

JUL 28 2014

Corporate Services Report to  
Land and Asset Strategy Committee  
2014 July 24

ITEM: Urg. Bus. dist'n.  
LAS2014-39  
CITY CLERK'S DEPARTMENT

ISC: UNRESTRICTED  
LAS2014-39  
Page 1 of 4

**CORPORATE LEVEL INFRASTRUCTURE INVESTMENT PLAN 2015-2018**

**EXECUTIVE SUMMARY**

To present the Corporate Level Infrastructure Investment Plan (CLIP) list covering the period 2015 to 2024 in preparation for Action Plan 2015-2018.

**ADMINISTRATION RECOMMENDATION(S)**

That the Land and Asset Strategy Committee recommends that Council:

1. Approve, in principle, the Corporate Level Infrastructure Investment Plan 2015-2024 (Attachment), and
2. Direct Administration to use the CLIP 2015-2024 list as the basis of the 2015-2018 capital budget submission (Action Plan 2015-2018) and the strategic planning session on capital in the fall.

**RECOMMENDATION OF THE LAND AND ASSET STRATEGY COMMITTEE, DATED 2014 JULY 24:**

That the Administration Recommendations contained in Report LAS2014-39 be approved.

Excerpt from the Minutes of the Regular Meeting of Land and Asset Strategy Committee, dated 2014 July 24:

**"CLERICAL CORRECTION**

A clerical correction was noted to Pages 1-10 on the Attachment to Report LAS2014-39 by inserting a note on each page entitled "\$000's of dollars".

**"3. That Report LAS2014-39 be forwarded to the 2014 July 28 Regular Meeting of Council as an item of Urgent Business.**

**And further, that a clerically corrected Attachment be attached to Report LAS2014-39 prior to being forwarded to Council."**

**PREVIOUS COUNCIL DIRECTION / POLICY**

Council directs Administration to begin to recast the five year capital budget aligned to Council Priorities and Action Plan 2015-2018, including consideration of flood requirements and new funding availability from Build Canada and any other funding options, and return to Council through Priorities and Finance Committee by 2014 October with recommendations for the November capital budget deliberations (PFC2014-0509).

**BACKGROUND**

The CLIP was first developed and presented to Council in 2008 September as the basis for the 2009-2011 capital budget submission (BPBC2) and continued to be used for the 2012-14 Business Plan and Budget Creation (BPBC3) process.

## **CORPORATE LEVEL INFRASTRUCTURE INVESTMENT PLAN 2015-2018**

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### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

This new plan is for the upcoming Action Plan 2015-2018 (4) budget cycle and will cover the 10 year period from 2015 to 2024.

While the Investing in Mobility Plan, Culture Parks & Recreation Infrastructure Investment Plan and Emergency Response Infrastructure Investment Plan represent the most visible municipal infrastructure, the CLIIP list includes critical backbone physical assets that support the front line service providers across The Corporation including the utilities. Some examples of capital projects in the CLIIP list are: corporate environment programs, information technology and systems, fuel storage facilities, corporate facilities and operational workplace centres.

The current 2015-2024 CLIIP list is a comprehensive overview of all capital maintenance, upgrade, growth and new service requirements from the business units noted in the stakeholder engagement section of this report.

Each business unit prepared a business case for each project and submitted and prioritized their capital projects which are then cash-flowed against available capital funding sources. A proposed capital budget submission will be presented to Council in the fall as part of the 2015-2018 Action Plan process.

The comprehensive 10 year CLIIP list identifies a total capital investment requirement of \$1.391 billion over four years as presented in the Attachment. The list is not prioritized.

For the CLIIP business units, the sources of capital financing are: pay-as-you-go, lifecycle maintenance upgrade reserve, reserve for future capital, tax-supported debt, self-supported debt, revenue/reserve, Municipal Sustainability Initiative funding, Alberta Municipal Infrastructure Program funding, community investment fund and private contributions. Community investment fund was one of the financing sources used by the Office of Land Servicing & Housing.

While the Municipal Sustainability Initiative provided to The Corporation approximately \$3 billion over 10 years since 2009, for the CLIIP list this grant has been fully committed during the last budget cycle. Due to the types of CLIIP projects, which are more lifecycle and maintenance in nature, CLIIP capital projects are not generally eligible for government grants or developer levies.

It is also important to note that the CLIIP list is only a point-in-time list of priorities and that this list will change as priorities change in the future. It is expected that minor adjustments will be made to the CLIIP list annually, corresponding with the budget adjustment process. Significant edits may result as a product of each business units' asset management and business planning processes over the coming months but will be finalized for the 2015-2018 Action Plan.

Going forward, the CLIIP list will be the source document for the 2015-2018 capital budget process as well as the next Infrastructure Status Report, the Long Range Financial Plan and preparation of business units' asset management plans.

## **CORPORATE LEVEL INFRASTRUCTURE INVESTMENT PLAN 2015-2018**

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### **Stakeholder Engagement, Research and Communication**

The current CLIIP list includes the following business units: City Wide Planning and Policy, Local Area Planning and Implementation, Inspections and Permits, Assessment, Environmental & Safety Management, City Clerk's Office, Law, City Manager Office, Finance & Supply, Corporate Properties & Buildings, Customer Service & Communications, Fleet Services, Human Resources, Infrastructure & Information Services, Information Technology, Office of Land Servicing & Housing and four legislative business units. These business units submitted their business cases into a web tool which was a significant process improvement compared to a manual approach in previous business cycles.

### **Strategic Alignment**

The corporate level process for infrastructure investment planning will forge linkages and partnerships across The Corporation to facilitate the long term sustainability of The Corporation.

### **Social, Environmental, Economic (External)**

#### Social

The CLIIP list criteria identified additional points available on the evaluation scale when projects deal with social accessibility, prosperity, quality of life, and image of each Calgarian. The projects listed in the CLIIP are critical to create and sustain a vibrant, healthy, and safe corporation.

#### Environmental

The CLIIP list has implications across all areas of the Triple Bottom Line due to the fact that the member business units are core to all front line citizen-facing business units. Within the Triple Bottom Line though, CLIIP projects tended to impact internal economics (strengthening the workplace, accessibility, safety, health and wellness etc.) and environment (environmental site compliance, remediation, environmental legislation etc.).

#### Economic

The CLIIP process is critical to future development in Calgary and the sustainability of the Corporation's core assets, in addition to the alignment of sound asset management best practices. These infrastructure priorities contribute to keeping citizens and staff safe and enhancing the quality of life for citizens.

### **Financial Capacity**

The CLIIP list is a significant tool for implementing strategic planning decisions by aligning business units' asset management plans to projected financial capacity for a 10 year horizon. Although the current list still puts the emphasize on the immediate 2015-2018 budget cycle, during the summer months all CLIIP business units will be asked to provide their final infrastructure investment plans for 2015 to 2021. Administration will present a finalized CLIIP list In October/November as part of the 2015-2018 budget deliberation process. As the CLIIP is developed to become a comprehensive capital investment plan, it will be the basis for future capital budgets and business planning cycles for all CLIIP business units.

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**CORPORATE LEVEL INFRASTRUCTURE INVESTMENT PLAN 2015-2018**

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**Current and Future Operating Budget:**

The completion of the CLIIP process will identify all current and future operating budget impacts within and across the CLIIP business units.

**Current and Future Capital Budget:**

The completion of the CLIIP process will identify all current and future capital budget impacts, as well as operating impacts of capital within and across the CLIIP business units.

**Risk Assessment**

The CLIIP list prioritization will lower the overall risks associated with capital works and long term planning creating synergistic opportunities across The Corporation allowing for better multiyear budgeting in both the capital and operating spheres.

**REASON(S) FOR RECOMMENDATION(S):**

Approving the CLIIP List as presented, in principle, will provide the basis for all the business units in the CLIIP to prepare and develop their four year budget, five year forecast and 10 year plan.

**ATTACHMENT**

Corporate Level Infrastructure Investment Plan 2015-2024 (Clerically Corrected)

\*\*Numbers are in thousands of dollars (000s)\*\*

## ASSESSMENT

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
153-001 Assessment Systems Improvement	5,000	3,300	3,300	4,000							15,600
153-U01 Assessment Systems Improvement	1,500	500			4,400						6,400
	6,500	3,800	3,300	4,000	4,400	0	0	0	0	0	22,000

## CALGARY HOUSING COMPANY

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
492-001 Rundle 2			5,000	10,000							15,000
492-002 Capital Upgrades	680	520	510	1,350							3,060
	680	520	5,510	11,350	0	0	0	0	0	0	18,060

## CHIEF FINANCIAL OFFICE

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
736-001 Business Applications and Technology Maintenance Upgrades	1,438	1,438	1,437	1,437	700	700	1,450	1,700	2,700	700	13,700
736-002 Warehouse	875	875	875	875	375	375	375	375	375	375	5,750
811-003 Fuelling Systems	412	412	413	413	500	500	500	500	500	500	4,650
	2,725	2,725	2,725	2,725	1,575	1,575	2,325	2,575	3,575	1,575	24,100

## CITY AUDITORS OFFICE

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
798-001 Engagement & Customer Service Framework	30										30
	30	0	0	0	0	0	0	0	0	0	30



## CITY CLERKS

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
796-001	Content Suite (Phase 2) - Enterprise Document and Records Management	600	1,400									2,000
796-002	Audio-Visual Upgrades to Council Chamber & Committee Meeting Rooms	50	450									500
796-003	Assessment Review Board Online Service Enhancements	200	300									500
		850	2,150	0	0	0	0	0	0	0	0	3,000

## CORPORATE PROPERTIES & BUILDINGS

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
698-444	Real Estate Demolitions	1,400	1,400	1,400	1,400							5,600
698-55U	Heritage Properties Restoration	6,000	6,000	6,000	6,500							24,500
698-701	Heritage Lifecycle Projects	1,000	1,300									2,300
769-U01	Tomorrow's Workplace Repayment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000		18,000
770-00U	Andrew Davison Streetscape Improvements	100	2,400									2,500
770-02U	Municipal Complex - Accessibility, Information & Finishes Upgrades	500	1,000	10,000	8,500							20,000
770-03U	Municipal Complex - Plaza Upgrades	1,000	2,000	10,000	7,000							20,000
770-04U	Municipal Complex - 3rd Street Arcade Upgrades	500	1,500	500								2,500
770-05U	Municipal Complex - 9th Avenue Upgrades	400	1,600									2,000
770-06U	Municipal Complex - Great Room & Food Service	2,000	3,000	15,000	15,000							35,000
770-07U	Municipal Complex - Security Upgrades	200	300	4,500								5,000
770-10U	Municipal Complex - 3rd Street NE Entrance, Universal Accessibility	900	2,700	900								4,500
770-11U	Municipal Complex - 3rd Street SE Entrance, Universal Accessibility	1,300	3,900	1,300								6,500
770-18U	Tenant Fit-up of Added 3rd Floor, Sarcee Administration Building	1,800										1,800
770-19U	NW Alternative Workplace Hub (Royal Vista)	500										500
770-20U	Andrew Davison Main Floor Renovation	1,000										1,000
770-21U	Workspace Program - existing Workplace Redevelopment	3,750	3,750	3,750	3,750	7,500	7,500	7,500	7,500	7,500	7,500	60,000
770-33U	Andrew Davison +15	100										100
770-702	Workspace Program - existing Workplace Redevelopment	5,000	5,000	5,000	5,000							20,000
770-703	Municipal Complex - East Plaza Redevelopment	3,500	1,000									4,500
770-704	Security doors for Muni building	250										250
770-705	CPB BI Lifecycle projects	1,280	1,280	1,280	1,280							5,120
770-725	Andrew Davison Parkade Repair	500										500
770-89U	Calgary Public Building - new un-manned Elevator	550	1,000									1,550
770-U34	Mayland Heights Office Space & Base Upgrade	1,240										1,240
773-706	Corporate Furniture Program	1,000	1,000	1,000	1,000							4,000
773-708	Ergonomic Furniture Program	250	250	250	250							1,000
773-709	Alternative Workplace Boardroom Technical Equipment Lifecycle	550	550	550	550							2,200
773-U05	Alternative Workplace Boardroom Technical Equipment Lifecycle	550	550	550	550							2,200
773-U22	Corporate Furniture Program	3,000	3,000	3,000	3,000	4,000	4,000	4,000	4,000	4,000	4,000	36,000
776-00U	Whitehorn Masterplan Strategic Redevelopment	2,000	18,000	20,000	5,000							45,000
776-01U	Sarcee Vehicle Storage Facilities		130	1,570	6,700	3,600						12,000



776-02U	Bearspaw OWC - salt pond, site grading and stormwater management plan	390	6,620									7,010
776-20U	Shepard OWC: Fleet Building	1,000	3,500	6,800	2,000							13,300
776-61U	Spring Gardens Storm Water Management Facility				320	1,550						1,870
776-62U	Sarcee South Site Servicing and Roads Covered Storage	310	3,520	2,000	1,000							6,830
776-63U	Sarcee Parks Storage and Operational Facilities	1,920										1,920
776-64U	Manchester Road to Separate Light & Heavy Duty Vehicle Traffic (Site Safety)			1,710	4,000							5,710
776-65U	Fleet Facilities (multi-site)		90	400	700	5,000	2,200					8,390
776-67U	Stoney Roads Site and Facilities	410	3,000	1,300	5,180	1,700						11,590
776-68U	Spring Gardens Supply Warehouse		1,090	6,000	450							7,540
776-69U	Spring Gardens: Co-location of Operational Space to allow for Required Growth			410	4,000	2,000		2,670	3,000			12,080
776-710	Bearspaw OWC - salt pond, site grading and stormwater management plan	1,860										1,860
776-711	OWC Planning	160	420	400	400							1,380
776-712	Richmond Green Satellite Redevelopment			170	380	4,000	6,800	1,200	20			12,570
776-713	Sarcee Site Grading for Parks Relocation	1,000										1,000
776-95U	OWC Land Acquisitions	14,000			10,930	690	32,100	690	32,100	1,320	42,400	134,230
776-99U	Manchester OWC High Voltage Electrical System Replacement	5,000	5,000	5,000	5,000							20,000
776-U01	Operations Sites Energy Efficiency Initiatives	500	750	250	250							1,750
779-11U	Integrated Operations and Asset Management System Development	780	580	380								1,740
779-12U	Integrated Land/Property/Lease Management			1,400								1,400
779-714	Integrated Operations and Asset Management System Development	2,320	2,320	2,320								6,960
779-715	Integrated Land/Property/Lease Management	1,400	2,150		2,130							5,680
779-716	Integrated Customer Relationship Management		500	1,300								1,800
779-717	Knowledge and Information Mgmt		250	250								500
779-719	Corporate Land Management Framework	700										700
779-99U	Sustainable Building Condition Ratings (Green, Facility & Workplace Conditions)	250	250	250	250	250	250	250	250	250	250	2,500
779-U12	Knowledge and Information Mgmt	500										500
880-00U	Whitehorn Mechanical System Upgrade			8,400	7,000							15,400
880-01U	4 Year South Zone Safety, Tenant & Community Program	4,305	462	1,039	640	1,269	1,305	1,350	900	900	900	13,070
880-02U	4 Year Central Zone Safety, Tenant & Community Program	1,780	215	936	299	700	700	700	700	700	700	7,430
880-13U	CPB Stewarded Buildings - Bring to Target Conditions	15,280	15,280	15,280	15,280	19,100	19,100	19,100	19,100	19,100	19,100	175,720
880-21U	4 Year North Zone Safety, Tenant & Community Program	2,145	571	1,145		1,269	1,305	1,350	900	900	900	10,485
880-22U	Municipal Building Skylight Replacement	200	3,500	3,500								7,200
880-25U	Preventive Maintenance Program	1,500	1,500	1,500	1,500							6,000
880-27U	Facility & Site Emergency Response Planning & Execution	2,685	185	185	185	75	75	150	75	75	75	3,765
880-720	Corp Accom Bldgs Lifecycle Urgent and Critical Repairs (CPB Steward)	1,125	1,125	1,125	1,125							4,500
880-721	4 Year ALL Zone Safety, Tenant & Community Program	2,555	2,555	2,555	2,555							10,220
880-722	CPB Stewarded Buildings - Bring to Target Conditions	5,220	5,220	5,220	5,120							20,780
880-723	Facility & Site Emergency Response Planning & Execution	315	315	315	315							1,260
880-724	Building Envelopes / Roofs Renewals / Replacements	750	750	750	750							3,000
880-881	CPB Lifecycle Reserve for FM projects	1,670	1,670	1,670	1,670							6,680
880-882	Building Recommissioning Program for Energy & Operating Costs Reduction	600	600	600	600							2,400
880-88U	Manchester Q - Base Building Systems & Facility Upgrades	2,150	1,650	1,500								5,300
880-90U	Building Envelopes / Roofs Renewals / Replacements	1,250	1,250	1,250	3,250	5,000	5,000	5,000	5,000	5,000	5,000	37,000





## DEVELOPMENT & BUILDING APPROVALS\*

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
061-001 Asset Lifecycle	1,250	2,350	3,250	1,400							8,250
067-002 Technical Replacements & Upgrades	1,500	1,500	1,500	1,500							6,000
067-003 Online Services	3,500	5,000	5,000	3,500							17,000
	6,250	8,850	9,750	6,400	0	0	0	0	0	0	31,250

## ENVIRONMENTAL & SAFETY MANAGEMENT

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
815-001 Emergency Response Program (ERP) - Equipment Infrastructure	590	216	216	216							1,238
815-002 Emergency Response Program (ERP) - Licences	196	196	196	196							784
815-010 Records & Information Management Project	50										50
815-011 Project 20x20	125	125	125	125							500
815-013 Interim Uses on Brownfield Sites	40	40	40	40							160
815-014 Green Driver	25	50	125	125							325
815-018 SEEPP Trials	150	50									200
815-020 Green Office - Waste	60	55	35	50							200
815-021 Fuel Data Mgmt System for Performance Metrics	100	75									175
815-023 Alignment with UEP Tech Strategy		163		490							653
815-024 Safety Equipment replacement	25	25	25	25							100
815-025 Clean Technologies	200	300	550	550							1,600
815-026 Safety Incident Documentation	80										80
	1,641	1,295	1,312	1,817	0	0	0	0	0	0	6,065

## FLEET SERVICES\*

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
871-000 Replacements	31,081	42,505	36,578	47,868	40,298	42,648	42,685	44,242	43,318	44,088	415,311
871-001 Growth	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	45,000
872-001 Maintenance Mgmt Systems	150	150	150	150	150	150	150	150	150	150	1,500
872-003 Maintenance & Machinery	300	300	300	300	300	300	300	300	300	300	3,000
872-005 Furniture & Fixtures	50	50	50	50	50	50	50	50	50	50	500
	36,081	47,505	41,578	52,868	45,298	47,648	47,685	49,242	48,318	49,088	465,311

## HUMAN RESOURCES

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
001-001 Talent Management		1,200	500								1,700
	0	1,200	500	0	0	0	0	0	0	0	1,700

## INFORMATION TECHNOLOGY

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
735-001 PeopleSoft FSCM - 415970	250	150	3,250	750							4,400
735-004 PeopleSoft HRMS - 415990	900	2,650	900	400							4,850
741-020 Network Infrastructure (Hardware and Cabling) - 415200	600	600	600	600	600	600	600	600	600	600	6,000
741-040 IT Communications Infrastructure - 415770	1,125	925	775	1,175	1,000	1,000	1,000	1,000	1,000	1,000	10,000
741-050 IT -Lifecycle Replace-Desktop- 415803	1,840	1,840	1,840	1,840	3,096	3,096	3,096	3,320	3,320	3,320	26,608
741-100 IT-Enterprise Storage Units - 415250	1,500	1,500	2,250	1,600	1,300	1,100	1,100	2,000	1,800	1,200	15,350
741-101 Client Computing - 41XXXX	1,700	800	200	150	150	100	100	100	100	100	3,500
741-102 Multi-Data Centre Strategy - 41XXXX			500	500							1,000
741-103 IT Service Resiliency and Disaster Recovery - 41XXXX	1,500	450	300	200							2,450
741-140 IT-Enterprise Servers - 415802	600	1,500	600	1,500	600	1,500	600	1,500	600	1,500	10,500
741-160 Data Centre Environmentals (Lifecycle Replacement) - 415806	550	240	400	290	690	340	390	355	1,055	270	4,580
741-170 Enterprise Software Licensing - 415890	4,260	3,388	4,088	3,877	3,836	3,783	3,714	3,628	3,525	3,403	37,502
741-180 IT-Calgary City Net - 415810	650	1,000	1,000	1,950	5,000	2,500	1,000	2,500	2,500	1,000	19,100
741-190 Software Lifecycle Replacement - 415891	4,175	3,825	4,412	2,775	5,836	5,672	5,484	5,269	5,024	4,746	47,218
741-U90 Software Lifecycle Replacement - 415891	4,000	3,500	3,000	1,300	3,500	3,500	3,500	3,500	3,500	3,500	32,800
741-U91 Manchester Data Centre Replacement	100	700	3,000	9,050	900	700					14,450
744-007 Digital Strategy - 41XXXX	500	500	500	500							2,000
744-988 Application and Information Platforms	1,061	856	658	545	165	168	171	174	177	180	4,154
744-U87 Mobile Application Framework	600	612	624	636	216	220	224	228	232	236	3,828
751-001 Fibre Optics - 418960	670	670	670	800	800	800	1,000	1,000	1,000	1,000	8,410
803-001 IT-Development Pool - 417570	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
	23,581	27,706	31,257	32,438	29,889	27,479	23,909	27,174	26,433	24,005	278,740

## INFRASTRUCTURE & INFORMATION SERVICES

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
813-010 Utility Line Assignment System	660	835	80	50							1,625
813-012 Enterprise GIS Lifecycle Upgrades	225	225	225	225							900
813-099 Construction Documents and Drawings Management Program	1,397	1,150	400	570							3,517
813-111 CAD Data GIS Integration	1,141	380									1,521
813-222 Building Repository-Generation III	750	300	780	61							1,891
813-333 Calgary.ca Web Mapping Framework Upgrade Program	70	820	46								936
813-551 Cityonline Phase III	900	900	150								1,950
813-555 Corporate Imagery Program	945	945	945	1,225							4,060
813-U01 Energy Information Systems	150	350									500
813-U02 Capital Planning Implementation Plan (CPIP) -Additional Funds			250	250							500
813-U05 Core Mapping Phase III	286	467	649	467			500				2,369
813-U10 Utility Line Assignment System					50	50	50	445	450	50	1,095
813-U22 Building Repository-Generation III				839	755						1,594
813-U33 Calgary.ca Web Mapping Framework Upgrade Program			29	75	30	30	35	35	40	40	314
813-U51 Cityonline Phase III	83	53	655	805	802	802	802	802	802	802	6,408
813-U55 Corporate Imagery Program				450	945	945	945	1,675	945	945	6,850
813-U66 Dynamic Geographic Asset Information Management - Phase II			750	750							1,500
813-U99 Construction Documents and Drawings Management Program	357	296	216	10	350	450	80	380	80	380	2,599
814-016 Survey Equipment	200	200	158								558
814-017 Survey Control Marker	250	250	250	50							800
814-U16 Survey Equipment			42	200	200	200	200	200	200	200	1,442
814-U17 Survey Control Marker				200	250	250	250	250	250	250	1,700
814-U55 Business Equipment Lifecycle	100	150	150	100	100	200	100	100	200	100	1,300
819-100 Project Management Information Systems (ProMIS) Implementation	1,250	700									1,950
819-234 Sustainable Infrastructure Capital Program (SICP)	3,000	600									3,600
819-U00 Project Management Information Systems (ProMIS) Implementation		300	1,000								1,300
819-U05 CLIP Automation (Phase 2)	350	300									650
819-U34 Sustainable Infrastructure Capital Program (SICP)		2,400	3,000	3,000							8,400
	12,114	11,621	9,775	9,327	3,482	2,927	2,962	3,887	2,967	2,767	61,829

## LAND USE PLANNING & POLICY

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
152-001 3D Services in Planning	1,250	300									1,550
152-002 Downtown Improvements	300	300	300	300							1,200
	1,550	600	300	300	0	0	0	0	0	0	2,750



## LAW

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
710-001	Corporate Security Information Management	250										250
710-004	Corporate Security Life Safety / Security Power & Network Redundancy	625	200	100	50	50	50	50	50	50	50	1,275
710-005	Corporate Security Command Security Intercom Redundancy	500	300	200	100							1,100
710-006	Corporate Security Enterprise System Redundancy Project	770										770
710-007	Information Security Roles Based Access Project	1,550	1,550									3,100
710-008	Information Security Intrusion Prevention Systems	1,000										1,000
710-009	Information Security Incident and Event Management System	850	850									1,700
710-010	Information Security - USB Encryption and Malware Prevention	500										500
710-011	Corporate Security Public Safety Network CCTV Expansion and Redundancy	100	100	100	100	100						500
710-012	Information Security Office relocation and upgrades	1,000										1,000
710-013	Corporate Security Radio Net	300										300
710-014	Information Security Vulnerability Licence Additions	250										250
710-015	Information Security E-Discovery & Forensics	300										300
710-016	Information Security Cybersecurity Suite	420										420
710-017	Information Security Email Security Enhancements	300										300
710-018	Information Security Internet Monitoring and blocking refresh		500									500
710-019	Information Security HRZ Architecture and Priv. Account Password Vault	250										250
710-020	Information Security Network Analytics		250									250
710-021	Information Security Anti Malware systems			500								500
710-022	Information Security Web Application Firewalls			500								500
710-023	Information Security 2 Factor Authentication Refresh				500							500
710-024	Information Security Database Security Suite				500							500
710-025	Corporate Security Video Analytics and VMS Solutions	125	100	100	100	100	100					625
710-026	Risk & Claims Riskmaster Upgrades and GIS Integration	400										400
710-027	Risk and Claims - Emergency Claims Management System	300										300
710-028	Corporate Security Training and E-Learning Systems		200									200
		9,790	4,050	1,500	1,350	250	150	50	50	50	50	17,290

## OFFICE OF LAND SERVICING & HOUSING\*\*

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
489-001 Bridgeland	150	1,100	3,700	2,100							7,050
489-002 Highland Park	150	1,100	3,700	2,100							7,050
489-003 Inglewood	150	1,100	3,700	2,100							7,050
489-006 Penbrooke Meadows		250	1,500	6,500							8,250
489-007 McKenzie Towne	500	2,000	4,600	6,500							13,600
489-008 Sunnyside	100	150									250
489-009 Seton	100	150									250
489-010 Southwood/Anderson Station		150									150
489-011 Ogden	500										500
489-012 AH Acquisitions	4,200	1,000	1,050	1,100							7,350
489-013 AH Pre-Development	950	750	500	500							2,700
489-014 AH Annual Maintenance	50	60	70	80							260
489-102 Crescent Heights	2,069	963									3,032
489-104 Wildwood	5,689	3,720									9,409
489-300 Kingsland	4,166	1,939									6,105
696-003 Royal Vista (Spyhill Business Park)	1,300	800	1,690								3,790
696-200 Lincoln Park (ATCO)	150	3,811	100	100							4,161
697-001 Winston Heights (Midfield redevelopment)	32,136										32,136
697-002 Starfield	344	150	100								594
697-003 Forest Lawn Creek Industrial Park	950	16,500	42,750	14,000							74,200
697-005 Dufferin Industrial III - Intermodal	2,913	6,056	8,539	6,923	33,066						57,497
697-019 Point Trotter	11,100	1,493	1,204	50							13,847
697-104 Eastlake Industrial Park	2,400	400	300								3,100
697-200 Great Plains	2,700	1,847	250	250							5,047
703-200 Anderson TOD	691										691
704-004 David D Oughton	4,940	15	15	15							4,985
704-132 RB Bennett	4,844										4,844
705-102 Gen Land Sale Servicing	500	500	500	500							2,000
705-200 Midfield MHP	1,200	2,005	3,813	362							7,380
705-201 Real Estate Technology System	500	500	500	500							2,000
	85,442	48,509	78,581	43,680	33,066	0	0	0	0	0	289,278

\*\*Business Unit is self supported except for Affordable Housing

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Years
<b>ASSESSMENT</b>	Funded	5,000	3,300	3,300	4,000							15,600
<b>ASSESSMENT</b>	Unfunded	1,500	500			4,400						6,400
<b>CALGARY HOUSING COMPANY</b>	Unfunded	680	520	5,510	11,350							18,060
<b>CHIEF FINANCIAL OFFICE</b>	Funded	2,725	2,725	2,725	2,725	1,575	1,575	2,325	2,575	3,575	1,575	24,100
<b>CITY AUDITORS OFFICE</b>	Unfunded	30										30
<b>CITY CLERKS</b>	Funded	850	2,150									3,000
<b>CORPORATE PROPERTIES &amp; BUILDINGS</b>	Funded	34,405	29,655	26,155	24,525	4,000	6,800	1,200	20			126,760
<b>CORPORATE PROPERTIES &amp; BUILDINGS</b>	Unfunded	110,520	131,393	161,255	134,259	59,703	79,535	48,760	79,525	45,745	84,825	935,520
<b>CUSTOMER SERVICE &amp; COMMUNICATIONS</b>	Funded	5,042	4,090	4,510	4,159							17,801
<b>CUSTOMER SERVICE &amp; COMMUNICATIONS</b>	Unfunded	3,306	4,226	3,741	3,326							14,599
<b>DEVELOPMENT &amp; BUILDING APPROVALS</b>	Funded	6,250	8,850	9,750	6,400							31,250
<b>ENVIRONMENTAL &amp; SAFETY MANAGEMENT</b>	Funded	1,641	1,295	1,312	1,817							6,065
<b>FLEET SERVICES</b>	Funded	36,081	47,505	41,578	52,868	45,298	47,648	47,685	49,242	48,318	49,088	465,311
<b>HUMAN RESOURCES</b>	Funded		1,200	500								1,700
<b>INFORMATION TECHNOLOGY</b>	Funded	23,881	22,894	24,943	21,452	25,073	22,659	20,255	23,446	22,701	20,319	227,622
<b>INFORMATION TECHNOLOGY</b>	Unfunded	4,700	4,812	6,624	10,986	4,616	4,420	3,724	3,728	3,732	3,736	51,078
<b>INFRASTRUCTURE &amp; INFORMATION SERVICES</b>	Funded	660	835	80	50							1,625
<b>INFRASTRUCTURE &amp; INFORMATION SERVICES</b>	Partial	8,987	6,090	2,954	2,131							20,162
<b>INFRASTRUCTURE &amp; INFORMATION SERVICES</b>	Unfunded	2,467	4,696	6,741	7,146	3,482	2,927	2,962	3,887	2,967	2,767	40,042
<b>LAND USE PLANNING &amp; POLICY</b>	Funded	1,550	600	300	300							2,750
<b>LAW</b>	Funded	9,790	4,050	1,500	1,350	250	150	50	50	50	50	17,290
<b>OFFICE OF LAND SERVICING &amp; HOUSING</b>	Funded	76,001	40,299	59,461	22,700	33,066						231,527
<b>OFFICE OF LAND SERVICING &amp; HOUSING</b>	Partial	2,400	400	300								3,100
<b>OFFICE OF LAND SERVICING &amp; HOUSING</b>	Unfunded	7,041	7,810	18,820	20,980							54,651
<b>GRAND TOTAL</b>		345,507	329,895	382,059	332,524	181,463	165,714	126,961	162,473	127,088	162,360	2,316,043