

# The City's Capital Investment – Delivering Value to Calgarians



## Executive Summary

In response to the downward shift in the economic environment, Infrastructure Calgary continues to make progress on The City's Capital Infrastructure Investment Strategy and find ways to deliver value to Calgarians through capital investment.

The focus of this report is on recent capital investment activities at The City, including the introduction of a Capital Investment Plan (Investment Plan). The proposed Investment Plan outlines how The City can work with other levels of government, the private sector and public institutions to align and optimize respective capital investments to create jobs, build and maintain needed infrastructure and attract and retain people, business and investment.

To support potential new investments in Calgary, Infrastructure Calgary conducted a comprehensive capacity review within the organization to identify funding that can be allocated to generate value for Calgarians. Administration will return to Council no later than Q2 2017 with specific recommendations for new, or currently unfunded investment projects, that will deliver social, economic and environmental value to Calgarians.

## Background

As detailed in Attachment 1, *The City's Response to the Change in the Local Economy*, The City is responding and working to address the needs of Calgarians in light of economic changes in the community. The City has conducted, and continues to conduct, research about the needs and changing priorities of Calgarians by gauging their perceptions on quality of life, the economy and infrastructure investments. Findings indicate that Calgarians' perceptions about quality of life and the economy have weakened. A majority of Calgarians believe that The City has an impact on their quality of life and an obligation to support the local economy. There continues to be support for The City to prioritize infrastructure investment as a way to improve quality of life and agreement that now is a good time to invest in new projects (*Economy, Quality of Life and Infrastructure Survey Report, August 2016*).

Over the past year, The City has been working to address the needs of Calgarians through increasing the quality and velocity of capital investment through its Capital Infrastructure Investment Strategy. While this remains a focus, Infrastructure Calgary is working to create both short term and long term value for Calgarians through a proposed Capital Investment Plan. The Investment Plan proposes to use internal efficiencies and identify existing capacity. The Plan does not rely on any new taxes or debt.

## Capital Infrastructure Investment Strategy – progress to date

Infrastructure Calgary has continued to advance work on the nine strategies within the Capital Infrastructure Investment Strategy (Schedule 1). The 2016 recast process engaged business units across The Corporation to provide revised cash flow forecasts and a more refined capital budget which Council approved on 2016 September 26 (Strategy 1). This work provided greater insight into the status of capital projects and identified funds that could be reallocated to other capital projects. The capital budget recast resulted in a change in the 2016 budget from \$3.2 billion to a more achievable \$1.6



billion. This intentional corporate focus aims to increase the capital investment from the annual average (over the last five years) of \$1.2 billion by more than 25%.

Infrastructure Calgary has led work across the organization to review funding sources and ensure that The City is in alignment with federal and provincial government initiatives, and is working with other levels of government to identify priorities for infrastructure investment. Infrastructure Calgary is working with business units to consider funding sources, free unrestricted funding and shift funds where possible to ensure The City maximizes all available grant funding (Strategies 3 & 4).

Infrastructure Calgary has also reviewed the current allocation of funding across the organization and worked to identify additional funding capacity within the existing Council approved capital budget (Strategy 5). There is potential to reinvest this capacity through a Capital Investment Plan that focuses on investments that will add significant value and benefit to the larger Calgary community.

As part of Infrastructure Calgary, the Accelerating Capital for Economic Resiliency (ACER) program has worked with internal stakeholders to expedite capital project delivery by streamlining and clarifying project delivery processes. ACER initiatives have enhanced The Corporation's capital project delivery capacity and helped increase the capital spend rate, successfully increasing the velocity of capital expenditures. The program has also established a system to increase resource capacity in roles that support capital project work (Strategies 6 and 7).

While ACER will continue to introduce process improvements within the Infrastructure Calgary program, Infrastructure Calgary is shifting focus on other areas of the Capital Infrastructure Investment Strategy, working to optimize the existing capital budget and focus on investments that will deliver lasting social, economic and environmental value to the Calgary community.

## Proposed Capital Investment Plan – reposition The City's current investment, focus future investments and deliver value

The proposed Capital Investment Plan outlines how The City can work with government, private sector and public institutions to align and optimize respective capital investments (Schedule 2). It is based on the premise that a more strategic and cohesive approach to investment will result in greater collective benefit for the public, the individual organizations and the Calgary region. It supports the transition of the existing capital budget into an investment strategy that maximizes existing funds and enables The City to leverage investment from the private sector and other levels of government. Working together, The City and its partners can maximize investment to create jobs, build and maintain needed infrastructure and attract and retain people, business and investment.

The Investment Plan is based on geographic, theme and community investments, and outlines specific investment areas in each of these categories. The Investment Plan is also aligned with Council Priorities and Calgary Economic Development's 10-year economic strategy for Calgary. The City leads on some of these investment areas and is a partner, and sometimes a supporting player, on others.



It is important to note that The City's overarching priority with regard to capital investment is to maintain The City's existing infrastructure assets. Maintenance and lifecycle funding is core to supporting the social, economic and environmental services provided by The City. This is supported by a robust City asset management policy, strategy, plan and guidelines. The Infrastructure Status Report is produced every four years (next publication is 2018) and provides answers regarding what The City owns, its value, condition, remaining service life and information on the infrastructure funding gap. The capacity identified for re-investment in new, or currently unfunded projects, is beyond what is needed for maintenance and lifecycle.

## Stakeholder Engagement – collaboration to shape the Capital Investment Plan and optimize investment

Administration has been meeting and working with a wide variety of external partners to discuss The City's capital priorities and how to align investment to facilitate economic growth. The City has hosted and participated in roundtables with the construction, finance and engineering industries, as well as met with business leaders, post-secondary institutions and developers. The City is working closely with Calgary Economic Development to align their investment strategies and engage with other key stakeholders. The discussions and input to date have led to the creation of the proposed Capital Investment Plan.

The City has been, and continues to conduct, qualitative and quantitative research with Calgarians to understand their perspectives on the economy, quality of life, infrastructure investment and overall satisfaction levels. The results from the research continue to inform The City's approach to capital investment, infrastructure priorities and The City's role in the economy.

The City has also been collaborating with the provincial and federal governments to identify investment priorities and advocate for capital investment in the Calgary region. The City is making a conscious effort to align its investment in areas where the provincial and federal governments have made significant capital investments in Calgary. The City will continue to strengthen existing and build new partnerships to further align investment and create opportunities to deliver value to Calgarians.

## Corporate Capacity Review – efficiencies to support future investment

To identify funding that can be used for investments within this plan, Infrastructure Calgary completed a comprehensive capacity review. This review looked at every potential source of funding available, including:

1. Review of low risk projects that could be stopped or delayed
2. Review of projects that have no spend to date
3. Reserve funds available (corporate and business unit), including:
  - Lifecycle, Maintenance and Upgrade Reserve (LMUR)
  - Reserve for Future Capital (RFC)
  - Fiscal Sustainability Reserve – flood related (FSR)



4. Offsite levy funding\*
5. Any unallocated capital funds, including:
  - Capital budget savings account
  - release of contingency funds
  - funds available due to more refined class estimates
  - relinquishments
  - procurement awards that came in under budget
6. Federal and Provincial grant funding, including:
  - Municipal Sustainability Initiative
  - Future grant money
7. Tax room
  - Focused on the \$29M that will become available in 2019
8. Community Revitalization Levy
9. Debt capacity - this is a financing and not a funding source

\*Administration is working to identify and prioritize projects that will leverage private investment, meet Calgary's social and infrastructure needs, and deliver design and construction jobs. The recommended projects will be in developed, greenfield, and industrial areas and will support strategic growth decisions and market competitiveness by providing investment in a range of geographic areas and business sectors.

As Infrastructure Calgary progresses its work, there will be further investigation into all of these areas and a coordinated effort to ensure any capacity is identified on an ongoing basis and can be utilized for other projects. As per the approved recommendation at the 2016 July 20<sup>th</sup> Transportation and Transit committee meeting, Infrastructure Calgary is currently working on:

- a. Changes to the City's capital budgeting process, including but not limited to consideration of Class 1-5 cost estimating process;
- b. Criteria used to rank capital projects;
- c. Criteria for determining the appropriate contingencies for projects; and
- d. The Council approval process in relation to cost estimates, contingencies, budgets and scope changes.

Through this work, corporate standards and processes will be identified. Administration will provide a progress report to PFC prior to December 31<sup>st</sup> of this year.

## Next steps – assess investment opportunities and bring recommendations to Council

Council has an opportunity to confirm their current investment and consider where the identified capacity can be used for re-investment. With the federal government's anticipated \$120 billion dollar infrastructure investment program over the next ten years, creating capacity to maximize and match



grant funding is critical. Leveraging available grant money from other levels of government will help The City to continue to take advantage of favourable pricing in the market and further build on the benefits already generated from The City's 2015 and 2016 capital investment. The funding can also be used for new projects, to advance projects that are currently unfunded, projects that will leverage private investment and possibly a large 'catalyst' project.

Over the next several months, Infrastructure Calgary will continue to reposition the capital budget and return to Council no later than Q2 2017 with specific recommendations for new, or currently unfunded investment projects that will deliver social, economic and environmental value to Calgarians. The approach to repositioning will be based on the geographic, theme and community investment areas identified in the proposed Investment Plan.



## Schedule 1: Capital Infrastructure Investment Strategy

Administration's proposed Infrastructure Investment Strategy review will work in conjunction with the Accelerated Capital for Economic Resilience (ACER) project to address several areas that have caused low capital spend rates in the past. Specifically, the strategy will:

### **1. Critically examine and recast cash flows**

One of the reasons for the low capital spend rate is that not enough rigour has been put into forecasting the cash flows of capital projects. This results in budgets that do not reflect the anticipated cash flow, leading eventually to budget deferrals. Critically examining the cash flows is anticipated to yield a more realistic capital budget. This may also free up funding in some years to advance shovel ready projects that are budgeted in later years. The recast capital budget will be presented to Council in the Budget Finalization report in Q2 2016.

### **2. Determine the priority projects**

Administration will review the prioritization of capital projects, taking a more corporate view of prioritization, understanding restricted funding sources. Rather than allocating funding to Departments to apply to the individual priority lists, the corporate priority list will be developed, with funding allocated on a project by project basis. A revised priority list will be presented to Council as part of the mid-cycle adjustment process.

### **3. Align with Federal and Provincial Government Initiatives**

Administration will review Federal and Provincial governments' announcements to identify incremental funding initiatives. Administration will also work with these governments to identify priorities and processes for infrastructure investment and align The City's capital investment priorities accordingly.

### **4. Review funding sources and switch accordingly**

Building off the corporate priority list, the funding sources will be considered and allocated on the basis of the most restricted sources first, in an attempt to free unrestricted funding.

### **5. Review allocation of funding**

The current allocation of funding will be reviewed and redistributed to best meet the corporate priority list. This will result in the revised capital budget to be presented to Council in 2016 November as part of the mid-cycle adjustments.

### **6. Standardize processes**

Cash flow estimation, procurement and permit application processes will be standardized to the greatest extent possible in order to gain efficiencies and remove key bottle necks that constrain spending.

### **7. Fund additional resources**

Fund capital project acceleration initiatives through an increase of the existing corporate project management charge against capital budgets from up to 0.5% to a maximum of 1.5%.



Funding will be used to augment capital project delivery capacity in key areas such as Law and Supply Management. It will also support the implementation of cross functional teams focused on delivering capital projects efficiently and effectively. This funding will only be used as required and appropriate controls will be established.

**8. Examine ways of involving the private sector to a greater extent**

Discussions will include the private sector to determine the degree to which their participation can be increased in order to speed processes and delivery of infrastructure.

**9. Identify and approve associated operating budget funding**

The operating costs of new capital projects must be identified and any associated incremental Operating Budget funding relating to those projects be approved along with the Capital Budget funding associated with those projects.





## Schedule 2: Proposed Capital Investment Plan

### Background

Capital investments across Calgary from government, private sector, public institutions and partner organizations are typically focused on individual projects and organizational goals. The lack of alignment and coordination leads to competition for public support, funding and resources, and can prevent the achievement of mutually beneficial outcomes. A more strategic and cohesive approach would result in greater collective benefit for the individual organizations and the broader Calgary community.

### Opportunity

Government, private sector and public institutions align, where feasible, individual capital investments to bring social and economic value to the larger Calgary community. The City of Calgary will work with business, other levels of government and community partners to optimize investment in Calgary through a Capital Investment Plan. The Capital Investment Plan is based on geographic, theme and community investments. By working together, The City will provide a clear vision to citizens, create jobs, build and maintain needed infrastructure, improve investor confidence, attract people and business and enhance Calgary's global reputation.

Through conversations and engagement with council and external partners over the next six months, The City will reposition its investment strategy and strategically focus capital dollars on projects that enhance the Calgary region as proposed below<sup>1</sup>. Some of the investment areas will be led by The City, and others supported by The City.

## Geographic Investments

### 1. Inland Port and Logistics District

*Investment focus is the lands surrounding the Calgary International Airport and includes northeast industrial and commercial lands.*

Calgary is well positioned as a transportation hub and inland port for Western Canada. It has the advantages of competitively priced industrial lands, critical infrastructure (Calgary International Airport, intermodal yards, road connections) and is poised to develop a distribution centre park to support ecommerce, fast moving consumer goods and technology development. If The City aligns its capital investment with private and government investment to better position Calgary as an inland port, it can significantly benefit, and provide economic value, to the Calgary region. Calgary Economic Development anticipates that over a three year period there will be a net economic impact of \$350 million dollars. This includes 89 companies being retained, expanded and/or attracted, 5000 direct and indirect jobs

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<sup>1</sup> The economic and social value of these investments will be further refined and communicated over this time.



created and/or attracted and approximately \$375 million in capital investment<sup>2</sup>. Investment in this area will strengthen Calgary's regional distribution network, transportation and logistics infrastructure and enable private sector businesses to capitalize on Calgary's geographic advantages.

## 2. Culture and Entertainment District

*Investment focus is the areas downtown east of Centre Street, the Rivers District, Victoria Park and the Stampede grounds.*

A centre for arts, culture and entertainment (including professional sports) that appeals to a wide variety of people and brings them together has a tremendous impact on the cultural life of a city. Creative spaces and amenities, in a well located, accessible area bring social value by creating a liveable, vibrant and diverse city that draws people and enriches daily life. Dynamic cities that offer a variety of cultural experiences, including theatre, dance, sports, music, dining, a variety of housing options and shopping, attract people and business and bring economic value to a city. A collaborative investment and strong partnerships to build the facilities and amenities needed to support a culture and entertainment district in Calgary will foster the arts and professional sports and further enable Calgary to host high profile events, attract tourism and business, and support employment and retail in the downtown.

## 3. Innovation, Education and Wellness District

*Investment focus is the city's northwest near the Foothills Medical Centre, University of Calgary campus and McMahon Stadium.*

Cities are key to innovation in a global economy where knowledge and learning are the primary factors in economic success. The basis of successful economic activity is innovation, which is fostered through the exchange of ideas where there is a high concentration of people and firms working in different fields in the same location<sup>3</sup>. The city's northwest is evolving into such an innovation hub. Technology, business, research, athletics and entrepreneurship are coming together to create an innovative ecosystem that is driving advances in medicine, technology and economic diversification and providing multiple benefits to the community. Focusing investment in this district will optimize the investment being made by other levels of government in this area and contribute to the incubation of ideas and enterprises. Having a dynamic mix of commerce, technology, and a readily available workforce in close proximity (through housing diversity and availability) will enhance the quality of life and the well-being of Calgarians and create an innovative and productive place to live, play, study and work.

# Targeted Theme Investments

## 1. Transit and Transportation

<sup>2</sup> These numbers are based on Calgary Economic Development achieving certain metrics in positioning Calgary as Western Canada's Inland Port. These numbers are preliminary estimates and will be refined over the next few months in conjunction with The City of Calgary's Corporate Economics group.

<sup>3</sup> Slack, Enid. (2004, December). *Models of Government Structure at the Local Level*.



All three levels of government are poised to invest several billion dollars in Calgary's transportation-related infrastructure. Investment in this area helps provide frequent, safe, convenient and affordable access to transportation for Calgarians, further improves transportation and mobility efficiencies and ensures ongoing service of existing infrastructure.

## 2. Main Streets

Main Streets are important public spaces along major transportation routes that attract Calgarians to socialize, work, live, shop, dine and celebrate local events. Investing in the maintenance, upgrading or delivery of new infrastructure to support these activities ensures Calgary public spaces contribute to the delivery of a great city. An initial 24 main streets projects have been identified across the city that will complement private mixed-use, residential and commercial investments.

## 3. Housing

Ensuring a complete spectrum of non-market and market housing options is an important part of the social and economic infrastructure of a healthy and inclusive city. Facilitating the delivery of new housing, and investing to maintain existing assets further strengthens housing access. Aligning Federal, Provincial and City of Calgary investments in affordable housing coupled with private investment in market housing is essential for attracting and maintaining a diverse workforce, ensuring economic development and vitality, and creating a place for everyone, from university students to an aging population.

## 4. Education

Post-secondary institutions and partner organizations continue their focus on expanding opportunities for student enrolments and re-training Calgary's displaced oil and gas professionals. The City is looking at ways to continually attract students to all post-secondary institutions in Calgary, partner where possible to support higher enrolment and capacity at these institutions and keep the talent in the city.

## 5. Resilience

Calgary has been granted membership to the Rockefeller Foundation's 100 Resilient Cities network which will assist Calgary with environmental, social, natural and economic disruptions. This membership provides funding to strengthen existing infrastructure and support new investments. Continued partnerships with other levels of government and institutions on investments in climate change, green technology, flood recovery, green energy sources, and bio-diversity and waste reduction initiatives.

# Community Investments

## 1. Schools

Providing and maintaining schools within communities ensures access to education, proximity of services and the further supports the delivery of complete infrastructure to communities. This theme includes building new, modernizing and *repurposing* surplus school infrastructure. The Provincial government continues to invest in Alberta's school infrastructure.



## 2. Multi-Service Facilities

Community infrastructure provides the services that form the heart of our communities and support the needs of citizens. As this infrastructure ages there is an opportunity to strategically invest to ensure the appropriate facility supports the needs of our citizens. Coordinating community facilities investment amongst multiple parties enables greater economies of scale and the ability to meet citizen needs through the provision of multiple services. Opportunities for integration include, but are not limited to, community associations, recreation centres, transit, fire stations, libraries, affordable housing, existing facility revitalization and service counters.

## 3. Parks and Public Spaces

Providing and maintaining quality public parks and open spaces strengthens communities, supports economic development, promotes health and wellness and increases cultural unity. The City continues to partner with public and private investors to improve the availability of recreation opportunities in underserved areas and ensure the protection, conservation and restoration of natural areas and provide spaces for a range of community services and programs.

Several Calgary community associations recently received funding from the Government of Canada through the Canada 150 Community Infrastructure Program and many improvements to Calgary's park spaces are either planned or currently underway.

## 4. Growth Infrastructure

Calgary continues to be a growing city with new and developing residential communities, industrial lands, commercial developments and redevelopment opportunities. The City of Calgary is partnering with the development industry on funding and delivery of growth related infrastructure and area-based investment planning.



# Schedule 3: Current Capital Budget Alignment Summary 2016-2019+

THE CITY OF CALGARY  
SCHEDULE 3: CURRENT CAPITAL BUDGET ALIGNMENT SUMMARY 2016-2019+  
(\$000s)

## Capital Budget 2016-2019+ Alignment to Calgary Investment Plan

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019+</u>	<u>2016-2019+</u> <u>TOTAL</u>
<b>GEOGRAPHIC INVESTMENT</b>					
Inland Port and Logistics District	23,758	36,254	17,150	52,064	129,226
Culture and Entertainment District	83,445	127,790	52,060	32,747	296,042
Innovation, Education and Wellness District	7	-	13,500	18,000	31,507
<b>TOTAL</b>	<b>107,210</b>	<b>164,044</b>	<b>82,710</b>	<b>102,811</b>	<b>456,775</b>
<b>TARGETED THEME INVESTMENT</b>					
Transit and Transportation	578,357	732,034	507,082	413,515	2,230,988
Main Streets	-	-	-	-	-
Housing	21,773	35,419	31,200	-	88,392
Education	-	-	-	-	-
Resilience	172,876	389,650	241,748	112,806	917,080
<b>TOTAL</b>	<b>773,006</b>	<b>1,157,103</b>	<b>780,030</b>	<b>526,321</b>	<b>3,236,460</b>
<b>COMMUNITY INVESTMENT</b>					
Schools	-	-	-	-	-
Multi-Service Facilities	163,719	212,741	147,096	43,750	567,306
Parks and Public Spaces	61,043	76,888	64,767	26,193	228,891
Growth Infrastructure	270,480	305,449	327,204	473,866	1,376,999
<b>TOTAL</b>	<b>495,242</b>	<b>595,078</b>	<b>539,067</b>	<b>543,809</b>	<b>2,173,196</b>
<b>OTHER INVESTMENTS</b>	<b>261,281</b>	<b>324,962</b>	<b>317,544</b>	<b>125,914</b>	<b>1,029,701</b>
<b>TOTAL</b>	<b>261,281</b>	<b>324,962</b>	<b>317,544</b>	<b>125,914</b>	<b>1,029,701</b>
<b>TOTAL CAPITAL INVESTMENT</b>	<b>1,636,739</b>	<b>2,241,187</b>	<b>1,719,351</b>	<b>1,298,855</b>	<b>6,896,132</b>

**Note:**

While capital projects / programs may contribute to multiple investment themes, only the primary investment theme has been identified.



## Schedule 4: Current Capital Budget Alignment 2016-2019



**THE CITY OF CALGARY**  
**SCHEDULE 4: CURRENT CAPITAL BUDGET ALIGNMENT 2016-2019+**  
**(\$000s)**

**Capital Budget 2016-2019+ Alignment to Calgary Investment Plan**

Note: While capital projects / programs may contribute to multiple investment themes, only the primary investment theme has been identified.

**GEOGRAPHIC INVESTMENT**

**Inland Port and Logistics District**

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY COMMUNITY STANDARDS	Reno of Livery Transport Services Front Counters	20	-	-	-	20
CALGARY FIRE DEPARTMENT	NE Super Station	500	1,450	700	12,300	14,950
REAL ESTATE & DEVELOPMENT SERVICES	Aurora Business Park	501	16,100	16,450	39,764	72,815
TRANSPORTATION INFRASTRUCTURE	McKnight Widening (12-19 St NE)	11,500	2,143	-	-	13,643
TRANSPORTATION INFRASTRUCTURE	Metis Trail: 64 - 80 Av NE	2,300	-	-	-	2,300
TRANSPORTATION INFRASTRUCTURE	NE LRT Ex/Westwinds/OBMF	587	400	-	-	987
TRANSPORTATION INFRASTRUCTURE	96th Avenue N: Deerfoot Tr. To Harvest Hills Lk.	200	5,314	-	-	5,514
TRANSPORTATION INFRASTRUCTURE	Airport Trail Underpass (Construction Costs)	7,650	3,747	-	-	11,397
CALGARY POLICE SERVICE	Westwinds East Mezzanine	-	1,800	-	-	1,800
CALGARY POLICE SERVICE	North Deerfoot Campus Outdoor Pistol Range	-	2,000	-	-	2,000
CALGARY POLICE SERVICE	NSC Indoor Range	500	200	-	-	700
CALGARY POLICE SERVICE	North Deerfoot Public Safety Warehouse	-	3,100	-	-	3,100
		<b>23,758</b>	<b>36,254</b>	<b>17,150</b>	<b>52,064</b>	<b>129,226</b>

**GEOGRAPHIC INVESTMENT**

**Culture and Entertainment District**

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY COMMUNITY STANDARDS	Core Response/Clean to the Core Program	1	-	-	-	1
FACILITY MANAGEMENT	CPB Heritage Program	200	350	350	-	900
FACILITY MANAGEMENT	CPB Heritage Buildings	885	1,950	2,550	5,205	10,590
FACILITY MANAGEMENT	Historic City Hall	6,936	9,200	7,700	7,900	31,736
FACILITY MANAGEMENT	Space Reno (Manch/Sp.Grd/D.Twn)	7,196	9,601	9,580	-	26,377
FACILITY MANAGEMENT	Andrew Davison Bldg Renovation	446	-	-	-	446
FACILITY MANAGEMENT	Plaza Redevelopment	900	538	-	-	1,438
FACILITY MANAGEMENT	Municipal Complex Optimization	-	1,500	4,500	-	6,000
CALGARY TRANSIT	Victoria Park Garage / Ertlon@Victoria Park LRT /	963	-	-	-	963
TRANSPORTATION INFRASTRUCTURE	Vehicle Bridge Replacement - 9th Ave (Inglewood)	300	4,400	6,300	-	11,000
CALGARY PUBLIC LIBRARY	New Central Library	53,794	74,181	-	-	127,975
CALGARY TELUS CONVENTION CENTRE	Convention Centre - Lifecycle	193	180	180	-	553
CULTURE RELATED INFRASTRUCTURE	Renovation of Calgary Centre for Performing Arts	200	2,300	-	-	2,500
FORT CALGARY	Fort Calgary - CIR	-	1,890	-	-	1,890
2013 FLOOD PROJECTS	Talisman Centre	2,223	-	-	-	2,223
CALGARY PARKING AUTHORITY	City Centre Parkade	4,322	1,100	400	-	5,822
CALGARY PARKING AUTHORITY	City Hall Parkade	318	150	200	-	668
CALGARY PARKING AUTHORITY	James Short Parkade	774	250	-	-	1,024
CALGARY PARKING AUTHORITY	EAST VILLAGE PARKADE	2,844	20,000	20,000	19,642	62,486
CALGARY PARKING AUTHORITY	Convention Centre Parkade	950	200	300	-	1,450
<b>TOTAL</b>		<b>83,445</b>	<b>127,790</b>	<b>52,060</b>	<b>32,747</b>	<b>296,042</b>

**GEOGRAPHIC INVESTMENT**

**Innovation, Education and Wellness District**

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY RECREATION	Foothills/Glenmore AP Concept Plan	7	-	-	-	7
TRANSPORTATION INFRASTRUCTURE	University of Calgary TOD (Banff Trail / Stadium)	-	-	13,500	18,000	31,500
<b>TOTAL</b>		<b>7</b>	<b>-</b>	<b>13,500</b>	<b>18,000</b>	<b>31,507</b>

**TARGETED THEME INVESTMENT**

**Transit and Transportation**

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
CALGARY COMMUNITY STANDARDS	Livery Technology	100	100	-	-	200
CALGARY TRANSIT	Primary Transit Network Optimization	1,266	1,600	1,000	-	3,866
CALGARY TRANSIT	Access Calgary Technology	2,816	1,850	950	-	5,616
CALGARY TRANSIT	Transit Customer Service Tech. (Lifecycle)	7,962	2,225	1,325	-	11,512
CALGARY TRANSIT	Traction Power 4-Car Upgrades	9,000	13,000	11,000	4,280	37,280
CALGARY TRANSIT	Bus Rapid Transit Service	-	1,868	-	-	1,868
CALGARY TRANSIT	LRT Lifecycle Asset Management	7,832	8,700	10,700	-	27,232
CALGARY TRANSIT	Rail Syst Lifecycle Asset Mgmt	3,889	3,250	3,250	-	10,389
CALGARY TRANSIT	4 Car Platforms - 7th Avenue	13	-	-	-	13
CALGARY TRANSIT	Buildings Lifecycle Asset Mgmt	5,254	4,236	2,500	-	11,990
CALGARY TRANSIT	4 Car Platforms-201 North and South Stations	901	700	-	-	1,601
CALGARY TRANSIT	Westbrook Building	18,255	8,000	-	-	26,255
CALGARY TRANSIT	Major Mtn Facilities Upgrades	14,249	19,500	26,000	-	59,749
CALGARY TRANSIT	Northeast LRT Station Upgrades	2,528	2,200	-	-	4,728
CALGARY TRANSIT	LRT Stations & Aux Bldgs Upgr	2,330	1,925	1,425	-	5,680
CALGARY TRANSIT	Bus Refurbishment	4,370	4,400	3,400	-	12,170
CALGARY TRANSIT	LRV Refurbishment	16,109	17,293	17,517	-	50,919
CALGARY TRANSIT	Fleet & Equipment	1,646	1,100	1,100	-	3,846
CALGARY TRANSIT	Transit Realibility	2,397	2,000	-	-	4,397
CALGARY TRANSIT	LRV Purchases	40,186	44,000	-	-	84,186
CALGARY TRANSIT	Big Buses/Community Shuttle Buses	2,531	27,150	27,690	-	57,371
CALGARY TRANSIT	Fare Collection Equipment & System	1,039	1,150	850	-	3,039
CALGARY TRANSIT	Fare Collection Equipment & System	-	7,802	-	-	7,802
ROADS	City Wide Active Modes Program	2,969	13,700	2,000	-	18,669
ROADS	Industrial Sidewalk Retrofit	875	300	-	-	1,175
ROADS	New Traffic Signals and Pedestrian Corridors	4,142	1,450	1,950	-	7,542
ROADS	Various Street Improvements	7,223	2,900	2,900	-	13,023
ROADS	Safety Improvements	1,756	1,500	-	-	3,256



Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
ROADS	Traffic Congestion Relief	2,909	1,136	-	-	4,045
ROADS	Intelligent Transportation System	1,935	1,000	1,000	-	3,935
ROADS	Next Generation Traffic Management Centre	582	3,300	2,900	-	6,782
ROADS	Streetlight - Upgrade & Maintenance	22,369	12,800	12,800	-	47,969
ROADS	Traffic Signals/Ped Corridors Lifecycle	5,416	3,500	3,500	-	12,416
ROADS	Traffic Signals-LED Relamp	1,251	600	-	-	1,851
ROADS	Pavement Rehabilitation	18,935	11,187	-	-	30,122
ROADS	Various Concrete Construction	1,423	200	-	-	1,623
ROADS	Roads Equipments & Systems	1,232	825	825	-	2,882
ROADS	Plants Capital	1,700	1,600	1,000	-	4,300
ROADS	Roads District Yards & Depot	650	1,359	500	-	2,509
ROADS	Activity Centre & Corridor Maintenance	650	620	600	-	1,870
ROADS	Bridge Rehabilitation and Protection	7,571	11,239	7,500	-	26,310
ROADS	Subdivision Construction	1,800	1,630	1,300	-	4,730
ROADS	Slope Stabilization	591	500	500	-	1,591
ROADS	Development of Access Roads	6,018	9,000	4,000	-	19,018
ROADS	Railway Crossing Upgrades	614	800	740	840	2,994
ROADS	Local Improvement - Paving, Sidewalk C&G	9,801	422	-	-	10,223
ROADS	Pavement and Sidewalk Reconstr	1,465	11,020	-	-	12,485
ROADS	Slope Stability Projects	-	4,701	-	-	4,701
ROADS	Structures and Bridges Repair	322	-	-	-	322
ROADS	Undergrd Sign/Duct Replc	43	-	-	-	43
ROADS	Relocate StreetLight Contrl	556	-	-	-	556
ROADS	Signal Cabinet Retrofit	18	-	-	-	18
TRANSPORTATION INFRASTRUCTURE	Glenmore Tr Widening (Crowchild Tr to 37 St SW)	39	-	-	-	39
TRANSPORTATION INFRASTRUCTURE	Glenmore & Ogden Interchange	40,986	45,461	-	-	86,447
TRANSPORTATION INFRASTRUCTURE	Noise Attenuation Retrofit	271	2,929	900	-	4,100
TRANSPORTATION INFRASTRUCTURE	Future Land	6,651	9,837	47,600	17,178	81,266
TRANSPORTATION INFRASTRUCTURE	Pedestrian Bridge Replacement and Upgrading	15,075	15,000	17,000	-	47,075
TRANSPORTATION INFRASTRUCTURE	Ped Overpass-Gateway project across Bow River	596	-	-	-	596
TRANSPORTATION INFRASTRUCTURE	McHugh Bluff Stairs at 7th ST NW	-	501	-	-	501
TRANSPORTATION INFRASTRUCTURE	Transportation System Management	30	-	-	-	30
TRANSPORTATION INFRASTRUCTURE	Glenmore Tr / 37 Street SW	161	160	-	-	321
TRANSPORTATION INFRASTRUCTURE	Operational Improvement Projects	11,181	10,500	8,500	-	30,181
TRANSPORTATION INFRASTRUCTURE	52 St. E: Glenmore Tr - 130 Ave S	73	-	-	-	73
TRANSPORTATION INFRASTRUCTURE	16 AvN: 6 St E - 14 St W	45	1,500	-	-	1,545
TRANSPORTATION INFRASTRUCTURE	Connectors/Improv - Prov Ring Rd Projects	24,272	18,750	-	-	43,022
TRANSPORTATION INFRASTRUCTURE	RouteAhead Rapid Transit Corridors	16,043	74,459	93,360	30,139	214,001
TRANSPORTATION INFRASTRUCTURE	Chinook TOD	10,778	13,553	-	-	24,331
TRANSPORTATION INFRASTRUCTURE	Centre City Mobility Program	8,020	9,330	3,674	3,000	24,024
TRANSPORTATION INFRASTRUCTURE	Southwest & West Ring Road Connections	4,928	27,481	51,000	27,000	110,409
TRANSPORTATION INFRASTRUCTURE	Vehicle Bridge Replacement - 12th Street (Zoo)	5,092	20,362	-	-	25,454
TRANSPORTATION INFRASTRUCTURE	TCH / Sarcee Trail Interchange	-	4,675	-	-	4,675
TRANSPORTATION INFRASTRUCTURE	NW LRT Extension to Crowfoot	21	-	-	-	21
TRANSPORTATION INFRASTRUCTURE	TR-Beddington/CHB Interchange	0	-	-	-	0
TRANSPORTATION INFRASTRUCTURE	MacLeod Tr / Lake Fraser Gate	-	-	3,620	-	3,620
TRANSPORTATION INFRASTRUCTURE	TCH / Bowfort Road Interchange	27,983	13,899	4,780	-	46,662
TRANSPORTATION INFRASTRUCTURE	MacLeod Trail & 162 Avenue Interchange	27,079	45,665	-	-	72,744
TRANSPORTATION INFRASTRUCTURE	Financing costs	13,737	15,356	14,795	11,709	55,597
TRANSPORTATION INFRASTRUCTURE	West LRT: Downtown - 69 St W	4,500	3,690	5,000	-	13,190
TRANSPORTATION INFRASTRUCTURE	NW LRT Extension to Rocky Ridge	300	-	-	-	300
TRANSPORTATION INFRASTRUCTURE	Pre-Engineering Studies	2,077	8,868	2,000	-	12,945
TRANSPORTATION INFRASTRUCTURE	Major Road Reconstruction	4,001	22,269	7,500	-	33,770
TRANSPORTATION INFRASTRUCTURE	West Calgary High School	180	-	-	-	180
TRANSPORTATION INFRASTRUCTURE	West LRT Land	120	4,229	-	-	4,349
TRANSPORTATION INFRASTRUCTURE	69 St SW Parkade	519	-	-	-	519
TRANSPORTATION INFRASTRUCTURE	Flanders Avenue Special Development Agreement	20,000	-	-	-	20,000
TRANSPORTATION INFRASTRUCTURE	Green Line Transitway	58,500	78,500	73,239	312,000	522,239
TRANSPORTATION INFRASTRUCTURE	Pedestrian Bridges	20	-	-	-	20
ENVIRONMENTAL MANAGEMENT	Technology	860	200	215	-	1,275
ENVIRONMENTAL MANAGEMENT	Environmental Programs	664	525	450	-	1,639
WASTE & RECYCLING SERVICES	Landfill/Treatment Infrastructure	24,067	12,997	20,727	7,369	65,160
<b>TOTAL</b>		<b>578,357</b>	<b>732,034</b>	<b>507,082</b>	<b>413,515</b>	<b>2,230,988</b>

#### TARGETED THEME INVESTMENT

Main Streets	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
Business Unit						
<b>TOTAL</b>		-	-	-	-	-

#### TARGETED THEME INVESTMENT

Housing	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
Business Unit						
CALGARY HOUSING	AH Land Transfers	2,000	2,650	2,700	-	7,350
CALGARY HOUSING	AH Pre-Development	1,050	1,150	500	-	2,700
CALGARY HOUSING	Increase Affordable Housing Supply 2012-2014	-	-	26,208	-	26,208
CALGARY HOUSING	Bridgeland	4,324	2,883	-	-	7,207
CALGARY HOUSING	Crescent Heights Build	1,854	-	-	-	1,854
CALGARY HOUSING	Kingsland	3,734	-	-	-	3,734





Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
CALGARY HOUSING	Increase Affordable Housing Supply	5,691	20,000	1,792	-	27,483
CALGARY HOUSING	Louise Station	1,000	-	-	-	1,000
CALGARY HOUSING	Wildwood	2,120	8,736	-	-	10,856
<b>TOTAL</b>		<b>21,773</b>	<b>35,419</b>	<b>31,200</b>	<b>-</b>	<b>88,392</b>

#### TARGETED THEME INVESTMENT

Education	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### TARGETED THEME INVESTMENT

Resilience	Project Description	2016	2017	2018	2019	2016-2019+ TOTAL
<b>Business Unit</b>						
CALGARY EMERGENCY MANAGEMENT AGENCY	Urban Search/Rescue Equipment	85	-	-	-	85
CALGARY EMERGENCY MANAGEMENT AGENCY	Incident Mgmt & Notification Software Upgrade	-	500	150	-	650
CALGARY EMERGENCY MANAGEMENT AGENCY	Corporate Pandemic Supply	320	540	220	-	1,080
CALGARY EMERGENCY MANAGEMENT AGENCY	Community Support Centres	624	623	-	-	1,247
CALGARY EMERGENCY MANAGEMENT AGENCY	Alert and Warning Notification System	500	500	-	-	1,000
CALGARY FIRE DEPARTMENT	Emergency Ops Centre	900	877	-	-	1,777
CALGARY FIRE DEPARTMENT	Bow River Safety Boom	-	-	500	-	500
CALGARY FIRE DEPARTMENT	Calgary Fire Department - Boat Launch Repairs	64	-	-	-	64
CALGARY HOUSING	Flood Resiliency	36	-	-	-	36
CALGARY PARKS	Flood Resiliency	1,290	1,494	-	-	2,784
FACILITY MANAGEMENT	2013 Flood Recovery	300	-	-	-	300
FACILITY MANAGEMENT	Key Buildings Analysis and Phase 1	179	-	-	-	179
FACILITY MANAGEMENT	Muni Complex Site Drainage	293	-	-	-	293
FACILITY MANAGEMENT	Relocate Electrical Switch	-	-	-	-	-
FACILITY MANAGEMENT	Emergency Service Counter P	-	150	-	-	150
FACILITY MANAGEMENT	Disaster Response Resources	-	-	-	-	-
FACILITY MANAGEMENT	Sump Pumps-Backup Generator	-	-	-	-	-
WASTE & RECYCLING SERVICES	Diversion Infrastructure	7,031	162,604	896	-	170,531
WASTE & RECYCLING SERVICES	Facilities & Equipment	7,698	24,166	3,047	1,272	36,183
UTILITIES WATER RESOURCES & WATER SERVICES	Water Treatment Plants	40,252	44,646	51,971	-	136,869
UTILITIES WATER RESOURCES & WATER SERVICES	Water Distribution Network	33,320	51,558	77,166	93,282	255,326
UTILITIES WATER RESOURCES & WATER SERVICES	Drainage Facilities & Network	38,914	49,090	88,951	18,252	195,207
UTILITIES WATER RESOURCES & WATER SERVICES	Facilities, Equipment & Technology	8,203	13,179	15,936	-	37,318
UTILITIES WATER RESOURCES & WATER SERVICES	Flood-Water	350	-	-	-	350
UTILITIES WATER RESOURCES & WATER SERVICES	Flood-Wastewater	3,055	5,000	-	-	8,055
UTILITIES WATER RESOURCES & WATER SERVICES	Flood-Drainage	10,029	19,723	2,911	-	32,663
2013 FLOOD PROJECTS	Calgary Zoo Flood Proofing	19,433	15,000	-	-	34,433
<b>TOTAL</b>		<b>172,876</b>	<b>389,650</b>	<b>241,748</b>	<b>112,806</b>	<b>917,080</b>

#### COMMUNITY INVESTMENT

Schools	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
<b>Business Unit</b>						
<b>TOTAL</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### COMMUNITY INVESTMENT

Multi-Service Facilities	Project Description	2016	2017	2018	2019+	2016-2019+ TOTAL
<b>Business Unit</b>						
CALGARY COMMUNITY STANDARDS	Portland Street Renovation	1	-	-	-	1
CALGARY COMMUNITY STANDARDS	Capital Conservation Grant	7,091	6,886	7,487	1,000	22,464
CALGARY COMMUNITY STANDARDS	Seton (Southeast Office)	48	-	-	-	48
CALGARY FIRE DEPARTMENT	Seton Emerg Resp St	483	-	-	-	483
CALGARY FIRE DEPARTMENT	Station #11 Replacement/Rebuild	380	-	-	-	380
CALGARY FIRE DEPARTMENT	Station # 7 Replacement	3,367	7,296	-	-	10,663
CALGARY FIRE DEPARTMENT	FI-HQ Campus	6,000	13,091	-	-	19,091
CALGARY FIRE DEPARTMENT	Facility Rehabilitation	3,220	1,000	-	-	4,220
CALGARY FIRE DEPARTMENT	Station 17 Replacement	100	500	2,000	16,400	19,000
CALGARY FIRE DEPARTMENT	Lifecycle Maintenance - Facility	1,610	2,401	3,200	-	7,211
CALGARY RECREATION	Seton Recreation Facility	30,500	55,520	80,535	13,000	179,555
CALGARY RECREATION	Rocky Ridge Rec Facility	56,521	56,522	1,377	-	114,420
CALGARY RECREATION	Great Plains Rec Facility	7,400	3,121	-	-	10,521
CALGARY RECREATION	Quarry Park Rec Facility	7,500	10,106	-	-	17,606
CALGARY RECREATION	Soccer Centre- Artificial Turf	505	-	-	-	505
CALGARY RECREATION	Soccer Centre-ANNEX	190	2,988	-	-	3,178
CALGARY RECREATION	Leisure Centre Upgrade	500	2,800	200	-	3,500
CALGARY RECREATION	Recreation Upgrade Retrofit	4,328	7,881	5,117	-	17,326
CALGARY RECREATION	Partner Operated Facilities	(1,969)	-	-	-	(1,969)
CALGARY RECREATION	Genesis Centre	12,646	-	-	-	12,646
CALGARY RECREATION	Aquatic Centre Upgrade	3,646	2,000	-	-	5,646
CALGARY RECREATION	Aquatic Accessibility	2	-	-	-	2
CALGARY RECREATION	Arena Changeroom Upgrade	31	-	-	-	31
CALGARY RECREATION	City Centre Renewal	39	420	-	-	459
CALGARY RECREATION	RC-Centennial Planetarium	-	12,900	11,600	-	24,500
CALGARY RECREATION	Facility Lifecycle	10,441	12,390	21,900	-	44,731
CALGARY RECREATION	MapleRidge Golf Course Pumphouse	966	-	-	-	966



Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
CALGARY RECREATION	Shaganappi Golf Course Pumpouse	1,304	-	-	-	1,304
FACILITY MANAGEMENT	OWC Planning	216	300	300	1,330	2,146
FACILITY MANAGEMENT	Major OWC - Bearspaw	1,162	1,700	-	-	2,862
FACILITY MANAGEMENT	CP-OWC-SaddleR(SouthMac/Stony)	220	-	-	-	220
FACILITY MANAGEMENT	Major OWC - Sarcee	3,664	12,499	13,000	-	29,163
FACILITY MANAGEMENT	Major OWC - Shepard	1,007	250	-	-	1,257
FACILITY MANAGEMENT	Asset Optimization Programme	-	-	-	-	-
FACILITY MANAGEMENT	Richmond Green Satellite Redevelopment	-	170	380	12,020	12,570
REAL ESTATE & DEVELOPMENT SERVICES	Anderson TOD	600	-	-	-	600
<b>TOTAL</b>		<b>163,719</b>	<b>212,741</b>	<b>147,096</b>	<b>43,750</b>	<b>567,306</b>

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+
CALGARY PARKS	Open Space & Public Realm Improvements	272	-	-	-	272
CALGARY PARKS	Legacy Parks - New Regional Parks	1,035	944	1,967	2,000	5,946
CALGARY PARKS	Legacy Parks - Existing Park Enhancements	1,071	250	-	-	1,321
CALGARY PARKS	Legacy Parks - Phase 3	11,062	25,929	20,693	11,421	69,105
CALGARY PARKS	Parks Bldg Infrastructure & Washroom Lifecycle	1,109	3,100	4,550	-	8,759
CALGARY PARKS	Emergency Repairs - Various	250	150	150	-	550
CALGARY PARKS	Sportsfield Lifecycle & Renovations	1,625	2,000	2,200	-	5,825
CALGARY PARKS	Playground Lifecycle & CSA Compliance	1,667	1,500	1,500	-	4,667
CALGARY PARKS	Bowness Park Redevelopment	1,625	350	-	-	1,975
CALGARY PARKS	Parks Infrastructure Lifecycle	2,425	3,000	3,150	-	8,575
CALGARY PARKS	Laycock Park Wetland Restoration	-	-	-	-	-
CALGARY PARKS	Existing Off - Leash Area Retrofit	419	150	-	-	569
CALGARY PARKS	Established Communities Open Space Upgrade	381	575	525	-	1,481
CALGARY PARKS	Class A Parks Lifecycle Repairs And Upgrades	1,130	500	-	-	1,630
CALGARY PARKS	Blakiston Park	445	1,580	1,500	-	3,525
CALGARY PARKS	New Dog Off Leash Area Development	284	-	-	-	284
CALGARY PARKS	Natural Area Remediation	281	838	1,400	-	2,519
CALGARY PARKS	Urban Forestry Poplar Replacement Program	350	400	400	-	1,150
CALGARY PARKS	Water Management Central Control System Lifecycle	254	250	250	-	754
CALGARY PARKS	IBS-New	64	-	-	-	64
CALGARY PARKS	Major Parks-New	22	-	-	-	22
CALGARY PARKS	Major Parks-Lifecycle	1,055	1,250	525	-	2,830
CALGARY PARKS	Land Acquisition - New	8,184	-	-	-	8,184
CALGARY PARKS	CP / CPRIIIPS - New	133	-	-	-	133
CALGARY PARKS	Other Parks Projects-Upgrade/Retrofit	3,643	4,573	6,399	7,360	21,975
CALGARY PARKS	CP / CPRIIIPS - Lifecycle	12	-	-	-	12
CALGARY PARKS	Other Park Projects-New	-	180	-	-	180
CALGARY PARKS	12 Mile Coulee Park Construction	100	900	1,000	-	2,000
CALGARY PARKS	Pathway Lifecycle( Regional & Local)	1,613	2,515	2,031	-	6,159
CALGARY PARKS	Pathways - New	786	2,900	4,000	-	7,686
CALGARY PARKS	Pathway Safety Project	119	-	-	-	119
CALGARY PARKS	Cemeteries-New	543	1,300	1,418	1,000	4,261
CALGARY PARKS	Cemeteries - Upgrade/Retrofit	564	200	230	-	994
CALGARY PARKS	Cemeteries - Life Cycle	185	-	-	-	185
CALGARY PARKS	Pathways	1,734	3,510	-	-	5,244
CALGARY PARKS	Parks Building	228	-	-	-	228
CALGARY PARKS	Major Parks (Prince's Island and Bowness Park)	1,213	-	-	-	1,213
CALGARY PARKS	Other Parks (excluding Bowness & Prince's Island)	1,926	4,719	2,957	-	9,602
CALGARY RECREATION	Golf Course Upgrade	-	-	-	1,902	1,902
CALGARY RECREATION	Golf Course Lifecycle	-	-	-	2,510	2,510
CALGARY RECREATION	Willow Park Golf Course Irrigation Water Supply Li	-	400	1,339	-	1,739
CALGARY RECREATION	Silver Springs Outdoor Pool	1,661	-	-	-	1,661
CALGARY RECREATION	Mobile SkatePark	70	600	2,640	-	3,310
CALGARY RECREATION	New Brighton Athletic Park Development	2,528	-	-	-	2,528
CALGARY RECREATION	SkatePark Amenities	1,807	1,475	525	-	3,807
CALGARY RECREATION	Shouldice AP (Fac Renewal)	1,891	-	-	-	1,891
CALGARY RECREATION	Athletic Parks Irrigation	941	1,000	1,000	-	2,941
CALGARY RECREATION	Land Purchase for Rocky Ridge Athletic Park	-	2,500	-	-	2,500
CALGARY RECREATION	Shouldice Athletic Park Artificial Turf Replacemen	4,335	7,350	2,418	-	14,103
<b>TOTAL</b>		<b>61,043</b>	<b>76,888</b>	<b>64,767</b>	<b>26,193</b>	<b>228,891</b>

Business Unit	Project Description	2016	2017	2018	2019+	2016-2019+
CALGARY COMMUNITY STANDARDS	Deployment Management Planning Software	-	110	990	-	1,100
CALGARY COMMUNITY STANDARDS	Emergency Services Quality Assurance Program	483	100	-	-	583
CALGARY COMMUNITY STANDARDS	Royal Oak (West Office)	30	320	-	-	350
CALGARY COMMUNITY STANDARDS	Dispatching Interface with PSC	300	1,200	-	-	1,500
CALGARY COMMUNITY STANDARDS	AB-Vehicle Lifecycle CS	2	-	-	-	2
CALGARY FIRE DEPARTMENT	Training Master Plan Phase-1 Environmental Upgrade	61	-	-	-	61
CALGARY FIRE DEPARTMENT	Tuscany TempEmerg Resp St	800	5,000	7,095	-	12,895
CALGARY FIRE DEPARTMENT	Evergreen Emergency Response	71	-	-	-	71
CALGARY FIRE DEPARTMENT	Royal Vista Emergency Response Station	2,302	5,043	-	-	7,345
CALGARY FIRE DEPARTMENT	East Macleod Emergency Response Station	-	-	2,000	18,000	20,000
CALGARY FIRE DEPARTMENT	Cornerstone Emergency Response Station	-	-	2,000	15,700	17,700
CALGARY FIRE DEPARTMENT	West Macleod Emergency Response Station	-	1,000	-	-	1,000
CALGARY FIRE DEPARTMENT	Redevelopment Areas Emergency Response Units	-	832	-	-	832
CALGARY RECREATION	Needs & Preferences	299	-	-	-	299



Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
CALGARY RECREATION	CP Westside Rec Centre Upgrade	-	-	-	1,500	1,500
FLEET SERVICES	Mice Shepard OWC	4,846	-	-	-	4,846
REAL ESTATE & DEVELOPMENT SERVICES	Land Acquisition Other Civic	14,384	-	-	-	14,384
REAL ESTATE & DEVELOPMENT SERVICES	The Bridges - Bow Valley Centre Dev.	380	250	250	4,700	5,580
REAL ESTATE & DEVELOPMENT SERVICES	Royal Vista (Spyhill Business Park)	1,100	2,489	-	-	3,589
REAL ESTATE & DEVELOPMENT SERVICES	Lincoln Park (Atco)/Westmount	2,971	350	457	-	3,778
REAL ESTATE & DEVELOPMENT SERVICES	Dufferin Industrial III - Intermodal	6,000	6,043	-	-	12,043
REAL ESTATE & DEVELOPMENT SERVICES	Forest Lawn Creek	3,451	14,000	42,750	14,000	74,201
REAL ESTATE & DEVELOPMENT SERVICES	Great Plains IV	2,733	1,750	929	-	5,412
REAL ESTATE & DEVELOPMENT SERVICES	Point Trotter	2,600	11,500	838	-	14,938
REAL ESTATE & DEVELOPMENT SERVICES	Shepard Industrial	100	100	100	59	359
REAL ESTATE & DEVELOPMENT SERVICES	Starfield	2,263	250	-	-	2,513
REAL ESTATE & DEVELOPMENT SERVICES	Eastlake Industrial	509	300	817	-	1,626
REAL ESTATE & DEVELOPMENT SERVICES	General Land Improvements	8,355	182	182	-	8,719
REAL ESTATE & DEVELOPMENT SERVICES	Land Acquisition	1,854	-	-	-	1,854
REAL ESTATE & DEVELOPMENT SERVICES	General TOD	183	-	-	-	183
TRANSPORTATION INFRASTRUCTURE	194 Avenue S Slough Crossing & CPR Grade Separatio	1,500	20,000	24,790	-	46,290
UTILITIES WATER RESOURCES & WATER SERVICES	Wastewater Treatment Plants	153,555	155,830	152,874	359,427	821,686
UTILITIES WATER RESOURCES & WATER SERVICES	Wastewater Collection Network	51,895	71,130	86,832	60,480	270,337
INFORMATION TECHNOLOGY	Fibre Optics	7,453	7,670	4,300	-	19,423
<b>TOTAL</b>		<b>270,480</b>	<b>305,449</b>	<b>327,204</b>	<b>473,866</b>	<b>1,376,999</b>

#### OTHER INVESTMENTS

Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
CALGARY COMMUNITY STANDARDS	Equipment Lifecycle	289	255	100	-	644
CALGARY COMMUNITY STANDARDS	Telephone & Technical Upgrades	907	-	-	-	907
CALGARY COMMUNITY STANDARDS	Critical Technology Maintenance	887	1,000	1,450	-	3,337
CALGARY COMMUNITY STANDARDS	Central Communication Hardware Replacement	-	2,750	-	-	2,750
CALGARY COMMUNITY STANDARDS	NG911 Technology Upgrades	500	4,000	5,200	-	9,700
CALGARY COMMUNITY STANDARDS	Systems Integration	461	300	-	-	761
CALGARY COMMUNITY STANDARDS	Computer-Aided Dispatch System Maintenance	172	1,100	1,100	-	2,372
CALGARY COMMUNITY STANDARDS	Communications Lifecycle	200	455	360	-	1,015
CALGARY COMMUNITY STANDARDS	Equipment Lifecycle	72	60	60	-	192
CALGARY COMMUNITY STANDARDS	Systems Integration	189	-	-	-	189
CALGARY COMMUNITY STANDARDS	Compliance Services Communications Lifecycle	59	71	71	-	201
CALGARY COMMUNITY STANDARDS	Compliance Services Equipment Lifecycle	53	40	40	-	133
CALGARY COMMUNITY STANDARDS	Renovation of New Stockman Space	-	250	-	-	250
CALGARY FIRE DEPARTMENT	Critical Technology Upgrade	606	-	-	-	606
CALGARY FIRE DEPARTMENT	Central Records Mgmt system	1,339	200	-	-	1,539
CALGARY FIRE DEPARTMENT	Transit Signals Priority System Upgrade	322	800	1,200	-	2,322
CALGARY FIRE DEPARTMENT	Fire Training Academy Equip Lifecycle	600	696	200	-	1,496
CALGARY FIRE DEPARTMENT	Personal Protective Equipment	1,044	6,592	8,393	-	16,029
CALGARY FIRE DEPARTMENT	Light Fleet Lifecycle	108	200	465	-	773
CALGARY FIRE DEPARTMENT	Replace Emergency Units	8,653	12,274	13,850	-	34,777
CALGARY FIRE DEPARTMENT	Fire Equipment Lifecycle	1,508	2,800	1,650	-	5,958
CALGARY FIRE DEPARTMENT	Critical Equipment and PPE to supply staff for 72	8	-	-	-	8
CALGARY PARKS	Planning And Admin/Area Office/Life Cycle	1,219	1,250	1,250	-	3,719
CALGARY RECREATION	Arenas Upgrade	1,508	5,340	300	-	7,148
CALGARY RECREATION	Class Software system upgrade	1,300	1,344	-	-	2,644
CORPORATE ANALYTICS & INNOVATION	Energy Information Systems	25	475	-	-	500
CORPORATE ANALYTICS & INNOVATION	GEM (Geospatial Emergency Management)	990	1,301	307	-	2,598
CORPORATE ANALYTICS & INNOVATION	Buildings Repository	360	-	-	-	360
CORPORATE ANALYTICS & INNOVATION	Contract Mapping	136	-	-	-	136
CORPORATE ANALYTICS & INNOVATION	Enterprise GIS Lifecycle Upgrades	340	315	225	-	880
CORPORATE ANALYTICS & INNOVATION	High Accuracy Airborne Laser	19	-	-	-	19
CORPORATE ANALYTICS & INNOVATION	Utility Line Assignment System	563	385	385	-	1,333
CORPORATE ANALYTICS & INNOVATION	Dynamic Geographical Asset Information Management	462	525	425	-	1,412
CORPORATE ANALYTICS & INNOVATION	CADD Upgrade for Design Asset Maintenance	119	-	-	-	119
CORPORATE ANALYTICS & INNOVATION	Construction Documents and Drawings Management Prc	600	1,541	1,226	-	3,367
CORPORATE ANALYTICS & INNOVATION	Building Repository-Generation III	580	1,130	740	-	2,450
CORPORATE ANALYTICS & INNOVATION	Calgary.ca Web Mapping Framework Upgrade Program	390	350	264	-	1,004
CORPORATE ANALYTICS & INNOVATION	Cityonline Phase III	650	550	525	-	1,725
CORPORATE ANALYTICS & INNOVATION	Corporate Imagery Program	1,153	945	1,225	-	3,323
CORPORATE ANALYTICS & INNOVATION	Survey Equipment	4	-	-	-	4
CORPORATE ANALYTICS & INNOVATION	Business Equipment	241	200	100	-	541
CORPORATE ANALYTICS & INNOVATION	Survey Control Marker	58	-	-	-	58
CORPORATE ANALYTICS & INNOVATION	Survey Equipment	248	250	58	-	556
CORPORATE ANALYTICS & INNOVATION	Survey Control Marker	370	200	200	-	770
CORPORATE ANALYTICS & INNOVATION	Energy Management	102	-	-	-	102
CORPORATE ANALYTICS & INNOVATION	Capital Planning Software	800	1,000	1,000	1,018	3,818
CORPORATE ANALYTICS & INNOVATION	Infrastructure Investment Planning Software	397	-	-	-	397
CORPORATE ANALYTICS & INNOVATION	Sus.Build. Policy Impl. Pln	809	2,184	-	-	2,993
CORPORATE ANALYTICS & INNOVATION	Energy Management Prog.Tier 1	539	542	-	-	1,081
CORPORATE ANALYTICS & INNOVATION	IAM Enterprise Architecture Phase 2&3	34	-	-	-	34
CORPORATE ANALYTICS & INNOVATION	CLIP Automation Phase 2	500	150	-	-	650
CORPORATE ANALYTICS & INNOVATION	IAM Enterprise Architecture Phase 5	678	250	-	-	928
CORPORATE ANALYTICS & INNOVATION	Project Management Information Systems (ProMIS) Im	1,388	500	-	-	1,888
CORPORATE ANALYTICS & INNOVATION	Sustainable Infrastructure Capital Program (SICP)	150	1,525	1,903	-	3,578
FACILITY MANAGEMENT	Tomorrow's Workplace	2,613	3,661	4,100	6,750	17,124
FACILITY MANAGEMENT	Studies (Sp.Grd/Manc/Inner City)	42	20	20	-	82
FACILITY MANAGEMENT	Optimization & Upgrade Of Municipal Bldg	-	680	-	-	680
FACILITY MANAGEMENT	DBA Muni Bldg	49	-	-	-	49
FACILITY MANAGEMENT	Admin 3 Optimization	-	-	-	-	-



Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
FACILITY MANAGEMENT	Saddle Ridge Park - Multi Services Centre	-	-	-	-	-
FACILITY MANAGEMENT	Furniture Program	1,349	2,030	3,280	-	6,659
FACILITY MANAGEMENT	CPB Property & Asset Management Solution	-	-	-	-	-
FACILITY MANAGEMENT	Integrated Operations and Asset Management System	1,216	2,330	2,900	-	6,446
FACILITY MANAGEMENT	Integrated Customer Data Management	-	1,100	700	-	1,800
FACILITY MANAGEMENT	Sustainable Business Program	-	1,635	1,465	-	3,100
FACILITY MANAGEMENT	Workplace Continuity Management Program	200	355	415	650	1,620
FACILITY MANAGEMENT	CPB- Facility Operations - Building Envelope Proje	974	2,000	500	-	3,474
FACILITY MANAGEMENT	FM OWC Sites Program	1,352	3,060	4,205	-	8,617
FACILITY MANAGEMENT	Bldg Maint and Lifecycle	7,900	7,635	7,350	-	22,885
FACILITY MANAGEMENT	Common Area Lifecycle	2,991	3,650	3,900	-	10,541
FACILITY MANAGEMENT	Building Recommissioning Program	402	800	1,050	-	2,252
FLEET SERVICES	Replacements	45,000	36,000	40,500	49,624	171,124
FLEET SERVICES	Growth	5,000	4,000	4,500	9,116	22,616
FLEET SERVICES	Maintenance Mgmt. Systems	-	3,137	150	-	3,287
FLEET SERVICES	Machinery - Maintenance	500	5,008	300	-	5,808
FLEET SERVICES	Furniture & Fixtures	50	502	50	-	602
FLEET SERVICES	Satellite Depots	1,544	-	-	-	1,544
REAL ESTATE & DEVELOPMENT SERVICES	Saddleridge Area Structure Plan Phase 1	85	-	-	-	85
REAL ESTATE & DEVELOPMENT SERVICES	Business Systems	286	-	-	-	286
REAL ESTATE & DEVELOPMENT SERVICES	Land Inventory	283	284	-	-	567
REAL ESTATE & DEVELOPMENT SERVICES	Real Est Demos + Abatelements	2,282	1,400	1,400	-	5,082
REAL ESTATE & DEVELOPMENT SERVICES	Corporate Land Management Framework 2	369	368	-	-	737
REAL ESTATE & DEVELOPMENT SERVICES	Longterm Leases	123	-	-	-	123
REAL ESTATE & DEVELOPMENT SERVICES	David Oughton Development	1,002	3,953	15	-	4,970
REAL ESTATE & DEVELOPMENT SERVICES	Develop Land Servicing	370	350	300	300	1,320
REAL ESTATE & DEVELOPMENT SERVICES	Gen Land Sale Servicing	443	400	400	950	2,193
REAL ESTATE & DEVELOPMENT SERVICES	Midfield Mobile Home Park	844	4,805	19,721	7,554	32,924
REAL ESTATE & DEVELOPMENT SERVICES	Midfield Park Closure	2,471	3,800	1,460	-	7,731
REAL ESTATE & DEVELOPMENT SERVICES	OLSH Pre-Development	506	1,700	1,750	1,000	4,956
REAL ESTATE & DEVELOPMENT SERVICES	Technology Advancement	50	200	250	50	550
SUPPLY	Business Applications and Technology Maintenance U	224	205	175	675	1,279
SUPPLY	Warehouse	(63)	349	335	-	621
SUPPLY	Shopping Cart/Order Management	241	110	505	-	856
SUPPLY	Building U Upgrade	1,871	500	-	-	2,371
SUPPLY	Business Applications and Technology Maintenance U	1,493	187	-	-	1,680
SUPPLY	Fuel Systems - Depots	67	-	-	-	67
SUPPLY	Fueling Systems	610	200	600	-	1,410
CALGARY GROWTH STRATEGIES	Land Use Bylaw Implementation & Sustainment	-	1,300	-	-	1,300
CALGARY BUILDING SERVICES	Capital Asset Lifecycle	858	2,500	-	-	3,358
CALGARY BUILDING SERVICES	Capital Asset Lifecycle	1,410	4,550	1,400	-	7,360
CALGARY BUILDING SERVICES	Working Space Initiative	958	580	-	-	1,538
CALGARY BUILDING SERVICES	Business Technology Sustainment	4,108	7,500	5,500	-	17,108
CALGARY BUILDING SERVICES	Technology Upgrades	3,000	1,500	1,500	-	6,000
CALGARY BUILDING SERVICES	3D Services in Planning	-	1,400	150	-	1,550
URBAN STRATEGY	Downtown Improvements	592	300	300	-	1,192
URBAN STRATEGY	Centre City Initiatives	-	47	80	-	127
URBAN STRATEGY	Volunteer Way	70	-	60	-	130
CALGARY POLICE SERVICE	Police Equipment - Replacement	4,468	850	850	-	6,168
CALGARY POLICE SERVICE	Red Light Enforcement Project	3,203	1,640	1,640	-	6,483
CALGARY POLICE SERVICE	Telecom Equip. - Replacement	3,164	1,625	1,050	-	5,839
CALGARY POLICE SERVICE	Vehicles - Replacement	7,634	8,150	6,650	-	22,434
CALGARY POLICE SERVICE	Infrastructure Upgrade - Int./Ext.	1,700	1,275	2,400	-	5,375
CALGARY POLICE SERVICE	Calgary Police Service Warehouse	7,710	1,100	-	-	8,810
CALGARY POLICE SERVICE	Ballistics Lab & Fire Arms Storage	-	1,500	-	-	1,500
CALGARY POLICE SERVICE	North Deerfoot Modifications & Improvements	-	2,000	-	-	2,000
CALGARY POLICE SERVICE	Parts Relocation Westwinds	1,875	625	-	-	2,500
CALGARY POLICE SERVICE	Annex Building - Spyhill	-	2,000	-	-	2,000
CALGARY POLICE SERVICE	Computer Equipment - Upgrades	2,298	2,250	1,700	-	6,248
CALGARY POLICE SERVICE	Mobile Command Support	1,001	150	-	-	1,151
CALGARY POLICE SERVICE	Radio System	822	350	-	-	1,172
ASSESSMENT	Assessment Systems Improvement	4,500	4,700	6,400	-	15,600
CUSTOMER SERVICE & COMMUNICATIONS	Customer Service Framework, Research & Analytics	950	1,064	938	-	2,952
CUSTOMER SERVICE & COMMUNICATIONS	Online Customer Service Transactions	768	833	523	-	2,124
CUSTOMER SERVICE & COMMUNICATIONS	311 Software & Upgrades	1,300	1,300	1,189	-	3,789
CUSTOMER SERVICE & COMMUNICATIONS	Customer Service Tools & Technology	1,005	500	400	400	2,305
CUSTOMER SERVICE & COMMUNICATIONS	Intranet for All City Employees (including field)	366	960	500	-	1,826
CUSTOMER SERVICE & COMMUNICATIONS	Diversity and Crisis Communication Tools	539	475	581	-	1,595
CUSTOMER SERVICE & COMMUNICATIONS	Engagement, Customer Service Framework, Research &	350	161	80	-	591
CUSTOMER SERVICE & COMMUNICATIONS	Online (calgary.ca) Upgrades & Maintenance	1,333	1,731	1,467	-	4,531
CUSTOMER SERVICE & COMMUNICATIONS	Online Service Enhancements	533	-	-	-	533
CUSTOMER SERVICE & COMMUNICATIONS	Communication Equipment Replacement	50	25	20	-	95
CUSTOMER SERVICE & COMMUNICATIONS	Video Image Data	150	24	-	-	174
FINANCE	Treasury Capital	550	375	100	-	1,025
FINANCE	Finance Capital	1,144	1,850	910	-	3,904
HUMAN RESOURCES	Asset Optimization - Talent Management/LMS	100	700	900	-	1,700
HUMAN RESOURCES	Corporate Workforce Strategy	-	-	245	-	245
INFORMATION TECHNOLOGY	PeopleSoft FSCM	385	2,750	2,250	-	5,385
INFORMATION TECHNOLOGY	PeopleSoft HCM	1,300	1,917	2,250	-	5,467
INFORMATION TECHNOLOGY	Network Infrastructure (Hardware and Cabling)	576	600	600	-	1,776
INFORMATION TECHNOLOGY	IT Communications Infrastructure	720	1,250	1,675	-	3,645
INFORMATION TECHNOLOGY	IT-Lifecycle Replace-Desktop	1,840	1,840	1,840	-	5,520
INFORMATION TECHNOLOGY	Infrastructure Management Systems	303	160	45	-	508
INFORMATION TECHNOLOGY	IT-Enterprise Storage Units	1,833	2,500	1,850	-	6,183



Business Unit	Project Description	2016	2017	2018	2019+	TOTAL
INFORMATION TECHNOLOGY	Client Computing	956	548	502	-	2,006
INFORMATION TECHNOLOGY	Multi-Data Centre Strategy	-	3,300	3,700	6,000	13,000
INFORMATION TECHNOLOGY	IT Service Resiliency and Disaster Recovery	552	415	998	-	1,965
INFORMATION TECHNOLOGY	IT-Enterprise Servers	719	1,700	1,500	-	3,919
INFORMATION TECHNOLOGY	Data Centre Environmentals (Lifecycle Replacement)	411	400	290	-	1,101
INFORMATION TECHNOLOGY	Enterprise Software Licensing	4,000	3,985	4,085	741	12,811
INFORMATION TECHNOLOGY	IT-Calgary City Net	2,167	2,000	2,900	-	7,067
INFORMATION TECHNOLOGY	Software Lifecycle Replacement	2,410	3,867	4,115	5,262	15,654
INFORMATION TECHNOLOGY	ATC Phase 2	-	-	-	-	-
INFORMATION TECHNOLOGY	Identity Management	100	60	-	-	160
INFORMATION TECHNOLOGY	ATC Phase 3	1,208	1,022	2,255	2,375	6,860
INFORMATION TECHNOLOGY	Digital Strategy	878	1,862	1,650	-	4,390
INFORMATION TECHNOLOGY	e-Government	-	-	-	-	-
INFORMATION TECHNOLOGY	Business Intelligence	625	134	-	-	759
INFORMATION TECHNOLOGY	IT-Development Pool	2,237	3,250	5,650	-	11,137
INFORMATION TECHNOLOGY	Real Estate Track Sys (REST)	250	300	315	48	913
CITY CLERKS OFFICE	Content Suite (Phase 2) - Enterprise Document and	500	715	500	-	1,715
CITY CLERKS OFFICE	Audio-Visual Upgrades to Council Chamber & Committ	316	-	-	-	316
CITY CLERKS OFFICE	Assessment Review Board Online Service Enhancement	75	423	-	-	498
LAW	Corporate Security General Administration	(9)	-	-	-	(9)
LAW	Public Safety Network CCTV Expansion and Redundanc	70	155	140	-	365
LAW	Replacement of Two Way Radios	230	-	-	-	230
LAW	Highly Restricted Zone Architecture and Account Pa	95	-	-	-	95
LAW	USB Encryption and Malware Prevention	50	350	-	-	400
LAW	Incident and Event Management System	50	-	-	-	50
LAW	Intrusion Prevention Systems	100	700	-	-	800
LAW	Vulnerability License Additions	125	33	-	-	158
LAW	Roles-Based Access Project	561	625	625	-	1,811
LAW	E-mail Security Enhancements	(118)	-	-	-	(118)
LAW	Cybersecurity Suite	-	150	150	-	300
LAW	Network Analytics	-	125	125	-	250
LAW	E-Discovery and Forensics	150	150	-	-	300
LAW	Life Safety/Security Power & Network Redundancy	40	150	188	-	378
LAW	Commend Security Intercom Redundancy	195	100	50	-	345
LAW	Enterprise System Redundancy Project	462	100	100	-	662
LAW	Video Analytics and Video Management Software Solu	192	100	40	-	332
LAW	Risk Management & Claims - Riskmaster Upgrades and	-	-	400	-	400
LAW	Office relocation and upgrades	120	616	100	-	836
LAW	Information Management System	100	100	50	-	250
LAW	Training and E-Learning Systems	-	75	125	-	200
LAW	LA-Flood Resiliency	138	-	-	-	138
CORPORATE CAPITAL PROGRAMS	Capital Corporate Programs	-	47,745	44,332	3,136	95,213
CAPITAL INVESTMENT IN Civic Partners	Civic Partners Infrastructure Grant	6,962	8,637	8,637	-	24,236
CALGARY PUBLIC LIBRARY	Library Lifecycle Grant	6,585	3,137	3,137	-	12,859
CALGARY PUBLIC LIBRARY	Signal Hill Expansion	64	-	-	-	64
CALGARY ZOOLOGICAL SOCIETY	Calgary Zoo - Land of Lemurs	3,750	7,100	-	-	10,850
CULTURE RELATED INFRASTRUCTURE	Pumphouse Theatres Project	160	1,393	-	-	1,553
CULTURE RELATED INFRASTRUCTURE	Decidedly Jazz Dance Centre	1,658	-	-	-	1,658
CULTURE RELATED INFRASTRUCTURE	Alberta Creative Hub	600	1,000	-	-	1,600
RECREATION CULTURE ARTIFACT	Culture Artifact	107	123	38	265	533
2013 FLOOD PROJECTS	Pumphouse Theatre	92	-	-	-	92
CALGARY PARKING AUTHORITY	Replacement of vehicles and equipment	122	107	110	-	339
CALGARY PARKING AUTHORITY	Surface Lots	10,528	125	100	-	10,753
CALGARY PARKING AUTHORITY	Parking Enforcement	1,682	968	973	-	3,623
CALGARY PARKING AUTHORITY	Office equipment and furniture	210	50	55	-	315
CALGARY PARKING AUTHORITY	Centennial Parkade	2,087	275	125	-	2,487
CALGARY PARKING AUTHORITY	Kensington/AntHill development	100	275	125	-	500
CALGARY PARKING AUTHORITY	Signage	358	220	230	-	808
CALGARY PARKING AUTHORITY	Information technology infrastructure	1,502	285	261	-	2,048
CALGARY PARKING AUTHORITY	McDougall Parkade	2,135	200	650	-	2,985
CALGARY PARKING AUTHORITY	Future facilities design & consulting	423	-	-	-	423
CALGARY PARKING AUTHORITY	Impound Lot Building Replacement Project	9,261	50	50	-	9,361
CALGARY PARKING AUTHORITY	Security system and parts	350	200	200	-	750
CALGARY PARKING AUTHORITY	CENTENNIAL WEST PARKADE	-	-	32,500	30,000	62,500
CALGARY PARKING AUTHORITY	Impound Lot	521	350	200	-	1,071
CALGARY PARKING AUTHORITY	ParkPlus	7,155	3,796	657	-	11,608
<b>TOTAL</b>		<b>261,281</b>	<b>324,962</b>	<b>317,544</b>	<b>125,914</b>	<b>1,029,701</b>
<b>GRAND TOTAL</b>		<b>1,636,739</b>	<b>2,241,187</b>	<b>1,719,351</b>	<b>1,298,855</b>	<b>6,896,132</b>

