

#### THE CITY CONTINUES TO

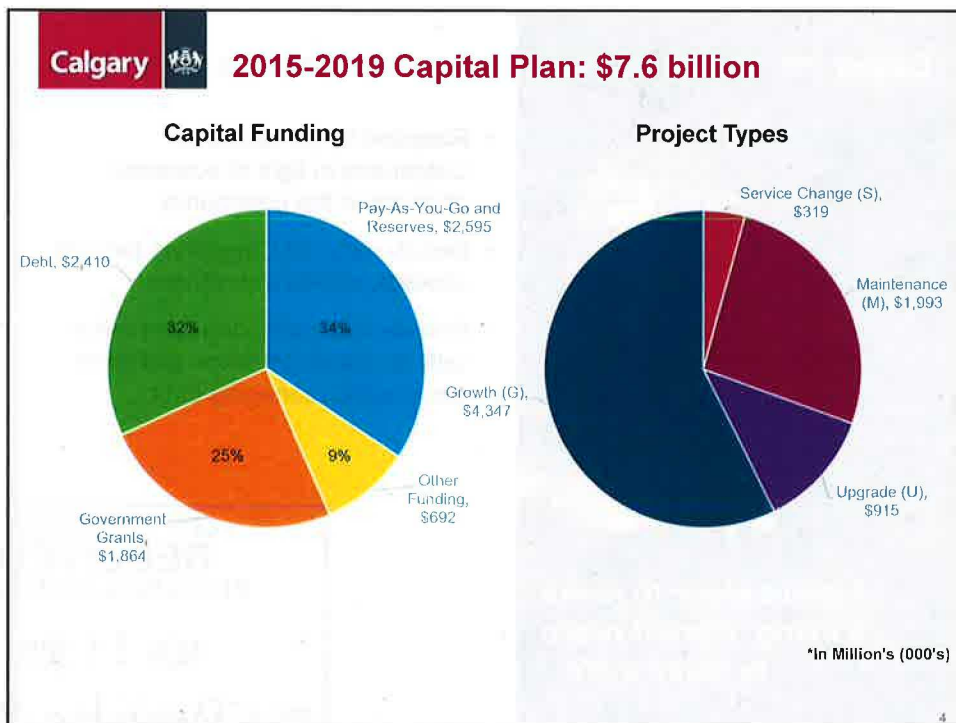
- Respond to the needs of Calgarians in light of economic changes in the community.
- Deliver value to Calgarians through strategic capital investment.
- Provide short and long term value with no additional taxes and while responsibly managing debt.

CITY OF CALGARY  
**RECEIVED**  
IN COUNCIL CHAMBER

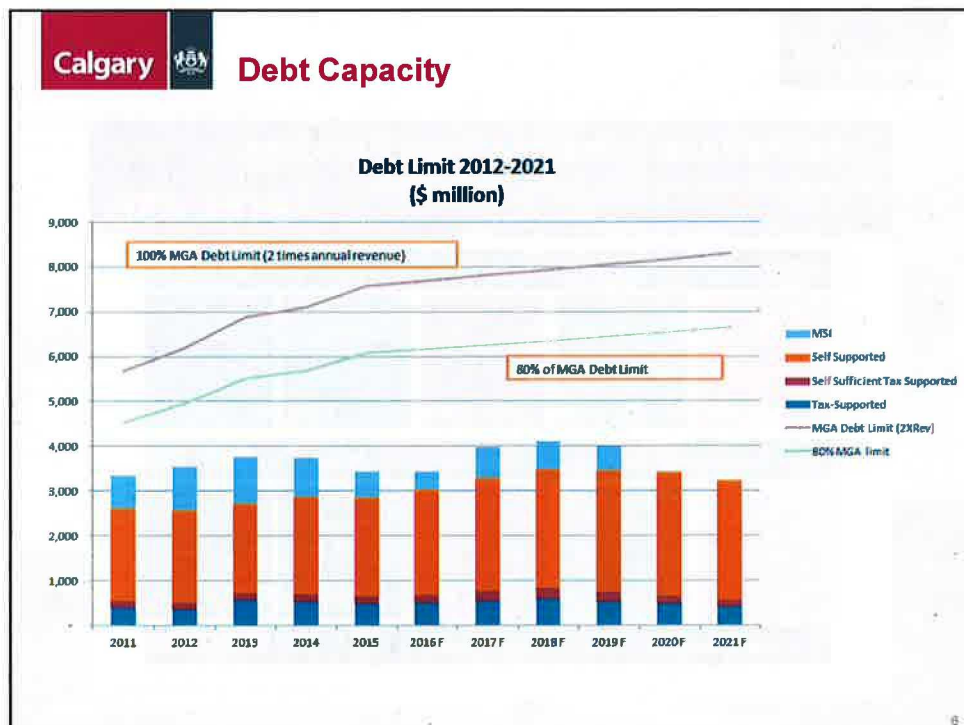
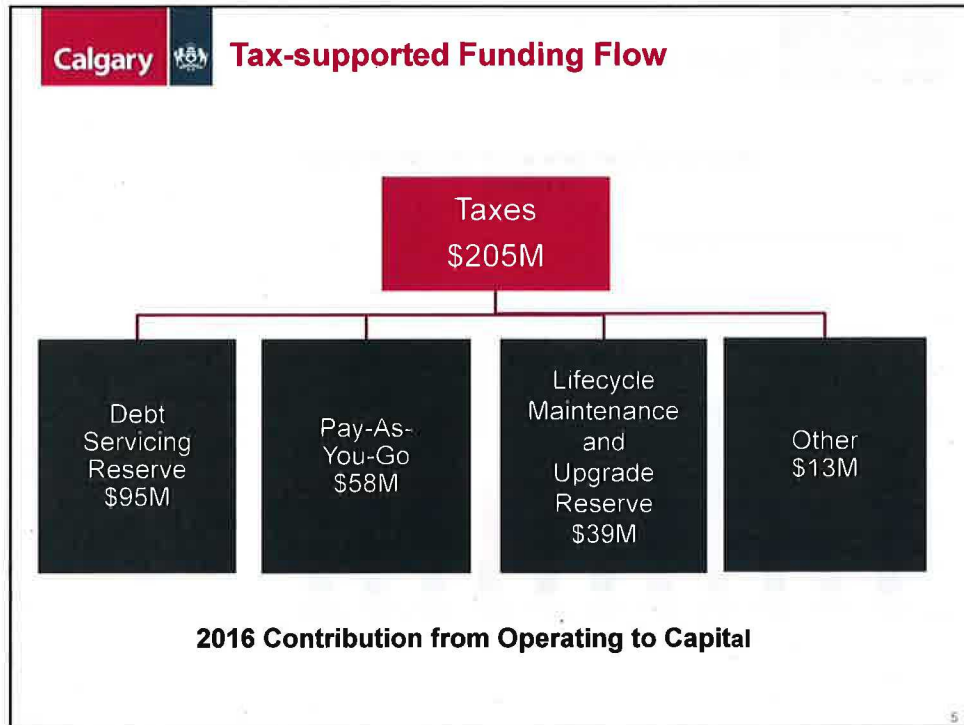
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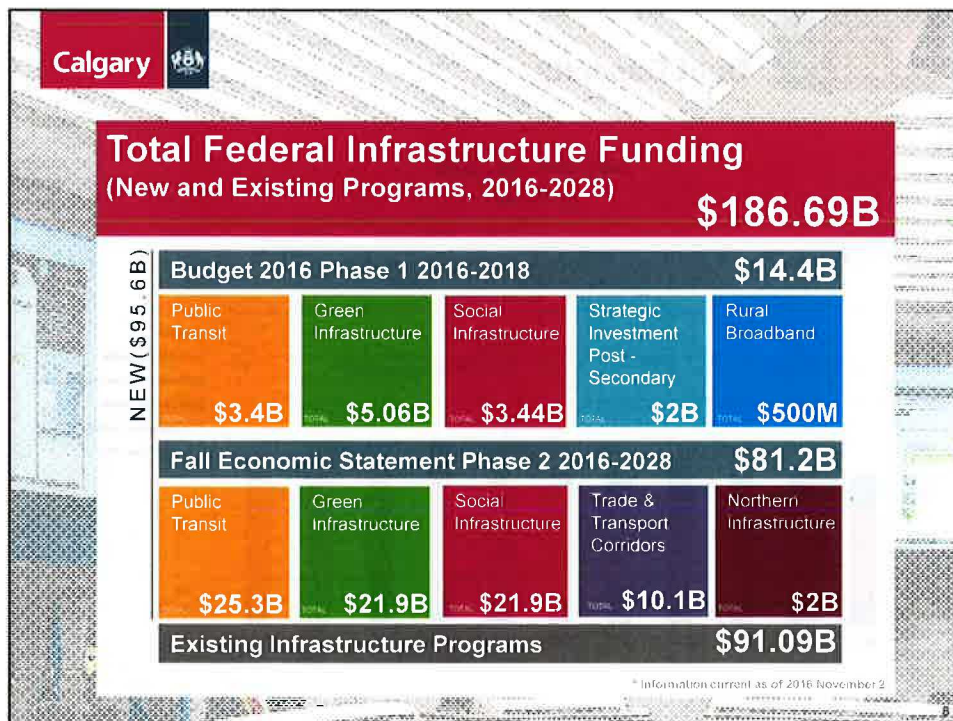
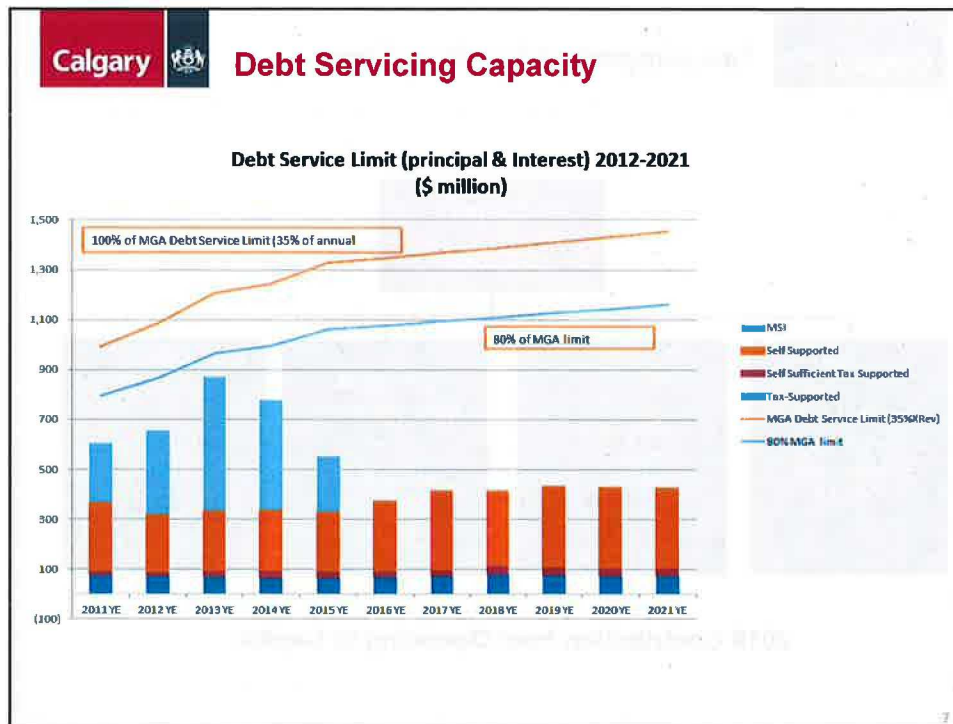
ITEM: *Distribution 4.1.1*  
*C2016-0863*

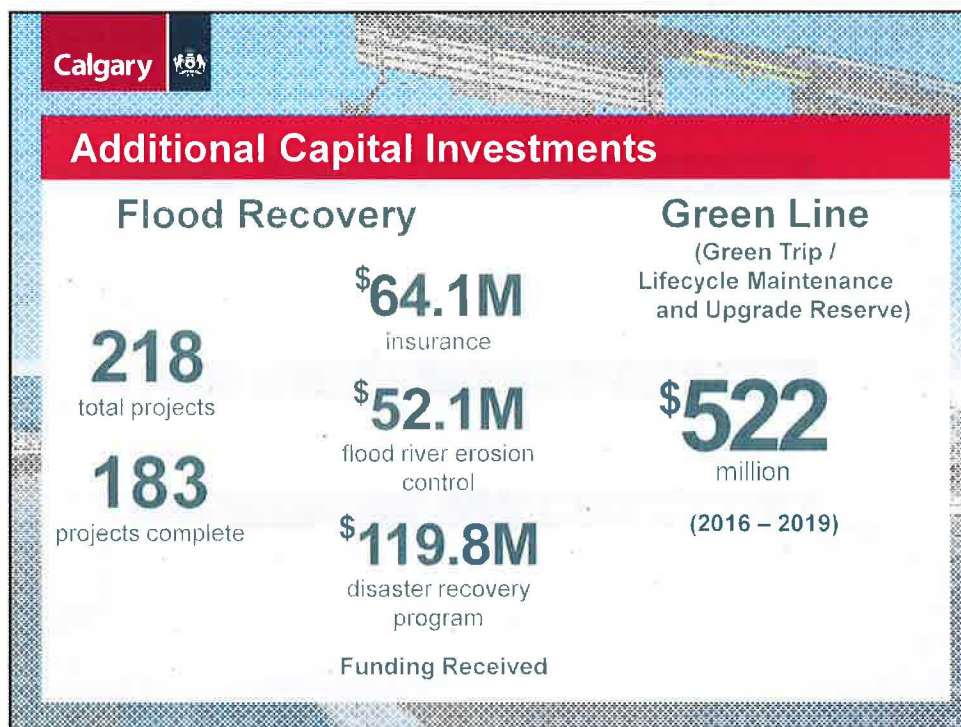
CITY CLERK'S DESK



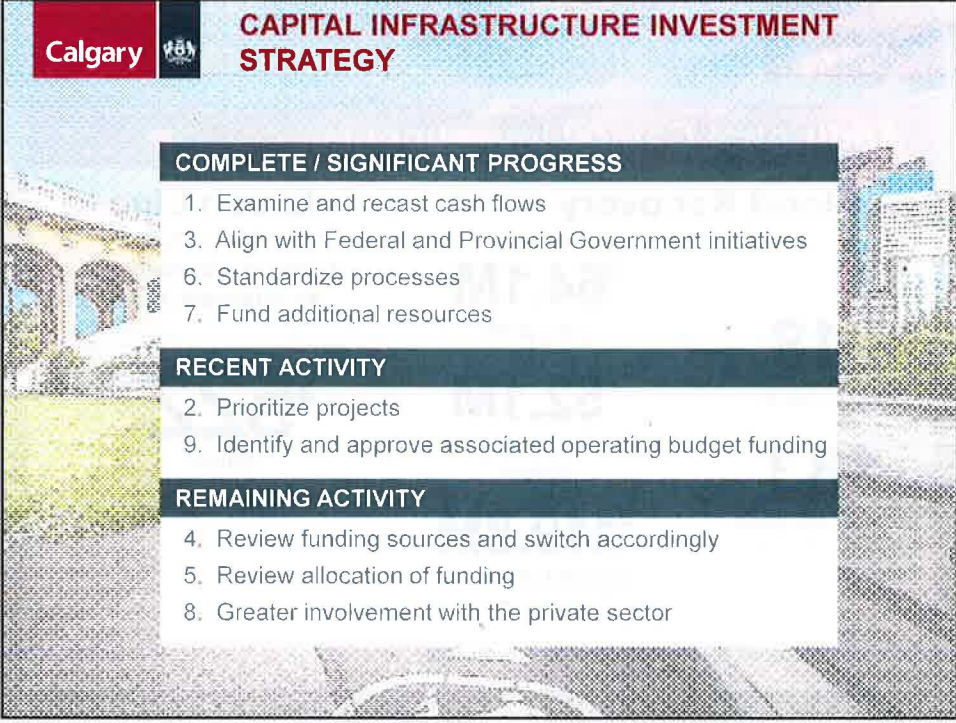













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## CAPITAL INFRASTRUCTURE INVESTMENT STRATEGY

**COMPLETE / SIGNIFICANT PROGRESS**

1. Examine and recast cash flows
3. Align with Federal and Provincial Government initiatives
6. Standardize processes
7. Fund additional resources

**RECENT ACTIVITY**

2. Prioritize projects
9. Identify and approve associated operating budget funding

**REMAINING ACTIVITY**

4. Review funding sources and switch accordingly
5. Review allocation of funding
8. Greater involvement with the private sector

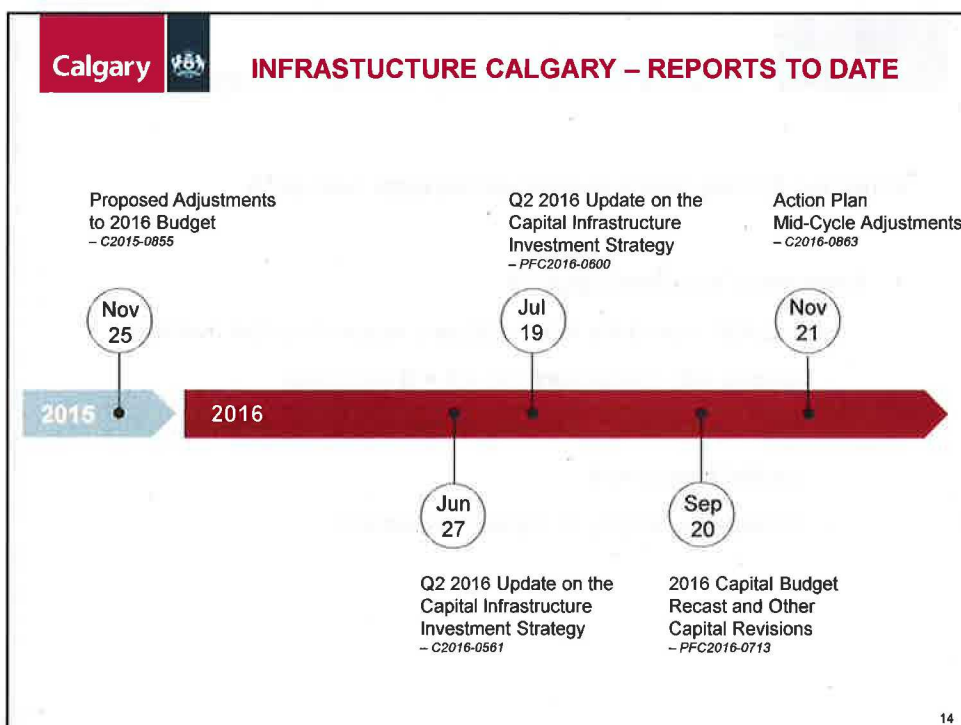
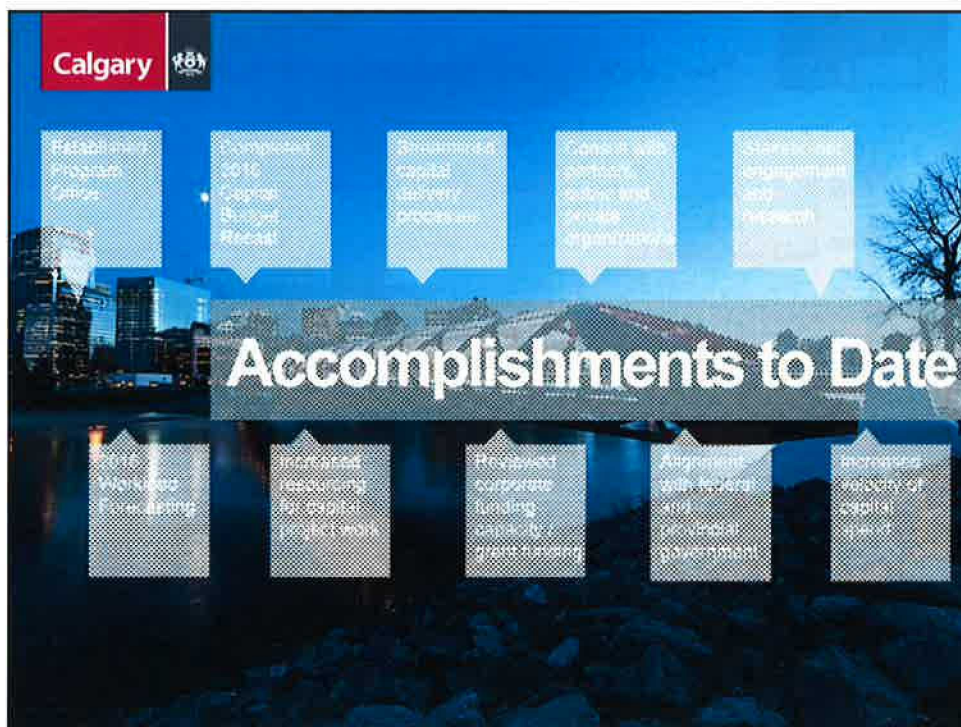


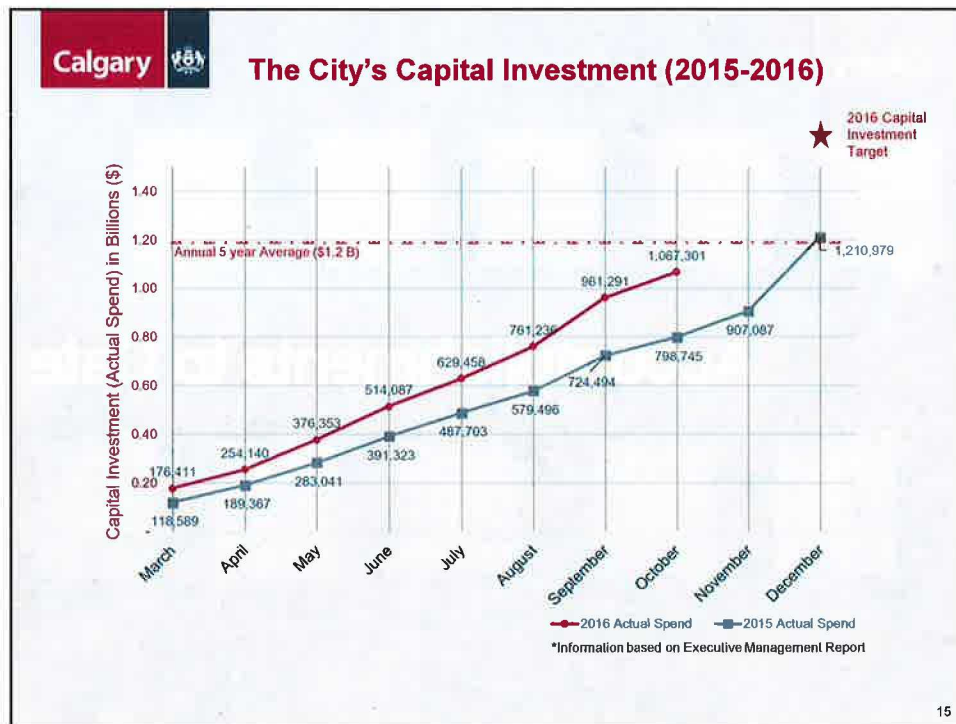
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## INFRASTRUCTURE CALGARY PROGRAM GOALS

1. Stimulate the economy by increasing the quality and velocity of capital expenditures
2. Strengthen investment decision making to maximize the return for Calgarians
3. Enhance capital delivery efficiency and effectiveness
4. Improve transparency and line of sight for key stakeholders
5. Attract investment to Calgary

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**Calgary**  **Added Value of 2016 Current Investment**

Projected \$300M capital investment increase over 2015

- Represents an added value of:
  - ~ 2,400 more jobs in the Calgary region over the average annual City investment (\$1.2B = 9,600 jobs)
  - Improved internal City efficiencies to plan and deliver capital investment
  - Increased velocity in capital investment

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## Stakeholder Engagement & Research

### Collaboration

- With provincial and federal governments to:
  - identify investment priorities
  - advocate for capital investment in Calgary region
  - maximize available grant funding

### Qualitative & Quantitative

4

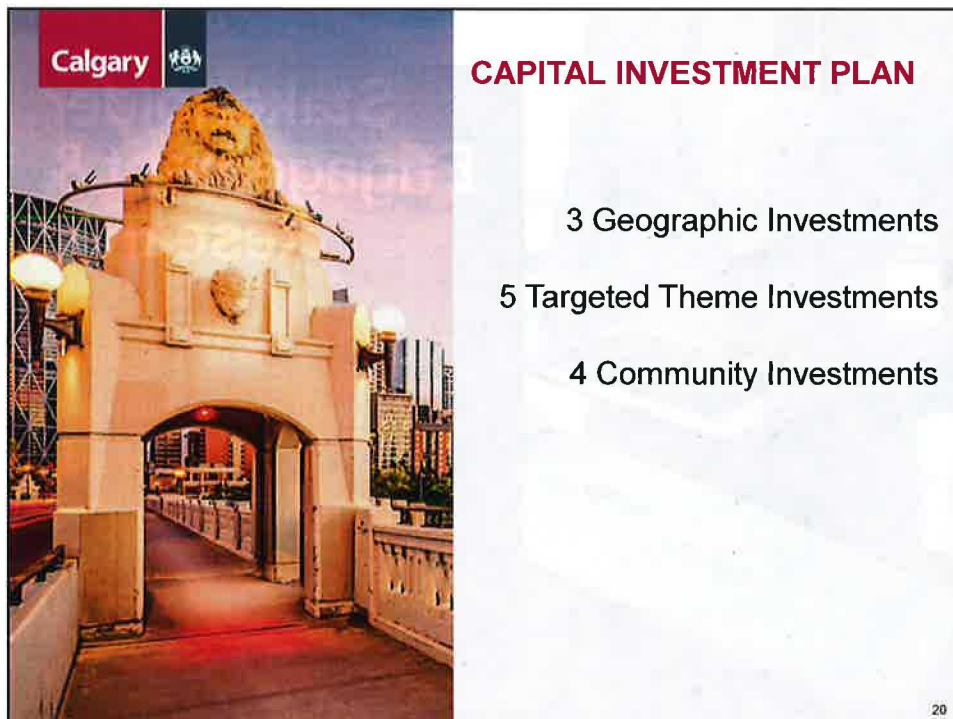
business engagement sessions


5

community engagement sessions

SURVEYS

Citizen Satisfaction  
 Business Confidence  
 Economy, Quality of Life & Infrastructure



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## CAPITAL INVESTMENT PLAN

3 Geographic Investments

5 Targeted Theme Investments

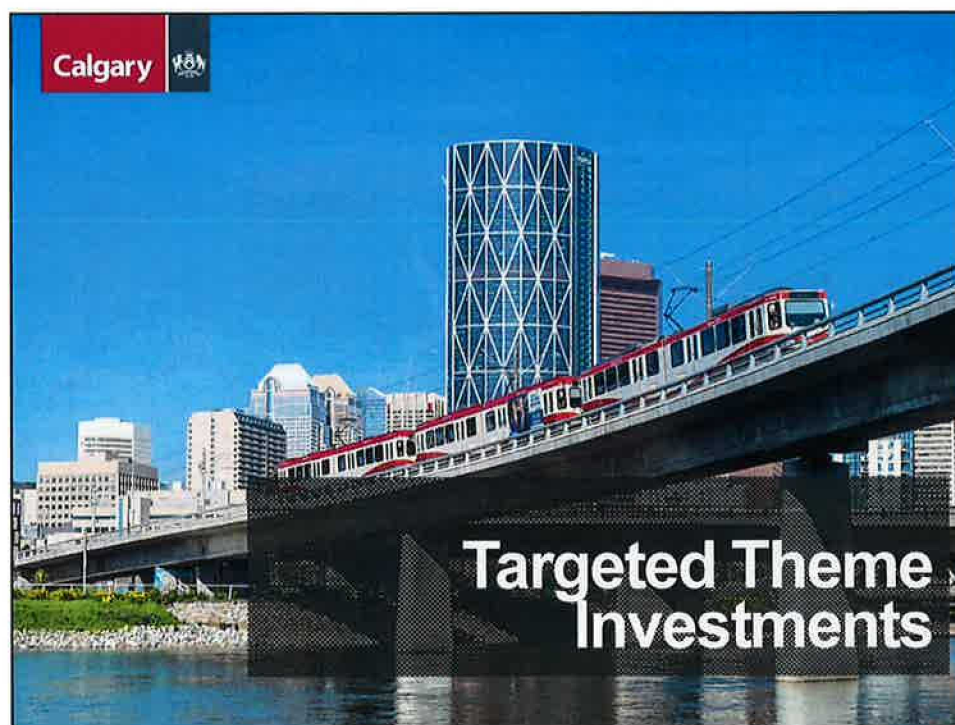
4 Community Investments

20











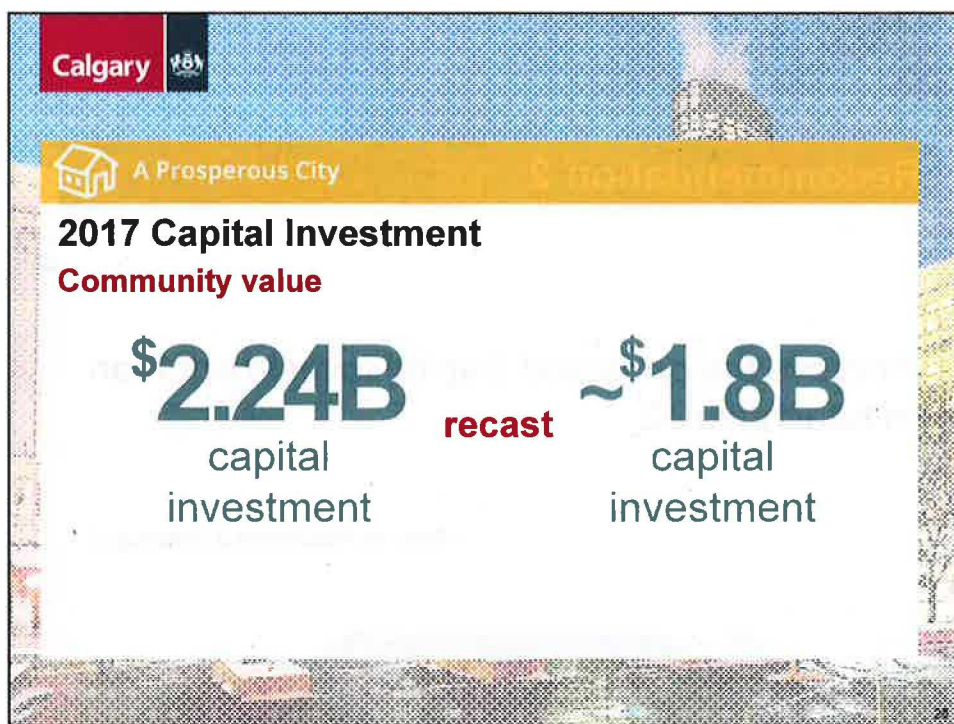
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## Recommendation 2


Approve the proposed Capital Investment Plan in Attachment 2.

\* Refer to Attachment 2 Schedule 2










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A Prosperous City

## 2017 Capital Investment

### Community value

- Seton and Rocky Ridge Recreation Facilities
- New Central Library
- 12 Street Zoo Bridge Replacement
- 17 Ave SE Bus Rapid Transit
- Macleod Trail / 162 Ave Interchange
- Historic City Hall Renovation
- 4<sup>th</sup> Street Underpass Enhancement
- Blakiston and Confederation Parks
- Bowfort TransCanada Highway Interchange
- Mount Pleasant (Station 7) Emergency Response Station
- Calgary Zoo Land of Lemurs
- Bonnybrook Waste Water Treatment Plant upgrades and expansion
- 17 Ave SW Main Street refurbishment
- Wildwood Affordable Housing



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## 2017 Capital investment

### Economic stimulus

supports

**\$1.8B = 14,000**

capital investment      jobs

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### 2017 – 2019+ Major Project Types

	<b>Maintenance</b>	<b>Upgrade</b>	<b>Growth</b>
<b>2017</b>	<b>510,738</b>	<b>324,939</b>	<b>1,210,930</b>
<b>2018</b>	439,577	269,350	996,093
<b>2019+</b>	185,387	55,003	1,057,815
<b>Total</b>	<b>1,135,702</b>	<b>649,292</b>	<b>3,264,838</b>

In Thousands (000's)

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### Recommendation 5

**Adopt the 2017 [operating and] capital budget, as adjusted.**

\* Refer to Attachment 2 Schedule 4





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## How The City Can Support Calgarians

The City is in a position to make **major investments in infrastructure to support the community**

Accomplish this through:

Focusing existing and future investment on Capital Investment Plan	Corporate coordination and alignment	Partnerships with public institutions and private industry	Leveraging investment from other funding sources
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An aerial photograph of a city skyline is visible in the background of the slide.



## Corporate Capacity Review

- Infrastructure Calgary identified efficiencies and existing capacity to support future investment

### Review included:

- Projects with no spend to date
- Reserve funds
- Offsite levy funds
- Unallocated capital (i.e. contingency, relinquishments, tenders under budget)
- Federal and provincial grants (will shift funding sources internally to maximize available funding)
- Tax room, Community Revitalization Levy
- Debt Capacity

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## Recommendations 3 and 4

**Authorize the Deputy City Manager to continue to identify capital funding sources, including allocations and efficiencies from existing capital budgets and transfer funds to the Budget Savings Account to support recommendation 4.**

**Direct the Deputy City Manager to return to Council no later than Q2 2017 with recommendations for new, or currently unfunded investment projects.**

## Next Steps

- Q1 - Recast 2017 capital budget
- Q1 – Continue to identify capital funding sources, including allocations and efficiencies from existing capital budgets and transfer funds to the Budget Savings Account (*recommendation 3*)
- No later than Q2 – Return to Council with recommendations for new, or currently unfunded investment projects (*recommendation 4*)
- Q2 - Determine priority projects and associated operating budget funding

## Recommendations

2. Approve the proposed Capital Investment Plan in Attachment 2;
3. Authorize the Deputy City Manager to continue to identify capital funding sources, including allocations and efficiencies from existing capital budgets and transfer funds to the Budget Savings Account to support recommendation 4;
4. Direct the Deputy City Manager to return to Council no later than Q2 2017 with recommendations for new, or currently unfunded investment projects;
5. Adopt the 2017 [operating and] capital budget, as adjusted

