

**PROPOSED ONE CALGARY CAPITAL PORTFOLIO CHANGES**  
**(\$000s)**

**Purpose:** To provide capital budget changes required to address to Provincial Budget funding shortfall.

| Citizen Priority   | Service                             | Budget ID    | Budget ID Name                                   | Previously Approved Budget <sup>1</sup> | 2020 Increase/ (Decrease) | 2021 Increase/ (Decrease) | 2022 Increase/ (Decrease) | 2023 Increase/ (Decrease) | TOTAL Increase/ (Decrease) | Description / Impact  |  |
|--|-------------------------------------|--------------|--|---|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|---|--|
| <b>Relinquishments - Budget Refinement (no scope impacts)<sup>1</sup> - For Approval</b> |                                     |              |  |   |                           |                           |                           |                           |                            |   |  |
| Estimate changes, contingency releases, project completions                              |                                     |              |  |   |                           |                           |                           |                           |                            |   |  |
| <b>A Prosperous City</b>   | Economic Development & Tourism      | 510_004      | Calgary Zoo - Land of Lemurs                     | 116                                     | (89)                      | -                         | -                         | -                         | (89)                       | Project is complete. Remaining budget can be released.  |  |
| <b>A City That Moves</b>   | Public Transit                      | 738_001      | Financing Costs                                  | 21,308                                  | (21,000)                  | -                         | -                         | -                         | (21,000)                   | Financing costs associated with MSI debt (primarily for the West LRT project) are now complete and future borrowing for MSI funded projects is not anticipated.   |  |
| <b>A Healthy &amp; Green City</b>  | Parks & Open Spaces                 | 500_004      | Park Development                                 | 12,959                                  | (100)                     | -                         | -                         | -                         | (100)                      | Releasing contingency no longer required. This eliminates flexibility on projects that may have cost overruns.  |  |
|  | Recreation Opportunities            | 507_630      | Mobile SkatePark                                 | 1,567                                   | (1,540)                   | -                         | -                         | -                         | (1,540)                    | The mobile skateparks program was cancelled as part of council decisions on budget reduction packages in July 2019.   |  |
|  |                                     | 519_039      | RC-Centennial Planetarium                        | 6,198                                   | (3,000)                   | -                         | -                         | -                         | (3,000)                    | Project is close to completion. Majority of remaining budget can be released.   |  |
|  |                                     | 519_130      | Facility Lifecycle                               | 82,387                                  | (300)                     | -                         | -                         | -                         | (300)                      | Project is complete. Contingency can be released.   |  |
|  |                                     | <b>Total</b> |  |   | <b>90,153</b>             | <b>(4,840)</b>            | -                         | -                         | -                          | <b>(4,840)</b>  |  |
| <b>A Well-Run City</b>   | Citizen Engagement & Insights       | 788_001      | Customer Service Framework, Research & Analytics | 1,169                                   | (14)                      | -                         | -                         | -                         | (14)                       | Project does not need to be continued with capital funding; Work can continue with operating resources.   |  |
|  | City Auditor's Office               | 481150       | Upgrade Meeting Rooms                            | 140                                     | (50)                      | -                         | -                         | -                         | (50)                       | Project is close to completion. Majority of remaining budget can be released.   |  |
|  | Municipal Elections                 | 481000       | Census - Election Software                       | 3,600                                   | (250)                     | -                         | -                         | -                         | (250)                      | Cost estimates are lower than expected; associated budget can be released.  |  |
|  | Taxation                            | 480200       | Tax Management Sustainment                       | 2,000                                   | (120)                     | -                         | -                         | -                         | (120)                      | The scope of this project depends on direction from the Province and Council as to what changes are required to the tax billing system. Once the direction has been clearly established the project budget can be more firmly established. If additional budget and funding is required at a later date, a business case will be submitted. |  |
| <b>Enabling Services</b>   | Data Analytics & Information Access | 480703       | Corporate GIS Upgrades                           | 1,965                                   | (21)                      | -                         | -                         | -                         | (21)                       | Releasing contingency no longer required.   |  |
|  |                                     | 813_001      | Energy Information Systems                       | 97                                      | (2)                       | -                         | -                         | -                         | (2)                        | Project is complete with actual costs under estimates. Remaining budget can be released.  |  |
|  |                                     | 813_551      | Cityonline Phase III                             | 155                                     | (5)                       | -                         | -                         | -                         | (5)                        | Project is complete with actual costs under estimates. Remaining budget can be released.  |  |
|  |                                     | <b>Total</b> |  |   | <b>2,217</b>              | <b>(28)</b>               | -                         | -                         | -                          | <b>(28)</b>   |  |
|  | Facility Management                 | 770_024      | Plaza Redevelopment                              | 1                                       | (1)                       | -                         | -                         | -                         | (1)                        | Project is complete with actual costs under estimates. Remaining budget can be released.  |  |
|  |                                     | 776_008      | Major OWC - Bears paw                            | 2                                       | (2)                       | -                         | -                         | -                         | (2)                        | Project is complete with actual costs under estimates. Remaining budget can be released.  |  |
|  |                                     | 779_729      | Workplace Continuity Management Program          | 1,257                                   | (400)                     | -                         | -                         | -                         | (400)                      | Reduction in recoveries to support the program. This could lead to a reduced preparedness of Facility Management's facilities and sites to respond to events and emergencies.   |  |
|  |                                     | <b>Total</b> |  |   | <b>1,261</b>              | <b>(403)</b>              | -                         | -                         | -                          | <b>(403)</b>  |  |
|  | Financial Support                   | 730_001      | Treasury Capital                                 | 1,320                                   | (79)                      | -                         | -                         | -                         | (79)                       | Releasing contingency no longer required.   |  |
|  | IT Solutions & Support              | 741_080      | Infrastructure Management Systems                | 1                                       | (1)                       | -                         | -                         | -                         | (1)                        | Project is complete. Remaining budget can be released.  |  |
|  | Procurement & Warehousing           | 736_002      | Warehouse  | 1,374                                   | (104)                     | -                         | -                         | -                         | (104)                      | Project is complete. Remaining budget can be released.  |  |
|  |                                     | 736_006      | Building U Upgrade                               | 0                                       | (0)                       | -                         | -                         | -                         | (0)                        | Project is complete. Remaining budget can be released.  |  |
|  |                                     | <b>Total</b> |  |   | <b>1,375</b>              | <b>(104)</b>              | -                         | -                         | -                          | <b>(104)</b>  |  |
| <b>Total Relinquishments - Budget Refinement</b>   |                                     |              |  |   | <b>(27,078)</b>           | -                         | -                         | -                         | <b>(27,078)</b>            |   |  |

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| Citizen Priority   | Service                                    | Budget ID | Budget ID Name              | Previously Approved Budget <sup>1</sup> | 2020 Increase/ (Decrease) | 2021 Increase/ (Decrease) | 2022 Increase/ (Decrease) | 2023 Increase/ (Decrease) | TOTAL Increase/ (Decrease) | Description / Impact   |
|--|--|-----------|-----------------------------|---|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|--|
| <b>Relinquishments - Scale Back (scope impacts)<sup>1</sup> - For Approval</b> |  |           |                             |   |                           |                           |                           |                           |                            |  |
| Programs / Projects that are being scaled back                                 |  |           |                             |   |                           |                           |                           |                           |                            |  |
| <b>A Prosperous City</b>   | Affordable Housing                         | 480350    | Silvera for Seniors -LMP    | 9,507                                   | (122)                     | (122)                     | (122)                     | -                         | (365)                      | Overall 5% decrease targeted towards non critical/safety items. Reprioritization is required.  |
|  |  | 489_013   | AH Pre-Development          | 2,469                                   | -                         | -                         | (500)                     | -                         | (500)                      | Reduction of pre-development funding will limit future ability to complete planning, feasibility, and preliminary design work. These cost burdens may need to be shifted to project budgets, which may result in design modifications or reduced project scope.  |
|  | <b>Total</b>                               |           |                             | <b>11,977</b>                           | <b>(122)</b>              | <b>(122)</b>              | <b>(622)</b>              | <b>-</b>                  | <b>(865)</b>               |  |
|  | Arts & Culture                             | 480651    | Community Cultural Spaces   | 9,000                                   | -                         | -                         | -                         | (1,200)                   | (1,200)                    | Further engagement with the community is required before proceeding. A reduction in this budget amount will still allow some priority work to be completed (MOBS, Max Bell, Fort Calgary, Forest Lawn).  |
| <b>A City of Safe and Inspiring Neighbourhoods</b>                             | Bylaw Education & Compliance               | 480405    | CCS ByLaw Equip Lifecycle   | 920                                     | (20)                      | (20)                      | (20)                      | -                         | (60)                       | Reductions in capital funding impacts investment in lifecycle maintenance which could affect overall asset condition, levels of service, reliability, and increase operating costs over time.  |
|  | Emergency Management & Business Continuity | 480450    | EOC IT Lifecycle            | 2,194                                   | -                         | -                         | (205)                     | -                         | (205)                      | Reducing IT relating to the Emergency Operations Center (EOC) could result in a failure of the equipment during an emergency. By reducing the EOC IT Lifecycle ability, this may increase operational costs to maintain technology in the future.  |
|  |  | 049_004   | Equipment Acquisition       | 400                                     | (205)                     | -                         | -                         | -                         | (205)                      | Reducing equipment relating to CANTF2 disaster response capabilities and decreasing ability to lifecycle required equipment, may result in a decrease to the ability to effectively respond during an emergency.   |
|  | <b>Total</b>                               |           |                             | <b>2,594</b>                            | <b>(205)</b>              | <b>-</b>                  | <b>(205)</b>              | <b>-</b>                  | <b>(410)</b>               |  |
|  | Pet Ownership & Licensing                  | 048_011   | Equipment Lifecycle         | 814                                     | (17)                      | (17)                      | (17)                      | -                         | (50)                       | Reductions in capital funding impacts investment in lifecycle maintenance which could affect overall asset condition, levels of service, reliability, and increase operating costs over time.  |
| <b>A City That Moves</b>   | Public Transit                             | 657_01W   | Bus Refurbishment           | 5,230                                   | (5,000)                   | -                         | -                         | -                         | (5,000)                    | Reduction to the bus refurbishment budget used for mid-life refurbishment of articulated buses. Removal of this budget will result in operating cost increases to maintain un-refurbished buses, increased risk of vehicle failure, and could lead to reduced service levels.  |
|  |  | 657_02W   | LRV Refurbishment           | 52,105                                  | (5,000)                   | -                         | -                         | -                         | (5,000)                    | Reduction of the LRV refurbishment budget used to reduce the number of different vehicle types. This program is separate from the capital program to purchase new LRVs during the current budget cycle. This budget reduction will mean more breakdowns will occur, and therefore increase the number of LRVs needed on standby. It also means that Calgary Transit will need to manage 4 different types of fleet, some of the U2s (the oldest type of LRVs) will need to be used even longer.  |
|  |  | 657_03W   | Fleet & Equipment           | 2,423                                   | (500)                     | -                         | -                         | -                         | (500)                      | Reduction to the replacement of vehicles for Calgary Transit operational support staff. This means that all Calgary Transit operational support groups will have to hold onto existing vehicles for additional years. Service reliability will not be immediately affected but the ability of Calgary Transit to respond to operational issues in the field will gradually degrade.  |
|  | <b>Total</b>                               |           |                             | <b>59,758</b>                           | <b>(10,500)</b>           | <b>-</b>                  | <b>-</b>                  | <b>-</b>                  | <b>(10,500)</b>            |  |
|  | Sidewalks & Pathways                       | 481400    | Comm Mobility Imp-Sidewalks | 27,875                                  | (860)                     | -                         | -                         | -                         | (860)                      | This program includes funding for multi-use pathways, bikeway and pedestrian improvements including adaptive sidewalks. Adaptive sidewalks provide safe, dedicated space for pedestrians without construction of a traditional sidewalk (e.g. low concrete curbs with sign posts). Reductions include cancellation of two multi-use pathway projects and associated pedestrian improvements. Lacking adequate / any multi-use trail infrastructure may pose some safety risks to people attempting to travel in those areas using unsuitable boulevards. |

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|--|--------------------------------------|--|--|---|---------------------------|---------------------------|---------------------------|---------------------------|--|--|
| <b>Relinquishments - Scale Back (scope impacts)<sup>1</sup> - For Approval</b> |                                      |  |  |   |                           |                           |                           |                           |  |  |
| Programs / Projects that are being scaled back                                 |                                      |  |  |   |                           |                           |                           |                           |  |  |
| <b>A Healthy &amp; Green City</b>  | Environmental Management             | 815_14F  | Environmental Programs                   | 1,671                                   | (300)                     | -                         | -                         | -                         | (300)  | Rescoping of projects relating to contaminated site management, climate mitigation & adaptation, climate resilience action plan and Sustainable Environmental and Ethical Procurement projects. This could lead to reduced access to data, information, and consulting services for customers. Leveraging third party funding is also at risk. |
| <b>A Well-Run City</b>   | Corporate Governance                 | 873_001  | Investment Optimization Program          | 3,561                                   | (308)                     | -                         | -                         | -                         | (308)  | No impact as remaining IOP funds were not allocated.   |
|  | Records Management, Access & Privacy | 796_001  | Content Suite (Phase 2) - EDRM           | 2,693                                   | (250)                     | -                         | -                         | -                         | (250)  | Delays the delivery of new records management functionality for electronic records throughout the organization by 12 to 24 months. Additional time will be required and funded out of corporate records operational activities in 2023 and beyond.   |
| <b>Enabling Services</b>   | Financial Support                    | 737_001  | Finance Capital                          | 1,791                                   | (195)                     | -                         | -                         | -                         | (195)  | All projects within this Annual Investment Program will scale back scope and find efficiencies. This will impact TCA Project Costing (TBD), Hyperion (impact to automated reporting), CI Document Production System (use of existing solutions).   |
|  | Human Resources Support              | 795_002  | Corporate Workforce Strategy             | 245                                     | (45)                      | -                         | -                         | -                         | (45)   | Reduced scope of HR data management tools and solutions. This reduction in capital constricts scope of HR data management to customers.  |
|  | Infrastructure Support               | 480702   | Survey Control Program                   | 1,600                                   | (7)                       | (7)                       | (7)                       | -                         | (20)   | The reduction will limit the ability to maintain and expand the survey control network including the DART system. The number of survey monuments that we establish in new communities and maintain in existing communities will be reduced.  |
|  |                                      | 480705   | Project and Portfolio Mgmt               | 3,635                                   | (115)                     | -                         | -                         | -                         | (115)  | The majority of desired functionality for the project management community is maintained, but it does further delay other important functionality necessary for a fulsome PM suite of tools.   |
|  | 813_099                              | Construction Documents and Drawings Management Pro | 1,423                                    | (20)                                    | -                         | -                         | -                         | (20)                      | Reduction to E-Submission project which is a part of the Construction Drawing Management Program. The reduction comes from adopting best practices for document E-Submissions (particular PDA) used elsewhere in the organization to reduce project costs. The reduction is not expected to have a significant impact on service levels. |  |
| <b>Total</b>   |                                      |  |  | <b>6,658</b>                            | <b>(142)</b>              | <b>(7)</b>                | <b>(7)</b>                | <b>-</b>                  | <b>(155)</b>   |  |
|  | Strategic Marketing & Communications | 793_002  | Diversity and Crisis Communication Tools | 1,045                                   | (116)                     | (266)                     | (266)                     | -                         | (647)  | Will continue with the limited amount of work in-flight and cancel work that has not started/been scoped. Will limit ability to react to new ideas for diversity and crisis communications but does not impact service levels.   |
| <b>Total Relinquishments - Scale Back</b>                                      |                                      |  |  |   | <b>(13,079)</b>           | <b>(431)</b>              | <b>(1,136)</b>            | <b>(1,200)</b>            | <b>(15,845)</b>  |  |

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|--|-------------------------------------|-----------|-------------------------------------|---|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|--|
| <b>Relinquishments - Consider for Next Cycle<sup>1</sup> - For Approval</b>    |                                     |           |                                     |   |                           |                           |                           |                           |                            |  |
| Projects that won't start this cycle and will be re-prioritized for next cycle |                                     |           |                                     |   |                           |                           |                           |                           |                            |  |
| <b>A City of Safe and Inspiring Neighbourhoods</b>                             | Fire & Emergency Response           | 041_171   | NE Station                          | 13,695                                  | -                         | -                         | (8,000)                   | -                         | (8,000)                    | Delay the delivery of the permanent fire station by entering into a lease for the current temporary station. This creates a new approach to the long term planning of assets to provide fire services. The cost of the lease payments would be in the range of \$150,000 to \$200,000 annually. Consider permanent fire station capital costs for next cycle.                          |
| <b>A City That Moves</b>   | Streets                             | 723_001   | Macleod Tr / Lake Fraser Gate       | 3,620                                   | (1,500)                   | -                         | -                         | -                         | (1,500)                    | Rescoping of the interim plan for this intersection. \$2.12 million in developer contributions (in capital deposits) will be held for implementation of the revised project.   |
| <b>A Healthy &amp; Green City</b>  | Parks & Open Spaces                 | 500_006   | Park Upgrades                       | 38,301                                  | (577)                     | -                         | -                         | -                         | (577)                      | The Colonel Walker House at Inglewood Bird Sanctuary has not yet started. There are planned upgrades to this historical building to allow for more educational programming space and to address accessibility issues.  |
|  |                                     | 500_008   | Park Lifecycle                      | 38,354                                  | (90)                      | -                         | (700)                     | -                         | (790)                      | Infrastructure Repairs Office would have no direct citizen impacts.  |
|  | <b>Total</b>                        |           |                                     | <b>76,655</b>                           | <b>(667)</b>              | <b>-</b>                  | <b>(700)</b>              | <b>-</b>                  | <b>(1,367)</b>             |  |
|  | Recreation Opportunities            | 507_632   | Recreation Upgrade Retrofit         | 5,910                                   | (3,089)                   | -                         | -                         | -                         | (3,089)                    | An artificial turf field at Tom Brook Athletic Park would provide an increased level of service to customers as well as increased revenue due to extended play time and playing season.  |
| <b>A Well-Run City</b>   | Citizen Information & Services      | 791_003   | Customer Service Tools & Technology | 321                                     | (174)                     | (73)                      | (73)                      | -                         | (321)                      | Project was to enhance phone service optimization (Verint enhancements related to speech and the rollout of the Quality Assurance program) and web chat opportunities along with other technological advancements to reduce call wait times. Quality Assurance technology will be implemented at a much slower rate. Web chat options to improve online transactions will be impacted. |
| <b>Enabling Services</b>   | Corporate Security                  | 710_026   | Information Security                | 5,362                                   | -                         | -                         | (637)                     | -                         | (637)                      | Corporate Security will identify other potential controls that are already in place to reduce risks to information systems. Impact is still being determined.  |
|  | Data Analytics & Information Access | 813_222   | Building Repository-Generation III  | 93                                      | (79)                      | -                         | -                         | -                         | (79)                       | Data clean-up is on hold, with little to no impact at this time.   |
|  | Facility Management                 | 480757    | Forest Lawn Civic Centre            | 450                                     | -                         | -                         | (450)                     | -                         | (450)                      | With construction of the Forest Lawn Civic Centre expected next business cycle, The City can align pre-planning and pre-design to that same cycle.   |
|  |                                     | 480762    | Northeast Site Development          | 4,863                                   | (2,000)                   | -                         | -                         | -                         | (2,000)                    | \$2M of repayment to the Real Estate and Development Services Revolving Fund will be deferred, which may impact the funding availability for future strategic land acquisitions for The City.  |
| <b>Total</b>   |                                     |           | <b>5,313</b>                        | <b>(2,000)</b>                          | <b>-</b>                  | <b>(450)</b>              | <b>-</b>                  | <b>(2,450)</b>            |                            |  |

**Total Relinquishments - Consider for Next Cycle**      **(7,509)**      **(73)**      **(9,860)**      **-**      **(17,442)**

**Total Relinquishments - For Approval**      **(47,665)**      **(504)**      **(10,996)**      **(1,200)**      **(60,365)**

| Citizen Priority  | Service                | Budget ID | Budget ID Name                             | Amount  | Capital Reserve                                     | Description / Impact   |
|---|------------------------|-----------|--|---------|---|--|
| <b>Capital Reserves (no budget impact)<sup>1</sup> - For Information</b>                                  |                        |           |  |         |   |  |
| Increasing the use of capital reserves in order to free up more flexible sources for funding optimization |                        |           |  |         |   |  |
| <b>A City of Safe and Inspiring Neighbourhoods</b>  | Calgary 9-1-1          | 045_015   | Calgary 911 Facility Lifecycle Maintenance | (475)   | 911 Communications Centre Capital Financing Reserve | Work in this program is eligible under the 911 levy grant. Using this reserve reduces the amount of funding available for other initiatives such as Next Generation 9-1-1.   |
| <b>A Healthy &amp; Green City</b>   | Parks & Open Spaces    | 500_008   | Park Lifecycle                             | (143)   | Parks Endowment and Sustainment Reserve             | Replaces Pay-As-You-Go funding for Century Gardens with capital reserves.  |
|   | Waste & Recycling      | 256_000   | Landfill/Treatment Infrastructure          | (4,000) | Waste & Recycling Sustainment Reserve               | Replaces Federal Gas Tax funding with capital reserves.  |
|   |                        | 258_000   | Facilities & Equipment                     | (3,701) | Waste & Recycling Sustainment Reserve               | Replaces Federal Gas Tax funding with capital reserves.  |
| <b>Enabling Services</b>  | IT Solutions & Support | 741_102   | Multi-Data Centre Strategy                 | (4,316) | Information Technology Reserve                      | The use of capital reserves for this program restricts the flexibility to accommodate other programs such as Smart Cities, Internet of Things, and City fibre infrastructure growth. While some flexibility within the reserve will be reduced, the commitment remains to Calgary being a Smart City and will look to prioritize the use of capital funds appropriately. |

**Total Capital Reserves - For Information**      **(12,635)**

**Notes:**

- Figures may not add due to rounding.
- Previously approved budget contains the 2019-2023+ budget as at 2019 December 31 for each Budget ID. This budget total has not been adjusted to reflect 2019 actual spend.