

2017 MID-YEAR CAPITAL AND OPERATING BUDGET REVISIONS REPORT

EXECUTIVE SUMMARY

This report informs Council of Administration's approved net operating budget revisions for the period of 2017 January 01 to 2017 June 30. This report also includes capital budget revisions for the period of 2017 April 01 to 2017 June 30 that have been previously approved or require Council approval.

ADMINISTRATION RECOMMENDATION(S)

That Council:

1. Approve capital budget revisions, as identified in Attachment 1
2. Receive for information:
 - a. Attachment 2 – Capital Budget Revisions – Previously approved
 - b. Attachment 3 – Capital Budget Revision Summary
 - c. Attachment 4 - 2017 Operating Net Budget Changes;
 - d. Attachment 5 - Council Decisions/Referrals Having Actual or Potential Future Year Operating Budget Impacts;

RECOMMENDATIONS OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2017 SEPTEMBER 05:

That Council approve the Administration Recommendations contained in Report PFC2017-0615.



Excerpt from the Minutes of the Regular Meeting of the Priorities and Finance Committee held 2017 September 05:

"And further, that this item be forwarded as an Item of Urgent Business to the 2017 September 11 Combined Meeting of Council.

CARRIED"

PREVIOUS COUNCIL DIRECTION / POLICY

Council approved the 2015-2018 capital and operating budgets in the 2014 November 24 Special Meeting of Council (C2014-0863). Council subsequently received for information revisions to the capital and operating budgets contained in Mid-year and Year-end revision reports.

On 2006 February 27, Council approved Budget Reporting Policy CFO006 which authorizes administration to approve net departmental changes up to \$200,000 (FSC2006-08).

BACKGROUND

The purpose of the revisions report is to provide Council with consolidated information on all changes to budgets in order to maintain continuity and transparency with both the operating and

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capital budgets. In this report, only Attachment 1 contains changes that require Council approval. All other changes noted have been previously approved by Council or are within Administration's discretion to approve under CFO006.

Capital

On 2017 May 08, Council approved Administration's 2017 capital budget recast as well as the 2017 January 01 to 2017 March 31 capital budget revisions (PFC2017-0354).

This report requests approval of the capital budget revisions for the period of 2017 April 01 to 2017 June 30 and provides for information the revisions previously approved by Administration or Council during this period.

The 2018 capital budget recast will be presented to Council for approval during the November adjustment period.

Operating

This report informs of changes to the 2017 Net operating budget between 2017 January 01 and 2017 June 30.

Per Council Policy CFO006, Administration can authorize net budget changes that do not exceed \$200,000. As such, this information is shared with Council for information.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Capital

Attachment 1 contains the budget revisions that require Council Approval. For the period of 2017 April 01 to June 30, there is an increase to one capital project which will have a net impact on the capital budget of \$240,000.

Attachment 2 outlines the budget revisions that have either been approved by Administration (revisions with a net departmental impact under \$200,000) or by Council through a separate report. For the period of 2017 April 01 to June 30, Administration approvals included one relinquishment due to project completion as well as a realignment of capital projects resulting from a departmental reorganization (no impact on project budgets). During this time period, Council also approved multiple Infrastructure Calgary implementation plans amounting to \$257.7 million. These implementation plans include the new, or currently unfunded projects approved in principle on 2017 March 06 (C2017-0214) and are funded by corporate capacity identified by Infrastructure Calgary. The individual implementation plans were approved through various reports (as noted in Attachment 2) between 2017 April 10 and 2017 June 26.

Attachment 3 provides a summary by business unit of the budget as of 2017 March 31 (per the last revision report PFC2017-0354), revisions included in attachments 1 and 2 and the revised budget after these changes. As a result of the changes noted above, the 2017 capital budget has increased from \$1,973.4 million to \$2,037.5 million.

Operating

Attachment 4 shows the changes to the 2017 net operating budget between 2017 January 01 and 2017 June 30. Council approval is not required for Attachment 4 as these changes have

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either been previously approved by Council or are within the scope of Administration to authorize as per Council Policy. This is provided to inform Council of the changes that have occurred in the period due to either Council or Administration approvals. For the period of 2017 January 01 and 2017 June 30, there was no change to total City net budget, and the main changes were as follows:

- Distributions from corporate to business unit budgets for:
 - Salary and Wages,
 - Water and Sewer inflation,
- Transfers between business units due to organizational changes,
- Transfers to Corporate Costs, reflecting the Work Force Planning savings initiative, and
- Net zero adjustments.

Attachment 5 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.

Stakeholder Engagement, Research and Communication

Department budget actions are predicated on directions received from Council during the 2015-2018 Action Plan deliberations. Actions also reflect subsequent Council directions and actual spending patterns.

Strategic Alignment

This report summarizes budget revisions that align with direction and priorities established in the approved 2015 – 2018 business plans and budgets. The revision processes allow Administration to adapt to changes in economic conditions and the external environment, incorporate additional information that is available, and allow long term objectives to be met and support Council's priorities of a Well Run City and a Prosperous City.

Social, Environmental, Economic (External)

The economic situation has significantly weakened in Calgary from the time Action Plan was approved in 2014 November. Revisions to the capital and operating budgets reflect changes that have been made to respond to the economic downturn.

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 directions.

Current and Future Capital Budget:

Capital budget revisions for Council approval result in a net increase of \$240 thousand to the 2017 capital budget. Previously approved capital budget revisions resulted in a net increase of \$63.8 million in 2017 and \$193.8 million in 2018-2021.

Risk Assessment

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

REASON(S) FOR RECOMMENDATION(S):

Approval(s): Sawyer, Eric & Stevens, Brad concur with this report. Author: Kwong, John
City Clerk's: J. Darragh

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- Administration is requesting revisions included in attachment 1 to align budgets with work plans and priorities
- Administration is providing attachments 2-5 of this report to Council for information.

ATTACHMENT(S)

1. Capital Budget Revisions – For Approval
2. Capital Budget Revisions – Previously Approved
3. Capital Budget Revision Summary
4. 2017 Operating Net Budget Changes.
5. Council Decisions/Referrals Having Actual or Potential Future Year Operating Budget Impacts.

**CAPITAL BUDGET REVISIONS - FOR APPROVAL
FOR THE PERIOD 2017 APRIL 1 TO JUNE 30
(\$000s)**

Program - Project	Project Descriptions	2017 Increase/ (Decrease)	2018 Increase/ (Decrease)	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
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Revisions with a Net Impact on the Capital Budget

<u>CIVIC PARTNERS</u>							
479-003	Calgary Public Library Branch - Library Lifecycle Grant						
	Previously Approved Budget	5,385	2,237	-	-	-	7,622
	New Request	240	-	-	-	-	240
	Revised Budget	5,625	2,237	-	-	-	7,862
Budget increase of \$240 thousand funded by the community investment reserve to provide critical maintenance and upgrade work to the building envelope at Memorial Park Library.							

Total Revisions with a Net Impact on the Capital Budget	240	-	-	-	-	-	240
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Total Revisions for Approval	240	-	-	-	-	-	240
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**CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED
FOR THE PERIOD 2017 APRIL 1 to JUNE 30
(\$000s)
For information**

Program - Project	Project Descriptions	2017 Increase/ (Decrease)	2018 Increase/ (Decrease)	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
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Previously Approved by Administration

1) Relinquishment

URBAN STRATEGY							
619-000	Volunteer Way	(5)	(60)	-	-	-	(65)
Total approved budget was \$246 thousand. No remaining budget after relinquishment.							

2) Transfers due to reorganization

LAW							
710-021	Public Safety Network CCTV Expansion and Redundancy	(180)	(140)	-	-	-	(320)
710-022	Replacement of Two Way Radios	(65)	-	-	-	-	(65)
710-023	Highly Restricted Zone Architecture	(55)	-	-	-	-	(55)
710-024	USB Encryption and Malware Prevention	-	-	-	-	-	-
710-025	Incident and Event Management System	(155)	-	-	-	-	(155)
710-026	Intrusion Prevention Systems	(778)	-	-	-	-	(778)
710-027	Vulnerability License Additions	-	-	-	-	-	-
710-028	Roles-Based Access Project	(452)	(75)	-	-	-	(527)
710-029	E-mail Security Enhancements	-	-	-	-	-	-
710-030	Cybersecurity Suite	-	-	-	-	-	-
710-031	Network Analytics	(291)	-	-	-	-	(291)
710-032	E-Discovery and Forensics	(241)	-	-	-	-	(241)
710-033	Life Safety/Security Power & Network Redundancy	-	-	-	-	-	-
710-034	Commend Security Intercom Redundancy	(38)	(30)	-	-	-	(68)
710-035	Enterprise System Redundancy Project	(349)	(100)	-	-	-	(449)
710-036	Video Analytics and Video Management Software Solu	(44)	(40)	-	-	-	(84)
710-037	Risk Management & Claims - Riskmaster Upgrades	-	(400)	-	-	-	(400)
710-038	Office relocation and upgrades	(570)	(100)	-	-	-	(670)
710-039	Information Management System	(200)	(50)	-	-	-	(250)
710-040	Training and E-Learning Systems	(75)	(125)	-	-	-	(200)
955-001	LA-Flood Resiliency	(138)	-	-	-	-	(138)
709-001	Law Capital	-	400	-	-	-	400
CORPORATE SECURITY							
710-021	Public Safety Network CCTV Expansion and Redundancy	180	140	-	-	-	320
710-022	Replacement of Two Way Radios	65	-	-	-	-	65
710-023	Highly Restricted Zone Architecture	55	-	-	-	-	55
710-024	USB Encryption and Malware Prevention	-	-	-	-	-	-
710-025	Incident and Event Management System	155	-	-	-	-	155
710-026	Intrusion Prevention Systems	778	-	-	-	-	778
710-027	Vulnerability License Additions	-	-	-	-	-	-
710-028	Roles-Based Access Project	452	75	-	-	-	527
710-029	E-mail Security Enhancements	-	-	-	-	-	-
710-030	Cybersecurity Suite	-	-	-	-	-	-
710-031	Network Analytics	291	-	-	-	-	291
710-032	E-Discovery and Forensics	241	-	-	-	-	241
710-033	Life Safety/Security Power & Network Redundancy	-	-	-	-	-	-
710-034	Commend Security Intercom Redundancy	38	30	-	-	-	68
710-035	Enterprise System Redundancy Project	349	100	-	-	-	449
710-036	Video Analytics and Video Management Software Solu	44	40	-	-	-	84
710-038	Office relocation and upgrades	570	100	-	-	-	670
710-039	Information Management System	200	50	-	-	-	250
710-040	Training and E-Learning Systems	75	125	-	-	-	200
955-001	LA-Flood Resiliency	138	-	-	-	-	138
Total		-	-	-	-	-	-

Total Previously Approved by Administration (5) (60) - - - (65)

Previously Approved by Council

CONFIDENTIAL REPORTS		63,820	126,436	58,319	9,105	-	257,680
Council approved this net budget increase through the following Infrastructure Calgary Implementation Plan reports: PFC2017-0355, CPS2017-0311, PFC2017-0335, TT2017-0397, PFC2017-0403, PFC2017-0462.							

Total Previously Approved by Council 63,820 126,436 58,319 9,105 - 257,680

CAPITAL BUDGET REVISION SUMMARY

(\$000's)

For information

PFC2017-0615
ATTACHMENT 3

Department/Business Unit	As at 2017 March 31 (PFC2017-0354)		Revisions (2017 April 1 to 2017 June 30)				As at 2017 June 30	
	2017 Budget	2018-2021 Budget	2017 (Att 1)	2017 (Att 2)	2018-2021 (Att 1)	2018-2021 (Att 2)	2017 Revised Budget	2018-2021 Revised Budget
COMMUNITY SERVICES								
Calgary Community Standards	19,068	22,394	-	-	-	-	19,068	22,394
Calgary Emergency Management Agency	3,008	370	-	-	-	-	3,008	370
Calgary Fire Department	43,298	103,335	-	-	-	-	43,298	103,335
Calgary Housing	10,175	58,728	-	-	-	-	10,175	58,728
Calgary Parks	39,302	97,100	-	-	-	-	39,302	97,100
Calgary Recreation	154,279	166,425	-	-	-	-	154,279	166,425
TOTAL COMMUNITY SERVICES	269,130	448,352	-	-	-	-	269,130	448,352
DEPUTY CITY MANAGER'S OFFICE								
Corporate Analytics & Innovation	14,643	11,708	-	-	-	-	14,643	11,708
Facility Management	38,332	111,200	-	-	-	-	38,332	111,200
Fleet Services	40,431	126,216	-	-	-	-	40,431	126,216
Real Estate & Development Services	59,082	218,610	-	-	-	-	59,082	218,610
Supply	1,427	3,338	-	-	-	-	1,427	3,338
TOTAL DEPUTY CITY MANAGER'S OFFICE	153,915	471,072	-	-	-	-	153,915	471,072
PLANNING & DEVELOPMENT								
Calgary Growth Strategies	-	-	-	-	-	-	-	-
Calgary Building Services	11,667	16,181	-	-	-	-	11,667	16,181
TOTAL PLANNING & DEVELOPMENT	11,667	16,181	-	-	-	-	11,667	16,181
URBAN STRATEGY	661	440	-	(5)	-	(60)	656	380
TRANSPORTATION								
Calgary Transit	157,775	168,221	-	-	-	-	157,775	168,221
Roads	87,327	48,275	-	-	-	-	87,327	48,275
Transportation Infrastructure	485,550	1,133,641	-	-	-	-	485,550	1,133,641
TOTAL TRANSPORTATION	730,652	1,350,137	-	-	-	-	730,652	1,350,137
UTILITIES & ENVIRONMENTAL PROTECTION								
Environmental & Safety Management	702	879	-	-	-	-	702	879
Waste & Recycling Services	188,952	46,855	-	-	-	-	188,952	46,855
Utilities (Water Resources & Water Services)	373,469	1,040,732	-	-	-	-	373,469	1,040,732
TOTAL UTILITIES & ENVIR. PROT.	563,123	1,088,466	-	-	-	-	563,123	1,088,466
CALGARY POLICE SERVICE	36,619	42,612	-	-	-	-	36,619	42,612
CHIEF FINANCIAL OFFICER'S DEPARTMENT								
Assessment	2,500	11,472	-	-	-	-	2,500	11,472
Customer Service & Communications	3,998	12,036	-	-	-	-	3,998	12,036
Finance	1,547	1,982	-	-	-	-	1,547	1,982
Human Resources	200	1,689	-	-	-	-	200	1,689
Information Technology	32,741	65,831	-	-	-	-	32,741	65,831
TOTAL CFOD	40,986	93,010	-	-	-	-	40,986	93,010
CORPORATE ADMINISTRATION								
City Clerk's Office	359	1,951	-	-	-	-	359	1,951
Corporate Security	-	-	-	3,631	-	660	3,631	660
Law	3,631	1,060	-	(3,631)	-	(660)	-	400
TOTAL CORPORATE ADMINISTRATION	3,990	3,011	-	-	-	-	3,990	3,011
CORPORATE CAPITAL PROGRAMS	-	196,276	-	-	-	-	-	196,276
CIVIC PARTNERS								
Capital Investment in Civic Partner	8,192	8,637	-	-	-	-	8,192	8,637
Calgary Public Library	67,209	2,237	240	-	-	-	67,449	2,237
Calgary Telus Convention Centre	222	180	-	-	-	-	222	180
Calgary Zoological Society	7,877	1,027	-	-	-	-	7,877	1,027
Cultural Related Infrastructure	2,194	3,371	-	-	-	-	2,194	3,371
Fort Calgary	-	1,890	-	-	-	-	-	1,890
Recreation Culture Artifact	205	303	-	-	-	-	205	303
2013 Flood Civic Partners	13,629	130	-	-	-	-	13,629	130
TOTAL CIVIC PARTNERS	99,528	17,775	240	-	-	-	99,768	17,775
CALGARY PARKING AUTHORITY	63,127	106,778	-	-	-	-	63,127	106,778
Confidential Reports (Infrastructure Calgary Implementation Plans)			-	63,820	-	193,860	63,820	193,860
TOTAL CITY	1,973,398	3,834,110	240	63,815	-	193,800	2,037,453	4,027,910

2017 Operating Net Budget Changes from 2017 January 01 to 2017 June 30 (\$000s)
For Information

Business Unit	2017 Net Budget as at 2016 Dec 31	2017 Net Budget as at 2017 June 30	Change	Comments
UTILITIES & ENVIRONMENTAL PROTECTION				
Environmental & Safety Management	11,068	11,113	45	• Administration approved \$45 for 2017 Salary and Wages allocation.
Waste & Recycling Services	53,910	53,948	38	• Administration approved \$38 for 2017 Salary and Wages allocation.
Utilities (Water Resources and Water Services)	-	-	-	• Administration approved (\$34,601) net zero adjustment within Utilities to adjust for lower Offsite Levy revenues than expected.
GM - Utilities & Environmental Protection	428	433	5	• Administration approved \$5 for 2017 Salary and Wages allocation.
TOTAL UTILITIES & ENVIRONMENTAL PROTECTION	65,406	65,494	88	
TRANSPORTATION				
Calgary Transit	258,186	256,064	(2,122)	• Administration approved: * \$507 for 2017 Salary and Wages allocation. * \$17 for 2017 Water and Sewer inflation allocation. * (\$2,646) net transfer to Corporate Costs for 2017 Work Force Planning.
Roads	157,836	157,140	(696)	• Administration approved: * \$240 for 2017 Salary and Wages allocation. * \$7 for 2017 Water and Sewer inflation allocation. * (\$943) net transfer to Corporate Costs for 2017 Work Force Planning.
Transportation Infrastructure	-	-	-	• Administration approved \$113 net zero allocation for 2017 Salary and Wages allocation.
Transportation Planning	14,150	13,819	(331)	• Administration approved: * \$156 for 2017 Salary and Wages allocation. * (\$487) net transfer to Corporate Costs for 2017 Work Force Planning.
GM - Transportation	1,161	1,169	8	• Administration approved \$8 for 2017 Salary and Wages allocation.
TOTAL TRANSPORTATION	431,333	428,192	(3,141)	
COMMUNITY SERVICES				
Calgary Community Standards	53,329	52,426	(903)	• Administration approved: * \$171 for 2017 Salary and Wages allocation. * \$1 for 2017 Water and Sewer inflation allocation. * (\$355) transfer to Finance for TCA re-organization. * (\$720) net transfer to Corporate Costs for 2017 Work Force Planning.
Calgary Emergency Management Agency (CEMA)	5,305	5,198	(107)	• Administration approved: * \$62 for the IAFF 2017 Settlement budget allocation. * \$44 for 2017 Salary and Wages allocation. * (\$214) net transfer to Corporate Costs for 2017 Work Force Planning.

Business Unit	2017 Net Budget as at 2016 Dec 31	2017 Net Budget as at 2017 June 30	Change	Comments
Calgary Fire Department	231,065	236,027	4,962	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * \$5,635 for 2017 IAFF settlement budget allocation. * \$89 for 2017 Salary and Wages allocation. * \$8 for 2017 Water and Sewer inflation allocation. * (\$770) net transfer to Corporate Costs for 2017 Work Force Planning.
Calgary Neighbourhoods	42,034	42,163	129	<ul style="list-style-type: none"> Administration approved \$129 for 2017 Salary and Wages allocation.
Calgary Parks	103,728	102,003	(1,725)	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * \$241 for 2017 Water and Sewer inflation allocation. * \$152 for 2017 Salary and Wages allocation. * (\$2,118) net transfer to Corporate Costs for 2017 Work Force Planning.
Calgary Recreation	56,325	56,277	(48)	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * \$148 for Salary and Wages allocation. * \$64 for 2016 Water and Sewer inflation allocation. * (\$260) net transfer to Corporate Costs for 2017 Work Force Planning.
Calgary Housing	10,219	10,253	34	<ul style="list-style-type: none"> Administration approved \$34 for 2017 Salary and Wages allocation.
GM - Community Services	823	843	20	<ul style="list-style-type: none"> Administration approved \$20 for 2017 Salary and Wages allocation.
TOTAL COMMUNITY SERVICES	502,828	505,190	2,362	
CIVIC PARTNERS	88,228	88,228	-	<ul style="list-style-type: none"> No changes.
CALGARY POLICE SERVICE	379,306	388,069	8,763	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * \$8,541 for 2017 CPSOA and CPA settlement budget allocation. * \$222 for 2017 Salary and Wages allocation.
PLANNING & DEVELOPMENT				
Calgary Approvals Coordination	1,898	1,898	-	<ul style="list-style-type: none"> No changes.
Calgary Building Services	-	-	-	<ul style="list-style-type: none"> No changes.
Calgary Growth Strategies	3,657	2,720	(937)	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * (\$37) net transfer to Corporate Costs for 2017 Work Force Planning. * (\$900) transfer to Community Planning for restructuring purposes.
Community Planning	12,307	12,597	290	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * \$900 transfer from Calgary Growth Strategies for restructuring purposes. * \$73 for 2017 Salary and Wages allocation. * (\$683) net transfer to Corporate Costs for 2017 Work Force Planning.
GM - Planning & Development	764	780	16	<ul style="list-style-type: none"> Administration approved \$16 for 2017 Salary and Wages allocation.
TOTAL PLANNING & DEVELOPMENT	18,626	17,995	(631)	

Business Unit	2017 Net Budget as at 2016 Dec 31	2017 Net Budget as at 2017 June 30	Change	Comments
DEPUTY CITY MANAGER'S OFFICE				
Corporate Analytics & Innovation	20,021	19,964	(57)	<ul style="list-style-type: none">• Administration approved:<ul style="list-style-type: none">* \$254 for 2017 Salary and Wages allocation.* (\$64) transfer to Corporate Costs for 2017 Work Force Planning.* (\$247) transfer to Finance for TCA re-organization.
Facility Management	40,705	40,928	223	<ul style="list-style-type: none">• Administration approved:<ul style="list-style-type: none">* \$206 for 2017 Salary and Wages allocation.* \$17 for 2017 Water and Sewer inflation allocation.• Administration approved a (\$485) net zero relinquishment of a maintenance agreement between FM and Calgary Police Services (CPS) for a property previously owned by FM, but was transferred to CPS' stewardship.• Administration approved a (\$735) net zero relinquishment for the closure of the construction shop mentioned above that was previously held under FM.
Fleet Services	-	-	-	<ul style="list-style-type: none">• Administration approved \$80 net zero allocation for 2017 Salary and Wages allocation.
Real Estate & Development Services	3,782	3,680	(102)	<ul style="list-style-type: none">• Administration approved two net zero adjustments of \$4,262 and (\$396) to align divisional work plans with strategic direction.• Administration approved:<ul style="list-style-type: none">* \$89 for 2017 Salary and Wages allocation.* (\$191) transfer to Finance for TCA re-organization.
Resilience & Infrastructure Calgary	1,037	507	(530)	<ul style="list-style-type: none">• Administration approved:<ul style="list-style-type: none">* \$7 for 2017 Salary and Wages allocation.* (\$537) net transfer to Corporate Costs for 2017 Work Force Planning.
Supply Management	-	9,254	9,254	<ul style="list-style-type: none">• Administration approved:<ul style="list-style-type: none">* \$9,225 transfer from GM - Deputy City Manager's Office for re-organization.* \$29 for 2017 Salary and Wages allocation.
GM - Deputy City Manager's Office	12,051	2,868	(9,183)	<ul style="list-style-type: none">• Administration approved:<ul style="list-style-type: none">* \$42 for 2017 Salary and Wages allocation.* (\$9,225) transfer to Supply Management for re-organization.
TOTAL DEPUTY CITY MANAGER'S OFFICE	77,596	77,201	(395)	
URBAN STRATEGY	2,708	2,714	6	<ul style="list-style-type: none">• Administration approved \$6 for 2017 Salary and Wages allocation.
LAW & LEGISLATIVE SERVICES				
City Clerk's Office	16,027	15,986	(41)	<ul style="list-style-type: none">• Administration approved:<ul style="list-style-type: none">* \$59 for 2017 Salary and Wages allocation.* (\$100) transfer to Corporate Costs for 2017 Work Force Planning.
Corporate Security	-	8,567	8,567	<ul style="list-style-type: none">• Administration approved transfer of \$8,567 from Law for re-organization.

Business Unit	2017 Net Budget as at 2016 Dec 31	2017 Net Budget as at 2017 June 30	Change	Comments
Law	21,069	11,058	(10,011)	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> \$356 for 2017 Salary and Wages allocation. (\$349) transfer to Corporate Costs for 2017 Work Force Planning. (\$1,451) for transfer to GC - Law & Legislative Services for re-organization. (\$8,567) for transfer to Corporate Security for re-organization.
GC - Law & Legislative Services	-	1,451	1,451	<ul style="list-style-type: none"> Administration approved transfer of \$1,451 from Law for re-organization.
TOTAL LAW & LEGISLATIVE SERVICES	37,096	37,062	(34)	
CITY MANAGER'S OFFICE	2,130	2,140	10	<ul style="list-style-type: none"> Administration approved \$10 for 2017 Salary and Wages allocation.
CHIEF FINANCIAL OFFICER'S DEPARTMENT				
Assessment	22,230	22,303	73	<ul style="list-style-type: none"> Administration approved \$73 for 2017 Salary and Wages allocation.
Customer Service & Communications	24,873	24,759	(114)	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> \$234 for 2017 Salary and Wages allocation. (\$348) net transfer to Corporate Costs for 2017 Work Force Planning.
Finance	34,341	35,258	917	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> \$914 transfers from Business Units for TCA re-organization. <ul style="list-style-type: none"> \$355 transfer from Calgary Community Standards. \$247 transfer from Corporate Analytics & Innovation. \$191 transfer from Information Real Estate & Development Services. \$121 transfer from Information Technology. \$343 for 2017 Salary and Wages allocation. (\$340) transfer to Corporate Costs for 2017 Work Force Planning.
Human Resources	31,617	31,968	351	<ul style="list-style-type: none"> Administration approved \$351 for 2017 Salary and Wages allocation.
Information Technology	66,344	66,872	528	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> \$649 for 2017 Salary and Wages allocation. (\$121) transfer to Finance due to centralizing many of the TCA functions in Finance.
GM - CFOD	823	831	8	<ul style="list-style-type: none"> Administration approved \$8 for 2017 Salary and Wages allocation.
TOTAL CHIEF FINANCIAL OFFICER'S DEPARTMENT	180,228	181,991	1,763	
COUNCIL				
Audit Committee	755	758	3	<ul style="list-style-type: none"> Administration approved \$3 for 2017 Salary and Wages allocation.
City Auditor's Office	2,901	2,950	49	<ul style="list-style-type: none"> Administration approved \$49 for 2017 Salary and Wages allocation.
Mayor's Office	1,925	1,964	39	<ul style="list-style-type: none"> Administration approved \$39 for 2017 Salary and Wages allocation.
Office of the Councillors	9,186	9,333	147	<ul style="list-style-type: none"> Administration approved \$147 for 2017 Salary and Wages allocation.
TOTAL COUNCIL	14,767	15,005	238	

Business Unit	2017 Net Budget as at 2016 Dec 31	2017 Net Budget as at 2017 June 30	Change	Comments
CORPORATE PROGRAMS - COMMON REVENUES				
Franchise Fees	(217,656)	(217,656)	-	• No changes.
General Revenue	(206,056)	(206,056)	-	• No changes.
Investment Income & Financial Charges	(29,500)	(29,500)	-	• No changes.
Taxation	(1,807,169)	(1,807,169)	-	• No changes.
TOTAL CORPORATE PROGRAMS - COMMON REVENUES	(2,260,381)	(2,260,381)	-	
CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING				
Capital Financing Costs	313,603	313,603	-	• No changes.
Civic & Intergovernmental Affairs	387	387	-	• No changes.
Corporate Costs	152,041	143,012	(9,029)	• Administration approved: * \$10,615 net transfer from multiple BUs for 2017 Work Force Planning. * (\$14,238) for 2017 Salary & Wages allocation after settlement. * (\$5,051) for 2017 Salary and Wages allocation. * (\$355) for 2017 Water and Sewer inflation allocation.
Employee Benefits	(6,900)	(6,900)	-	• No changes.
Gas, Power and Telecom. Committee	925	925	-	• No changes.
Scholarships	73	73	-	• No changes.
TOTAL CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING	460,129	451,100	(9,029)	
TOTAL CORPORATE PROGRAMS	(1,800,252)	(1,809,281)	(9,029)	
TOTAL CITY				
Total City (without Corporate Programs)	1,800,252	1,809,281	9,029	
Corporate Programs	(1,800,252)	(1,809,281)	(9,029)	
Total City	-	-	-	

Council Decisions/Referrals Having Actual or Potential Future Year Operating Budget Impacts

Provided to meet the requirement of NM2008-53 to track decisions or referrals that Council has made between 2017 January 01 to 2017 June 30 which have an actual or potential future year budget impact.

DATE	REPORT #	TITLE	DESCRIPTION	POTENTIAL BUDGET IMPACT (\$000s)
13-Feb-2017	CPS2017-0103	Calgary River Access Strategy	If the Calgary River Access Strategy is fully implemented, the annual operating budget has been estimated at approximately \$500,000 per year, including implementation of educational programs such as the River Ambassador program. Administration will bring forward an operating budget request through the next Action Plan budget cycle or as appropriate. Council directs Administration to forward a business case for the high priority river access sites (Attachment 2) for consideration as part of the Investment Plan being brought forward by Infrastructure Calgary in Q1 or Q2 2017.	500
27-Feb-2017	NM2017-04	Tax Burden of Calgary Golf Courses (Councillor Sutherland)	NM2017-04 is referred to the Administration and in advance of executing the resolution contained in NM2017-04, Council directs Administration to review the state of golf and golf courses within The City of Calgary and propose a framework for addressing golf course retention and redevelopment and report back to Council through the SPC on Community and Protective Services and/or the SPC on Planning and Urban Development by Q3 2017. In response to Council direction, CPS2017-0539 'Review of Golf Courses- Planning Considerations and Taxation Implications' is taken to Council on July 24 2017, and Council directs Administration to return to Council at the 2018 budget adjustment process with options on how to move forward with City-owned golf course operations.	75-150
13-Mar-2017	NM2017-06	Status of Bingo Facilities (Councillor Carra and Councillor Chabot)	Council directs Administration to cancel the municipal portion of the 2017 taxes with the following conditions, the Bingos individually maintain their status as Class 'A' Bingo Facilities for 2017 and the property owners of the three properties occupied by the Bingos confirm in writing that they will provide the full benefit of the tax cancellations to the Bingos.	TBD
10-Apr-2017	C2017-0288	2017 Property Tax Related Bylaw, C2017-0288	MOTION ARISING, Moved by Councillor Chu, Seconded by Councillor Keating, that with respect to Report C2017-0288, Council direct Administration to bring a Recommendation to the Business Plan and Budget Process for the use, or rebate, of the tax room for 2018 and further tax years.	TBD
10-Apr-2017	CPC2017-128	Supporting the Rotary International Convention Bid	Council directs Administration to allocate \$250,000 in funding from the Fiscal Stability Reserve (FSR) toward venue costs should the Calgary Rotary District 5360 Bid Committee be the successful bidder for the Rotary International Convention in 2023, 2024, or 2025.	250
29-May-2017	TT2017-0383	Downtown Parking Strategy Policy Revisions	Council directs Administration to bring a new reserve request template for the parking reduction fee contributions generated through voluntary reductions to the Priorities and Finance Committee for approval no later than Q1 2018.	TBD
19-Jun-2017	C2017-0370	Economic Development Investment Fund	- Council approves the creation of an Economic Development Investment Fund (EDIF) and \$10 million from the Fiscal Stability Reserve (FSR) to initiate the short-term start up of the EDIF; and - Council directs Administration to return to Council during the 2018 budget deliberations process in November 2017 to present terms of reference, and identify the long-term recommended value and funding sources of the EDIF. - Recommendation 5, as follows, is referred to the Administration to work with the Calgary Arts Development and bring forward a Report and Recommendations in regard to the 10 Cornerstones (Attachment 5) and report, to Council, through the Priorities and Finance Committee with alternative funding sources, no later than 2017 July: Approve \$2 million in Economic Development Investment Funds for Calgary Arts Development Authority (Program 449) to invest immediately in the 10 Cornerstone arts organizations as set out in the EDIF Business Case and report back in one year on the investment of the funds (ATTACHMENT 5).	10,000