\$3,140)
Recoveries	(747)	-	(747)	-	(747)	-	(747)	-	(747)	-CWP centralization of (\$143) in 2019, (\$150) in 2020 and (\$123) in 2021
Revenues	-	-	-	-	-	-	-	-	-	-Net zero transfer of (\$1,051) to Social Programs
Net budget	7,022	(4,335)	2,687	(150)	2,691	(123)	2,695	-	2,699	
Economic Development & Tourism										Net base budget change of (\$1,087) in 2019 due to:
Expenditures	37,807	(1,087)	36,721	-	36,642	-	39,579	-	43,220	-Council reductions of (\$1,085)
Recoveries	-	-	-	-	-	-	-	-	-	-Net zero transfer of (\$2) to Social Programs
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	37,807	(1,087)	36,721	-	36,642	-	39,579	-	43,220	
Land Development & Sales										
Expenditures	51,586	-	51,586	-	52,616	-	53,646	-	56,221	
Recoveries	(7,782)	-	(7,782)	-	(7,782)	-	(7,782)	-	(7,782)	
Revenues	(43,362)	-	(43,362)	-	(44,392)	-	(45,422)	-	(47,997)	
Net Budget	442	-	442	-	442	-	442	-	442	

	2019 Budget (as at Jan 01)	2019 Change (Incremental)	2019 Budget (as at July 31)	2020 Change (Incremental)	2020 Budget (as at July 31)	2021 Change (Incremental)	2021 Budget (as at July 31)	2022 Change (Incremental)	2022 Budget (as at July 31)	Comments
Library Services										Net base budget change of (\$1,793) in 2019 due to: -Council reductions of (\$1,792) -Net zero transfer of (\$1) to Social Programs
Expenditures	54,598	(1,793)	52,805	-	53,155	-	53,455	-	53,705	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	54,598	(1,793)	52,805	-	53,155	-	53,455	-	53,705	
Social Programs										Net base budget change of \$589 in 2019 and (\$400) in 2020 due to: -Council reductions of (\$300) -CWP centralization of (\$400) in 2020 -Net zero transfer of (\$180) to Taxation, \$1,051 from Community Strategies and \$18 from various other services
Expenditures	65,245	589	65,834	(400)	65,569	-	65,119	-	64,229	
Recoveries	(2,971)	-	(2,971)	-	(2,971)	-	(2,971)	-	(2,971)	
Revenues	(34,042)	-	(34,042)	-	(34,042)	-	(34,042)	-	(34,042)	
Net budget	28,232	589	28,822	(400)	28,557	-	28,107	-	27,217	
TOTAL - A PROSPEROUS CITY										
Expenditures	278,528	(8,127)	270,401	(650)	268,484	(298)	274,627	-	282,796	
Recoveries	(15,153)	-	(15,153)	-	(15,226)	-	(15,297)	-	(15,369)	
Revenues	(96,996)	-	(96,996)	-	(95,752)	-	(96,977)	-	(99,739)	
Net budget	166,379	(8,127)	158,252	(650)	157,506	(298)	162,353	-	167,688	
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS										Council approved one-time budget increase of \$1,000 in 2019 and \$2,000 in 2020 for confidential item funded from Corporate Savings
Building Safety										
Expenditures	41,244	1,000	42,244	2,000	44,318	-	43,465	-	44,624	
Recoveries	(2,472)	-	(2,472)	-	(2,472)	-	(2,472)	-	(2,472)	
Revenues	(38,772)	-	(38,772)	-	(39,846)	-	(40,993)	-	(42,152)	
Net budget	-	1,000	1,000	2,000	2,000	-	-	-	-	
Bylaw Education & Compliance										Net base budget change of (\$1,145) in 2019, \$389 in 2020 and (\$135) in 2021 due to: -Council reductions of (\$623) -CWP centralization of (\$524) in 2019 and \$524 in 2020 -ADC centralization of (\$135) in 2020 and 2021 -Net zero transfer of \$2 from Calgary 9-1-1
Expenditures	13,206	(1,039)	12,167	389	11,852	(135)	11,890	-	11,927	
Recoveries	(684)	(106)	(790)	-	(790)	-	(790)	-	(790)	
Revenues	(577)	-	(577)	-	(577)	-	(577)	-	(577)	
Net budget	11,945	(1,145)	10,800	389	10,485	(135)	10,523	-	10,560	
Calgary 9-1-1										Net base budget change of (\$705) in 2019 due to: -Council reductions of (\$701) -Net zero transfer of (\$2) to Bylaw Education & Compliance and (\$2) to Pet Ownership & Licensing
Expenditures	47,867	396	48,263	-	48,089	-	48,263	-	48,238	
Recoveries	(414)	(301)	(715)	-	(715)	-	(715)	-	(715)	
Revenues	(13,012)	(800)	(13,812)	-	(13,812)	-	(13,812)	-	(13,812)	
Net Budget	34,441	(705)	33,736	-	33,562	-	33,736	-	33,711	
City Cemeteries										Net base budget change of (\$48) in 2019 due to a net zero transfer to Sidewalks & Pathways
Expenditures	8,569	55	8,624	-	8,625	-	8,626	-	8,627	
Recoveries	(10)	10	-	-	-	-	-	-	-	
Revenues	(7,218)	(113)	(7,332)	-	(7,332)	-	(7,332)	-	(7,332)	
Net budget	1,340	(48)	1,292	-	1,293	-	1,294	-	1,295	
City Planning & Policy										Net base budget change of (\$975) in 2019 due to Council reductions
Expenditures	25,176	(1,081)	24,095	-	28,554	(75)	27,758	-	27,671	
Recoveries	(1,776)	181	(1,594)	-	(1,594)	-	(1,594)	-	(1,594)	
Revenues	(2,517)	(75)	(2,592)	-	(2,887)	75	(2,727)	-	(2,724)	
Net budget	20,884	(975)	19,909	-	24,073	-	23,437	-	23,353	

	2019 Budget (as at Jan 01)	2019 Change (Incremental)	2019 Budget (as at July 31)	2020 Change (Incremental)	2020 Budget (as at July 31)	2021 Change (Incremental)	2021 Budget (as at July 31)	2022 Change (Incremental)	2022 Budget (as at July 31)	Comments
Development Approvals										
Expenditures	41,386	-	41,386	-	42,457	-	43,545	-	44,559	
Recoveries	(161)	-	(161)	-	(161)	-	(161)	-	(161)	
Revenues	(41,224)	-	(41,224)	-	(42,296)	-	(43,384)	-	(44,397)	
Net budget	-	-	-	-	-	-	-	-	-	
Emergency Management & Business Continuity										Net base budget change of (\$221) in 2019 due to Council reductions
Expenditures	5,177	(221)	4,956	-	4,957	-	4,958	-	4,959	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	5,177	(221)	4,956	-	4,957	-	4,958	-	4,959	
Fire & Emergency Response										Net base budget change of (\$9,234) in 2019, (\$3,424) in 2020, (\$10,224) in 2021 and (\$24) in 2022 due to: -Council reductions of (\$9,325) -ADC/NC centralization of (\$3,400) in 2020 and (\$10,200) in 2021 -Net zero transfer of \$62 from Fire Inspection & Enforcement in 2019, \$29 from Fire Safety Education in 2019 and (\$24) to other services in 2020, 2021 and 2022
Expenditures	227,610	(9,144)	218,466	(3,424)	222,069	(10,224)	222,154	(24)	222,344	
Recoveries	(780)	-	(780)	-	(780)	-	(780)	-	(780)	
Revenues	(3,538)	(90)	(3,628)	-	(3,628)	-	(3,628)	-	(3,628)	
Net budget	223,292	(9,234)	214,058	(3,424)	217,660	(10,224)	217,745	(24)	217,936	
Fire Inspection & Enforcement								-		Net base budget change of (\$62) in 2019, \$22 in 2020, 2021 and 2022 due to net zero transfer of (\$62) to Fire & Emergency Response and \$22 from other services
Expenditures	10,012	(144)	9,868	22	9,751	22	9,934	22	10,117	
Recoveries	(63)	-	(63)	-	(63)	-	(63)	-	(63)	
Revenues	(2,963)	83	(2,881)	-	(3,041)	-	(3,201)	-	(3,361)	
Net budget	6,986	(62)	6,924	22	6,647	22	6,670	22	6,693	
Fire Safety Education										Net base budget change of (\$29) in 2019, \$2 in 2020, 2021 and 2022 due to net zero transfer of (\$29) to Fire & Emergency Response and \$2 from other services
Expenditures	1,295	(37)	1,259	2	1,261	2	1,263	2	1,265	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(8)	8	-	-	-	-	-	-	-	
Net budget	1,288	(29)	1,259	2	1,261	2	1,263	2	1,265	
Neighbourhood Support										Net base budget change of (\$397) in 2019 and (\$120) in 2021 due to: -Council reductions of (\$170) -CWP centralization of (\$120) in 2021 -Net zero transfer of \$62 from Recreational Opportunities, (\$274) to Facility Management and (\$15) to Social Programs
Expenditures	10,370	(897)	9,473	-	9,473	(120)	11,053	-	11,053	
Recoveries	(3,498)	500	(2,998)	-	(2,998)	-	(2,998)	-	(2,998)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	6,872	(397)	6,475	-	6,475	(120)	8,055	-	8,055	
Pet Ownership & Licensing										Net base budget change of (\$341) in 2019 and (\$229) in 2020 due to: -Council reductions of (\$343) -CWP centralization of (\$229) in 2020 -Net zero transfer of \$2 from Calgary 9-1-1
Expenditures	10,236	(341)	9,895	(229)	9,786	-	9,803	-	9,820	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(5,428)	-	(5,428)	-	(5,528)	-	(5,545)	-	(5,562)	
Net budget	4,808	(341)	4,467	(229)	4,258	-	4,258	-	4,258	
Police Services										Net base budget change of (\$7,000) in 2019 due to Council reductions and (\$9,600) in 2022 due to ADC/NC centralization
Expenditures	515,471	(7,000)	508,471	-	510,654	-	520,437	(9,600)	520,620	
Recoveries	(2,600)	-	(2,600)	-	(2,600)	-	(2,600)	-	(2,600)	
Revenues	(111,618)	-	(111,618)	-	(113,618)	-	(113,618)	-	(113,618)	
Net budget	401,253	(7,000)	394,253	-	394,436	-	404,219	(9,600)	404,402	
TOTAL - A CITY OF SAFE & INSPIRING NEIGHBOURHOODS										
Expenditures	957,619	(18,454)	939,166	(1,240)	951,846	(10,530)	963,149	(9,600)	965,825	
Recoveries	(12,458)	284	(12,174)	-	(12,174)	-	(12,174)	-	(12,174)	
Revenues	(226,876)	(988)	(227,864)	-	(232,565)	75	(234,817)	-	(237,163)	
Net budget	718,286	(19,157)	699,128	(1,240)	707,108	(10,455)	716,159	(9,600)	716,488	

	2019 Budget (as at Jan 01)	2019 Change (Incremental)	2019 Budget (as at July 31)	2020 Change (Incremental)	2020 Budget (as at July 31)	2021 Change (Incremental)	2021 Budget (as at July 31)	2022 Change (Incremental)	2022 Budget (as at July 31)	Comments
A CITY THAT MOVES										Net base budget change of (\$24) in 2020, 2021 and 2022 due to ADC centralization
Parking										
Expenditures	2,964	-	2,964	(24)	2,966	(24)	2,968	(24)	2,970	
Recoveries	(1,362)	-	(1,362)	-	(1,362)	-	(1,362)	-	(1,362)	
Revenues	(190)	-	(190)	-	(190)	-	(190)	-	(190)	
Net budget	1,412	-	1,412	(24)	1,414	(24)	1,416	(24)	1,418	
Public Transit										Net base budget change of (\$8,781) in 2019, (\$5,833) in 2020, (\$5,535) in 2021 and (\$6,356) in 2022 due to:
Expenditures	445,669	(8,781)	436,888	(6,172)	448,133	(5,856)	454,134	(6,606)	460,184	-Council reductions of (\$9,186)
Recoveries	(12,759)	-	(12,759)	-	(12,829)	-	(12,829)	-	(12,829)	-CWP centralization of (\$771) in 2019, (\$4,328) in 2020, (\$4,110) in 2021 and (\$5,246) in 2022
Revenues	(188,623)	-	(188,623)	339	(198,174)	321	(201,753)	250	(205,572)	-ADC centralization of (\$1,505) in 2020, (\$1,425) in 2021 and (\$1,110) in 2022
Net budget	244,287	(8,781)	235,506	(5,833)	237,130	(5,535)	239,552	(6,356)	241,783	-Net zero transfer of \$1,176 from Corporate Costs
Sidewalks & Pathways										Net base budget change of (\$1,537) in 2019, (\$1,581) in 2020, (\$511) in 2021 and (\$511) in 2022 due to:
Expenditures	46,277	(1,541)	44,736	(1,581)	61,651	(511)	54,104	(511)	54,926	-Council reductions of (\$1,230)
Recoveries	(5,899)	4	(5,895)	-	(5,895)	-	(5,895)	-	(5,895)	-CWP centralization of (\$520) in 2019 and (\$1,070) in 2020
Revenues	(3,502)	-	(3,502)	-	(3,566)	-	(3,637)	-	(3,686)	-ADC centralization of (\$511) in 2020, 2021 and 2022
Net budget	36,877	(1,537)	35,340	(1,581)	52,191	(511)	44,573	(511)	45,346	-Net zero transfer of \$48 from City Cemeteries, \$9 from Parks & Open Spaces and \$156 from Urban Forestry
Specialized Transit										Net base budget change of (\$2,818) in 2019 due to Council reductions
Expenditures	44,590	(2,818)	41,772	-	43,587	-	45,255	-	46,931	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(2,319)	-	(2,319)	-	(2,395)	-	(2,671)	-	(2,947)	
Net budget	42,271	(2,818)	39,453	-	41,192	-	42,584	-	43,984	
Streets										Net base budget change of (\$6,008) in 2019, (\$3,244) in 2020, (\$2,144) in 2021 and (\$2,744) in 2022 due to:
Expenditures	204,012	(2,308)	201,704	(3,244)	208,785	(2,144)	212,974	(2,744)	216,426	-Council reductions of (\$6,008)
Recoveries	(43,317)	(2,200)	(45,517)	-	(45,517)	-	(45,517)	-	(45,517)	-CWP centralization of (\$1,100) in 2020 and (\$600) in 2022
Revenues	(29,421)	(1,500)	(30,921)	-	(31,501)	-	(32,098)	-	(32,613)	-ADC centralization of (\$2,144) in 2020, 2021 and 2022
Net budget	131,274	(6,008)	125,266	(3,244)	131,766	(2,144)	135,358	(2,744)	138,296	
Taxi, Limousine & Vehicles-for-Hire										
Expenditures	5,200	(457)	4,743	-	4,853	-	4,595	-	4,680	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(4,850)	457	(4,393)	-	(4,503)	-	(4,595)	-	(4,680)	
Net budget	350	-	350	-	350	-	-	-	-	
TOTAL - A CITY THAT MOVES										
Expenditures	748,712	(15,905)	732,807	(11,021)	769,975	(8,535)	774,030	(9,885)	786,118	
Recoveries	(63,338)	(2,196)	(65,534)	-	(65,604)	-	(65,604)	-	(65,604)	
Revenues	(228,904)	(1,043)	(229,948)	339	(240,329)	321	(244,944)	250	(249,688)	
Net budget	456,470	(19,144)	437,326	(10,682)	464,042	(8,214)	463,482	(9,635)	470,826	

	2019 Budget (as at Jan 01)	2019 Change (Incremental)	2019 Budget (as at July 31)	2020 Change (Incremental)	2020 Budget (as at July 31)	2021 Change (Incremental)	2021 Budget (as at July 31)	2022 Change (Incremental)	2022 Budget (as at July 31)	Comments
A HEALTHY & GREEN CITY										
Environmental Management										Net base budget change of (\$302) in 2019, (\$434) in 2020 and (\$105) in 2021 due to: -Council reductions of (\$126) -CWP centralization of (\$176) in 2019, (\$434) in 2020 and (\$105) in 2021
Expenditures	8,008	(502)	7,506	(434)	7,527	(105)	7,527	-	7,527	
Recoveries	(2,048)	200	(1,848)	-	(1,848)	-	(1,848)	-	(1,848)	
Revenues	(324)	-	(324)	-	(324)	-	(324)	-	(324)	
Net budget	5,636	(302)	5,334	(434)	5,355	(105)	5,355	-	5,355	
Parks & Open Spaces										Net base budget change of (\$3,004) in 2019, (\$331) in 2020, (\$1,317) in 2021 and (\$527) in 2022 due to: -Council reductions of (\$2,995) -CWP centralization of (\$200) in 2020, (\$400) in 2021 and (\$100) in 2022 -ADC centralization of (\$131) in 2020, (\$917) in 2021 and (\$427) in 2022 -Net zero transfer of (\$9) to Sidewalks & Pathways
Expenditures	79,053	(3,034)	76,019	(331)	76,537	(1,317)	77,286	(527)	77,907	
Recoveries	(2,926)	(83)	(3,009)	-	(3,009)	-	(3,009)	-	(3,009)	
Revenues	(3,848)	113	(3,734)	-	(3,769)	-	(3,805)	-	(3,838)	
Net budget	72,279	(3,004)	69,275	(331)	69,758	(1,317)	70,471	(527)	71,059	
Recreation Opportunities										Net base budget change of (\$948) in 2019, (\$1,033) in 2020, (\$125) in 2021 and (\$125) in 2022 due to: -Council reductions of (\$981) -Council approved one-time budget increase of \$108 -CWP centralization of (\$125) in 2020, 2021 and 2022 -Net zero transfer of (\$13) to Facility Management and (\$62) to Neighbourhood Support
Expenditures	95,726	(1,858)	93,868	(1,514)	93,503	(125)	94,356	(125)	95,301	
Recoveries	(3,203)	910	(2,294)	6	(2,288)	-	(2,288)	-	(2,288)	
Revenues	(46,619)	-	(46,619)	475	(46,144)	-	(46,144)	-	(46,144)	
Net budget	45,903	(948)	44,955	(1,033)	45,071	(125)	45,924	(125)	46,870	
Stormwater Management										Net base budget change of \$13 in 2019 due to net zero transfer from Wastewater Collection and Treatment
Expenditures	77,289	(131)	77,158	32	80,580	(20)	83,553	(8)	85,797	
Recoveries	(3,487)	-	(3,487)	-	(3,487)	-	(3,487)	-	(3,487)	
Revenues	(73,815)	144	(73,671)	(32)	(77,094)	20	(80,066)	8	(82,310)	
Net budget	(13)	13	-	-	-	-	-	-	-	
Urban Forestry										Net base budget change of (\$967) in 2019, (\$458) in 2020, \$247 in 2021 and \$246 in 2022 due to: -Council approved one-time budget reduction of (\$811) in 2019, (\$1,269) in 2020, (\$1,022) in 2021 and (\$776) in 2022 -Net zero transfer of (\$156) to Sidewalks & Pathways
Expenditures	14,231	(1,036)	13,194	(458)	13,704	247	14,209	246	14,713	
Recoveries	(199)	69	(130)	-	(130)	-	(130)	-	(130)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	14,032	(967)	13,065	(458)	13,575	247	14,080	246	14,584	
Waste & Recycling										Net base budget change of (\$888) in 2019 due to Council reductions
Expenditures	172,505	(463)	172,042	-	173,017	-	174,145	-	176,263	
Recoveries	(14,980)	(425)	(15,405)	-	(15,417)	-	(15,434)	-	(15,452)	
Revenues	(136,715)	-	(136,715)	-	(138,251)	-	(139,742)	-	(142,222)	
Net budget	20,810	(888)	19,922	-	19,349	-	18,969	-	18,589	
Wastewater Collection & Treatment										Net base budget change of (\$13) in 2019 due to net zero transfer to Stormwater Management
Expenditures	409,746	(857)	408,889	3,263	445,532	14	480,539	(120)	505,542	
Recoveries	(10,057)	-	(10,057)	-	(10,057)	-	(10,057)	-	(10,057)	
Revenues	(399,677)	844	(398,833)	(3,263)	(435,476)	(14)	(470,483)	120	(495,486)	
Net budget	13	(13)	(1)	-	(1)	-	(1)	-	(1)	
Water Treatment & Supply										
Expenditures	327,811	2,864	330,675	441	334,605	456	337,917	(267)	338,562	
Recoveries	(10,304)	-	(10,304)	-	(10,304)	-	(10,304)	-	(10,304)	
Revenues	(317,507)	(2,864)	(320,371)	(441)	(324,301)	(456)	(327,613)	267	(328,258)	
Net budget	-	-	-	-	-	-	-	-	-	
TOTAL - A HEALTHY & GREEN CITY										
Expenditures	1,184,368	(5,017)	1,179,351	999	1,225,006	(850)	1,269,532	(801)	1,301,613	
Recoveries	(47,204)	671	(46,534)	6	(46,540)	-	(46,557)	-	(46,575)	
Revenues	(978,504)	(1,763)	(980,267)	(3,261)	(1,025,359)	(450)	(1,068,177)	395	(1,098,582)	
Net budget	158,659	(6,109)	152,550	(2,256)	153,107	(1,300)	154,798	(406)	156,456	

	2019 Budget (as at Jan 01)	2019 Change (Incremental)	2019 Budget (as at July 31)	2020 Change (Incremental)	2020 Budget (as at July 31)	2021 Change (Incremental)	2021 Budget (as at July 31)	2022 Change (Incremental)	2022 Budget (as at July 31)	Comments
A WELL-RUN CITY				-		-		-		Net base budget change of (\$196) in 2019 due to Council reductions
Appeals & Tribunals				-		-		-		
Expenditures	5,224	(196)	5,028	-	5,028	-	5,028	-	5,028	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(758)	-	(758)	-	(758)	-	(758)	-	(758)	
Net budget	4,466	(196)	4,271	-	4,271	-	4,271	-	4,271	
City Auditor's Office				(150)	2,985	-	2,986	-	2,987	Net base budget change of (\$131) in 2019, and (\$150) in 2020 due to:
Expenditures	3,065	(131)	2,934	(150)	2,985	-	2,986	-	2,987	-Council reductions of (\$131)
Recoveries	-	-	-	-	-	-	-	-	-	-CWP centralization of (\$150) in 2020
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	3,065	(131)	2,934	(150)	2,985	-	2,986	-	2,987	
Citizen Information &				-	14,112	-	14,113	-	14,064	Net base budget change of (\$197) in 2019 due to Council reductions
Expenditures	14,428	(197)	14,231	-	14,112	-	14,113	-	14,064	
Recoveries	(857)	-	(857)	-	(857)	-	(857)	-	(857)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	13,571	(197)	13,374	-	13,255	-	13,256	-	13,207	
Citizen Engagement & Insights				-	5,254	-	4,931	-	4,880	Net base budget change of (\$552) in 2019 due to:
Expenditures	5,859	(552)	5,307	-	5,254	-	4,931	-	4,880	-Council reductions of (\$432)
Recoveries	(306)	-	(306)	-	(306)	-	(306)	-	(306)	-CWP centralization of (\$120)
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	5,553	(552)	5,001	-	4,948	-	4,625	-	4,574	
Corporate Governance				-	16,613	-	16,615	-	16,617	Net base budget change of (\$684) in 2019 due to Council reductions
Expenditures	17,295	(684)	16,611	-	16,613	-	16,615	-	16,617	
Recoveries	(4,513)	-	(4,513)	-	(4,513)	-	(4,513)	-	(4,513)	
Revenues	(215)	-	(215)	-	(215)	-	(215)	-	(215)	
Net budget	12,567	(684)	11,884	-	11,886	-	11,888	-	11,890	
Council & Committee				-	4,754	-	4,103	-	4,152	Net base budget change of (\$190) in 2019 due to Council reductions
Expenditures	4,045	(190)	3,855	-	4,754	-	4,103	-	4,152	
Recoveries	(71)	-	(71)	-	(71)	-	(71)	-	(71)	
Revenues	(27)	-	(27)	-	(27)	-	(27)	-	(27)	
Net budget	3,947	(190)	3,757	-	4,656	-	4,005	-	4,054	
Executive Leadership				-	12,164	-	12,166	-	12,168	Net base budget change of (\$354) in 2019 due to:
Expenditures	12,516	(354)	12,162	-	12,164	-	12,166	-	12,168	-Council reductions of (\$376)
Recoveries	(863)	-	(863)	-	(863)	-	(863)	-	(863)	-Net zero transfer of \$22 from Financial Support
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	11,653	(354)	11,299	-	11,301	-	11,303	-	11,305	
Mayor & Council				-	11,721	-	11,782	-	11,738	Net base budget change of (\$556) in 2019 due to Council reductions
Expenditures	12,381	(556)	11,825	-	11,721	-	11,782	-	11,738	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	12,381	(556)	11,825	-	11,721	-	11,782	-	11,738	
Municipal Elections				-	1,791	-	4,491	-	1,791	Net base budget change of (\$112) in 2019 due to Council reductions
Expenditures	1,903	(112)	1,791	-	1,791	-	4,491	-	1,791	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(240)	-	(240)	-	(240)	-	(240)	-	(240)	
Net budget	1,663	(112)	1,551	-	1,551	-	4,251	-	1,551	
Property Assessment				-	20,689	-	20,690	-	20,691	Net base budget change of (\$1,338) in 2019 due to:
Expenditures	22,026	(1,338)	20,688	-	20,689	-	20,690	-	20,691	-Council reductions of (\$938)
Recoveries	-	-	-	-	-	-	-	-	-	-CWP centralization of (\$400)
Revenues	(50)	-	(50)	-	(50)	-	(50)	-	(50)	
Net budget	21,976	(1,338)	20,638	-	20,639	-	20,640	-	20,641	

	2019 Budget (as at Jan 01)	2019 Change (Incremental)	2019 Budget (as at July 31)	2020 Change (Incremental)	2020 Budget (as at July 31)	2021 Change (Incremental)	2021 Budget (as at July 31)	2022 Change (Incremental)	2022 Budget (as at July 31)	Comments
Records Management, Access & Privacy										Net base budget change of (\$86) in 2019, (\$191) in 2020 and (\$127) in 2021 due to: -Council reductions of (\$35) -CWP centralization of (\$51) in 2019, (\$191) in 2020 and (\$127) in 2021
Expenditures	3,557	(86)	3,471	(191)	3,565	(127)	3,698	-	3,743	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(3)	-	(3)	-	(3)	-	(3)	-	(3)	
Net budget	3,554	(86)	3,468	(191)	3,562	(127)	3,695	-	3,740	
Taxation										Net base budget change of (\$67) in 2019 due to: -Council reductions of (\$232) -CWP centralization of (\$110) -Net zero transfer of \$180 from Social Programs and \$95 from Financial Support
Expenditures	6,951	(67)	6,885	-	6,884	-	6,864	-	6,864	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(342)	-	(342)	-	(342)	-	(342)	-	(342)	
Net budget	6,609	(67)	6,542	-	6,542	-	6,522	-	6,522	
TOTAL - A WELL-RUN CITY										
Expenditures	109,250	(4,462)	104,788	(341)	105,561	(127)	107,468	-	104,724	
Recoveries	(6,610)	-	(6,610)	-	(6,610)	-	(6,610)	-	(6,610)	
Revenues	(1,635)	-	(1,635)	-	(1,635)	-	(1,635)	-	(1,635)	
Net budget	101,005	(4,462)	96,543	(341)	97,316	(127)	99,223	-	96,479	
ENABLING SERVICES										Net base budget change of (\$1,897) in 2019, (\$712) in 2020 and (\$276) in 2021 due to: -Council reductions of (\$480) -CWP centralization of (\$1,417) in 2019, (\$712) in 2020 and (\$276) in 2021
Corporate Security										
Expenditures	24,896	(1,897)	22,999	(712)	23,892	(276)	24,124	-	24,259	
Recoveries	(14,744)	-	(14,744)	-	(14,744)	-	(14,744)	-	(14,744)	
Revenues	(130)	-	(130)	-	(130)	-	(130)	-	(130)	
Net budget	10,022	(1,897)	8,125	(712)	9,017	(276)	9,249	-	9,384	
Data Analytics & Information Access										Net base budget change of (\$388) in 2019 due to Council reductions
Expenditures	10,384	(388)	9,996	-	9,996	-	9,996	-	9,996	
Recoveries	(1,289)	-	(1,289)	-	(1,289)	-	(1,289)	-	(1,289)	
Revenues	(12)	-	(12)	-	(12)	-	(12)	-	(12)	
Net budget	9,083	(388)	8,695	-	8,695	-	8,695	-	8,695	
Facility Management										Net base budget change of (\$1,866) in 2019 due to: -Council reductions of (\$2,272) -Net zero transfer of \$13 from Recreational Opportunities, \$274 from Neighbourhood Support and \$119 from Procurement & Warehousing
Expenditures	76,590	(457)	76,134	-	78,728	-	79,386	-	79,746	
Recoveries	(20,411)	(1,410)	(21,821)	-	(21,821)	-	(21,821)	-	(21,821)	
Revenues	(2,195)	-	(2,195)	-	(2,195)	-	(2,195)	-	(2,195)	
Net budget	53,984	(1,866)	52,118	-	54,712	-	55,370	-	55,730	
Financial Support										Net base budget change of (\$1,071) in 2019 and (\$21) in 2020 due to: -Council reductions of (\$1,116) -CWP centralization of (\$651) in 2019 and (\$21) in 2020 -Net zero transfer of (\$95) to Taxation, (\$22) to Executive Leadership, and \$814 from General Revenue
Expenditures	39,799	(1,729)	38,071	(21)	38,100	-	37,901	-	37,877	
Recoveries	(14,532)	(156)	(14,688)	-	(14,688)	-	(14,688)	-	(14,688)	
Revenues	(916)	814	(102)	-	(102)	-	(102)	-	(102)	
Net budget	24,351	(1,071)	23,280	(21)	23,310	-	23,111	-	23,087	
Fleet Management										
Expenditures	94,789	-	94,789	-	94,249	-	93,848	-	93,336	
Recoveries	(92,500)	-	(92,500)	-	(91,915)	-	(91,468)	-	(90,909)	
Revenues	(2,289)	-	(2,289)	-	(2,334)	-	(2,380)	-	(2,427)	
Net budget	-	-	-	-	-	-	-	-	-	
Human Resources Support										Net base budget change of (\$1,288) in 2019 and (\$150) in 2020 due to: -Council reductions of (\$1,138) -CWP centralization of (\$150) in 2019 and 2020
Expenditures	34,696	(1,288)	33,408	(150)	33,257	-	33,258	-	33,059	
Recoveries	(8,357)	-	(8,357)	-	(8,357)	-	(8,357)	-	(8,357)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	26,339	(1,288)	25,051	(150)	24,900	-	24,901	-	24,702	

	2019 Budget (as at Jan 01)	2019 Change (Incremental)	2019 Budget (as at July 31)	2020 Change (Incremental)	2020 Budget (as at July 31)	2021 Change (Incremental)	2021 Budget (as at July 31)	2022 Change (Incremental)	2022 Budget (as at July 31)	Comments
Infrastructure Support										Net base budget change of (\$389) in 2019 due to Council reductions
Expenditures	25,023	(389)	24,634	-	24,712	-	24,568	-	24,309	
Recoveries	(13,707)	-	(13,707)	-	(13,707)	-	(13,707)	-	(13,707)	
Revenues	(1,459)	-	(1,459)	-	(1,459)	-	(1,459)	-	(1,459)	
Net budget	9,857	(389)	9,468	-	9,546	-	9,402	-	9,143	
Insurance & Claims										Net base budget change of (\$53) in 2019 due to Council reductions
Expenditures	31,135	1,348	32,483	1,475	34,038	1,553	35,670	1,624	37,384	
Recoveries	(25,033)	(1,401)	(26,434)	(1,475)	(27,909)	(1,553)	(29,462)	(1,624)	(31,086)	
Revenues	(4,858)	-	(4,858)	-	(4,938)	-	(5,018)	-	(5,108)	
Net budget	1,244	(53)	1,191	-	1,191	-	1,191	-	1,191	
IT Solutions & Support										Net base budget change of (\$2,697) in 2019 due to Council reductions
Expenditures	122,090	(2,169)	119,921	50	119,782	(22)	118,611	13	118,325	
Recoveries	(56,478)	(528)	(57,006)	(50)	(57,056)	22	(57,034)	(13)	(57,047)	
Revenues	(907)	-	(907)	-	(907)	-	(907)	-	(907)	
Net budget	64,705	(2,697)	62,008	-	61,819	-	60,670	-	60,371	
Legal Counsel & Advocacy										Net base budget change of (\$627) in 2019 due to: -Council reductions of (\$453) -CWP centralization of (\$174)
Expenditures	14,305	(627)	13,678	-	13,679	-	13,680	-	13,681	
Recoveries	(4,518)	-	(4,518)	-	(4,518)	-	(4,518)	-	(4,518)	
Revenues	(17)	-	(17)	-	(17)	-	(17)	-	(17)	
Net budget	9,770	(627)	9,143	-	9,144	-	9,145	-	9,146	
Organizational Health, Safety & Wellness										Net base budget change of (\$263) in 2019 due to Council reductions and (\$130) in 2020 due to CWP centralization
Expenditures	12,860	(263)	12,597	(130)	12,512	-	12,577	-	12,792	
Recoveries	(2,277)	-	(2,277)	-	(2,277)	-	(2,277)	-	(2,277)	
Revenues	(2,400)	-	(2,400)	-	(2,250)	-	(2,250)	-	(2,400)	
Net budget	8,183	(263)	7,920	(130)	7,985	-	8,050	-	8,115	
Procurement & Warehousing										Net base budget change of (\$306) in 2019, (\$5) in 2020, (\$10) in 2021 and (\$160) in 2022 due to: -Council reductions of (\$362) -Council one-time increase of \$175 in 2019, \$170 in 2020 and \$160 in 2021 -Net zero transfer of (\$119) to Facility Management
Expenditures	25,432	(306)	25,127	(5)	25,129	(10)	25,126	(160)	24,973	
Recoveries	(11,464)	-	(11,464)	-	(11,464)	-	(11,464)	-	(11,464)	
Revenues	(5,480)	-	(5,480)	-	(5,480)	-	(5,480)	-	(5,480)	
Net budget	8,489	(306)	8,183	(5)	8,185	(10)	8,182	(160)	8,029	
Real Estate										Net base budget change of (\$155) in 2019 due to Council reductions
Expenditures	45,976	(155)	45,821	-	54,794	-	64,497	-	69,200	
Recoveries	(6,473)	-	(6,473)	-	(6,473)	-	(5,473)	-	(5,473)	
Revenues	(36,391)	-	(36,391)	-	(45,362)	-	(56,062)	-	(60,762)	
Net budget	3,112	(155)	2,957	-	2,960	-	2,963	-	2,966	
Strategic Marketing & Communications										Net base budget change of (\$518) in 2019 due to Council reductions
Expenditures	28,844	(518)	28,326	-	28,398	-	28,467	-	28,538	
Recoveries	(21,123)	-	(21,123)	-	(21,195)	-	(21,264)	-	(21,335)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	7,721	(518)	7,203	-	7,203	-	7,203	-	7,203	
TOTAL - ENABLING SERVICES										
Expenditures	586,820	(8,837)	577,982	507	591,264	1,245	601,709	1,477	607,474	
Recoveries	(292,905)	(3,495)	(296,400)	(1,525)	(297,412)	(1,531)	(297,566)	(1,637)	(298,714)	
Revenues	(57,054)	814	(56,240)	-	(65,185)	-	(76,011)	-	(80,998)	
Net budget	236,860	(11,518)	225,342	(1,018)	228,667	(286)	228,132	(160)	227,762	

	2019 Budget (as at Jan 01)	2019 Change (Incremental)	2019 Budget (as at July 31)	2020 Change (Incremental)	2020 Budget (as at July 31)	2021 Change (Incremental)	2021 Budget (as at July 31)	2022 Change (Incremental)	2022 Budget (as at July 31)	Comments
Corporate Programs - Common Revenues										Net budget change of \$58,856 in 2019, (\$570) in 2020, \$1,763 in 2021 and (\$862) in 2022 due to: Council approved: - \$60,000 of reductions in 2019. - lowering of Budget Savings Account commitment due to decrease in one-time \$811 for 2019, \$1,269 for 2020, \$1,022 for 2021 as a result of Council approving \$7.5 million in capital to maintain tree canopy C2018-1158. - fund one-time budgets from Budget Savings Account 2019 (\$175), 2020 (\$170), 2021 (\$160) for Social Procurement C2018-1379. - fund one-time budgets from the Fiscal Stability Reserve 2019 (\$108) for Olympic Secretariat C2019-0187. - fund one-time (\$1,000) for 2019 and (\$2,000) for 2020 for Building Safety confidential item. - and an adjustment to Council carryforward \$141 for the Council Innovation Fund for 2019. Administration approved (\$814) transfer to Financial Support to better align to business needs in 2019. 2020-2022 incremental change due to changes in one-time budgets.
Expenditures	77,129	-	77,129	-	78,440	-	79,068	-	79,480	
Recoveries	(2,000)	-	(2,000)	-	(2,000)	-	(2,000)	-	(2,000)	
Revenues	(2,422,278)	58,856	(2,363,422)	(570)	(2,451,497)	1,763	(2,528,064)	(862)	(2,613,853)	
Net budget	(2,347,149)	58,856	(2,288,293)	(570)	(2,375,057)	1,763	(2,450,996)	(862)	(2,536,373)	
Corporate Programs - Corporate Costs & Debt Servicing										Net budget change of \$9,662 in 2019, \$17,757 in 2020, \$20,917 in 2021 and 20,663 in 2022 due to: Council approved: - (\$10,095) reductions. - \$16,500 reductions which were transferred to Corporate Programs and distributed to services and programs. - (\$800) one-time interim financing for community recreational assets in 2019 C2019-0901. - and an adjustment to Council carryforward (\$141) for the Council Innovation Fund for 2019. Administration approved transfers of: - (\$1,176) to Peace Officers due to position review. - CWP centralization of \$5,373 in 2019, \$8,967 in 2020, \$5,561 in 2021 and \$6,071 in 2022 due to . - ADC & NC centralization of \$7,850 in 2020, \$15,356 in 2021 and \$13,816 in 2022 - one-time amounts of \$141 and \$800 not being applicable to 2020. - return to corporate programs for decrease in one-time \$776 in 2022 as a result of Council approving 7.5 million in capital to maintain the tree canopy C2018-1158.
Expenditures	581,425	9,662	591,086	18,096	635,061	21,238	690,382	20,913	762,962	
Recoveries	(1,768)	-	(1,768)	-	(1,774)	-	(1,782)	-	(1,791)	
Revenues	(70,167)	-	(70,167)	(339)	(65,975)	(321)	(61,750)	(250)	(60,496)	
Net budget	509,490	9,662	519,151	17,757	567,312	20,917	626,850	20,663	700,675	
TOTAL CITY										
Expenditures	4,523,850	(51,140)	4,472,710	6,351	4,625,636	2,143	4,759,963	2,104	4,890,990	
Recoveries	(441,436)	(4,736)	(446,172)	(1,519)	(447,339)	(1,531)	(447,589)	(1,637)	(448,836)	
Revenues	(4,082,414)	55,875	(4,026,538)	(3,831)	(4,178,297)	1,388	(4,312,375)	(467)	(4,442,155)	
Net budget	-	-	-	1,000	-	2,000	-	-	-	

Decisions Referrals Having Actual or Potential Impact - FOR INFORMATION

PFC2019-1067
ATTACHMENT 6

Provided to meet the requirement of NM2008-53 to track decisions or referrals that Council has made between 2019 January 01 to 2019 July 31 which have an actual or potential future year budget impact.

DATE	REPORT #	TITLE	DESCRIPTION	POTENTIAL BUDGET IMPACT (\$000s)
4-Feb-2019	C2019-0129	Extended Producer Responsibility	Council allocated funding from the Fiscal Stability Reserve (FSR) not to exceed \$50,000, to contribute to the work described below, which will require additional funding partners to carry out; Council direct Administration to cooperate with other Alberta municipalities, Alberta Urban Municipalities Association (AUMA), producers and recyclers of packaging and paper products, and the Province of Alberta to develop a baseline that can inform the design of a provincial extended producer responsibility (EPR) program by researching: The benefits, challenges, and risks of an EPR program in Alberta for these groups and their constituents; The current recycling systems and supply chains across the province, and potential impacts of an EPR program in Alberta; And report back through the SPC on Utilities and Corporate Services no later than 2019 October.	50
10-Jun-2019	C2019-0782	Immediate Tax Relief for Calgary Businesses	That with respect to Notice of Motion C2019-0782, the following Motion Arising be referred to the 2019 September Meeting of the Priorities and Finance Committee for discussion in the context of business support initiatives: "That Council direct Administration to allocate from Corporate Savings for business friendly initiatives, \$1.045 M to enable marketing, communications and supporting research and engagement, during Q3 2019 to Q4 2021 and report back to Council through the Business Advisory Committee quarterly."	1,045
16-Jul-2019	C2019-0883	Initial Work Plan for Sub-Service Reviews	That with respect to Recommendation 1 of Report C2019-0883, the following be adopted: That Council: 1. Approve the sub-service reviews contained in Table 1 of Attachment 3, released to the public during the presentation at the 2019 July 16 Strategic Meeting of Council, to be completed for the November 2019 adjustments to the One Calgary 2019 – 2022 Service Plans and Budgets. Table 1 contained Golf Program & Activities, Low-Income Transit Pass Funding Model, Citizen Engagement, Sailing Programs and Activities, Community Recycling Depots and Boulevards & Naturalization (Streets). That with respect to Recommendation 3 of Report C2019-0883, the following be adopted: That Council: 3. Reconsider and amend Recommendation 2 with respect to Report PFC2019-0585, as approved by Council on May 27, 2019, to read as follows: "2. Bring reduction package options for tax supported services equivalent to tax increases of 1.5 % (\$26.5 million) and 0% (\$52.5 million) to Council's budget deliberations in 2019 November for the 2020 tax year including, but not limited to information on the impact of reduction on services, wages and head count."	Yet to be determined (\$26,500 to \$52,500)
22-Jul-2019	C2019-0788	Council Compensation Review Committee Bylaw	Direct the City Manager to identify a funding source not to exceed \$50,000 to be administered by the City Clerk's Office in order to support the Council Compensation Review Committees execution of its mandate	50

REFERRED REPORT

Keeping Tabs on City Council, C2019-0795

Excerpt from the Minutes of the Priorities and Finance Committee, held 2019 July 02:

Moved by Councillor Chu

That the following Administration Recommendations contained in Items 5.1.1. and 5.1.2 be approved in an omnibus motion, by general consent:

5.1 DEFERRALS AND PROCEDURAL REQUESTS

5.1.1 Keeping Tabs on City Council, C2019-0795

Councillor Jeromy Farkas

Defer to the 2019 September 17 Regular Meeting of the Priorities and Finance Committee.

...

MOTION CARRIED

Excerpt from the Minutes of the Combined Meeting of Council, held 2019 June 17:

Moved by Councillor Colley-Urquhart

Seconded by Councillor Farkas

That with respect to Notice of Motion C2019-0795 the following be adopted:

Refer Councillor Farkas' proposed Motion to Administration, to report back through the Priorities and Finance Committee on:

a) A financial analysis on the direct and indirect costs of undertaking the work requested; and

b) Work already underway by City Clerks with regard to Council voting practices, transcripts and publication to avoid duplication and redundancy in the spending of taxpayer dollars.

ROLL CALL VOTE

For: (6) Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, and Councillor Gondek

Against: (7) Mayor Nenshi, Councillor Carra, Councillor Demong, Councillor Farrell, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION DEFEATED

Moved by Councillor Gondek

Seconded by Councillor Colley-Urquhart

That with respect to Councillor Farkas' proposed Motion C2019-0795, the following be adopted:

Refer proposed Motion C2019-0795 to the 2019 July 02 Priorities and Finance Committee for discussion, debate, and direction, including but not limited to:

- a) A financial analysis on the direct and indirect costs of undertaking the work requested; and
- b) Work already underway by City Clerks with regard to Council voting practices, transcripts, and publication to avoid duplication and redundancy in the spending of taxpayer dollars.

Against: Councillor Farrell and Councillor Keating

MOTION CARRIED

Attachment 1 – Councillor Farkas' Notice of Motion, C2019-0795



**Report
Number:** C2019-0795

Meeting: Combined Meeting of Council

Meeting Date: 2019 June 17

NOTICE OF MOTION

RE: KEEPING TABS ON CITY COUNCIL

Sponsoring Council Member(s): JEROMY FARKAS

WHEREAS Calgarians' interest in knowing how their tax dollars are invested is on the rise and nearly half of Calgarians express that they receive 'too' little information from the City, as per the Citizen Satisfaction Survey;

AND WHEREAS through the course of a term of Council, many thousands of pages of documentation, records, and minutes are produced, but prove difficult for Calgarians to access and navigate;

AND WHEREAS a closed captioning transcript of Council proceedings is created for accessibility purposes, and deleted after the end of every meeting;

AND WHEREAS the uploading of popular content to social media sites such as Facebook and YouTube may unlock benefits to the City such as increased engagement, outreach, and new advertising revenue streams,

AND WHEREAS there continues to be a need for a clear accounting for how Calgary Council members have exercised their duties;

AND WHEREAS it is in the interest of Calgarians to have additional tools to monitor the effectiveness of the representation they receive;

AND WHEREAS recent investments in City technology and infrastructure have enabled significant opportunities for the public to better track the substance of what is being discussed by City Council, both in public session and behind closed doors;

NOW THEREFORE BE IT RESOLVED that Council directs administration to:

1. Publish, upon request by a member of Council, the text and results of a motion that they deem to be of exceptional public interest on the City of Calgary front webpage for a period of one week after the vote;
2. Compile such exceptional votes on a separate webpage, including a verbatim explanation by each member of Council if they so wish;
3. Provide this record of votes alongside candidate biographical profiles if any member of Council stands as a candidate for the 2021 municipal election.

AND FURTHER BE IT RESOLVED that Council directs Administration, as part of the on-going exploration of electronic voting, to consider the tagging and categorizing of all votes so that in the long-term, the complete record of any member of Council may be easily recalled based on issue and a citizen's topic of interest;

AND FURTHER BE IT RESOLVED that Council directs administration to explore the viability and potential costs of retaining a transcript of what is said in Council meetings;

AND FURTHER BE IT RESOLVED that Council directs administration to retain and provide for the public the video recordings of Council and Committee meetings for two Council terms (eight years), and explore the viability and costs of uploading the video of Council meetings to platforms such as YouTube and Facebook;

AND FURTHER BE IT RESOLVED that Council directs administration to endeavor to provide the aforementioned as part of the City's Open Data Catalogue, for free use by citizens;

AND LASTLY BE IT RESOLVED that Council directs administration to report back to Council through the Priorities and Finance Committee as needed.