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

CITY CLERK'S DEPARTMENT

ISC: UNRESTRICTED
LAS2014-39
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CORPORATE LEVEL INFRASTRUCTURE INVESTMENT PLAN 2015-2018

#### **EXECUTIVE SUMMARY**

To present the Corporate Level Infrastructure Investment Plan (CLIIP) 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:

- Approve, in principle, the Corporate Level Infrastructure Investment Plan 2015-2024 (Attachment), and
- Direct Administration to use the CLIIP 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 LAS:2014-39 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 ILAS2014-39 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 CLIIP 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 Services Report to Land and Asset Strategy Committee 2014 July 24

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

#### 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.

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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 Services Report to Land and Asset Strategy Committee 2014 July 24

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

#### 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.

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## 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)

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**

#### **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
100/100/1000/100	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		a a a a a a a a a a a a a a a a a a a	and or the state of the state o	and to the same of	a schola phi					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							-	1	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		And Ven e		a property of			5,600
698-55U	Heritage Properties Restoration	6,000	6,000	6,000	6,500		THE PERSON NAMED IN COLUMN TO PERSON NAMED I					24,500
698-701	Heritage Lifecycle Projects	1,000	1,300	220			and the same of th					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		-	AND DESCRIPTION OF THE PARTY OF	and the same and t	1	The state of the s			2,500
770-02U	Municipal Complex - Accessibility, Information & Finishes Upgrades	500	1,000	10,000	8,500		200					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		4	1					2,500
770-05U	Municipal Complex - 9th Avenue Upgrades	400	1,600	1	and the same of th	2						2,000
770-06U	Municipal Complex - Great Room & Food Service	2,000	3,000	15,000	15,000			1	1			35,000
770-07U	Municipal Complex - Security Upgrades	200	300	4,500	The state of the s			1	1			5,000
770-10U	Municipal Complex - 3rd Street NE Entrance, Universal Accessibility	900	2,700	900	444-0-0-1-00-1-0-1-0-1-0-1-0-1-0-1-0-1-0							4,500
770-11U	Municipal Complex - 3rd Street SE Entrance, Universal Accessibility	1,300	3,900	1,300				don e processor a superior	A. 1800 BATTON AND A WATER OF THE			6,500
770-18U	Tenant Fit-up of Added 3rd Floor, Sarcee Administration Building	1,800	TATAL AND	1000 10 10 10 10 10 10 10 10 10 10 10 10	AND THE PROPERTY OF THE PARTY O	A STATE OF THE PARTY OF THE PAR			100			1,800
770-19U	NW Alternative Workplace Hub (Royal Vista)	500	BLESCO CONTRACTOR STORMAN STOR	-		A CONTRACTOR OF THE PARTY OF TH	100	2	5	Carrier personal visit of		500
770-20U	Andrew Davison Main Floor Renovation	1,000				CONTRACTOR	-	A property was as a second				1,000
770-210	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	-		The second secon		a non-money const at a gar page profit of		5	-		100
770-702	Workspace Program - existing Workplace Redevelopment	5,000	5,000	5,000	5,000	- S	3	-				20,000
770-703	Municipal Complex - East Plaza Redevelopment	3,500	1,000		entronica Assessor many spirit system	2 m				-		4,500
770-704	Security doors for Muni building	250			***************************************	The same of the sa	The state of the s	r kitaut i tai, i peti dasir itali pelarensi la tai p	A AL BUTTON IN STATE OF THE PARTY OF THE PAR	\$1.55 C (0) - 1019 - 101 - 1010 - 1010 - 1010 - 1010 - 1010 - 1010 - 1010 - 1010 - 1010 - 1010 - 1010 - 1010 -		250
770-705	CPB BI Lifecycle projects	1,280	1,280	1,280	1,280	an manus ann an ann ann ann ann an ann an an an		APPANE UPANE		Daren.		5,120
770-725	Andrew Davison Parkade Repair	500	THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED IN COLUMN TW			and the same of th	-			-		500
770-89U	Calgary Public Building - new un-manned Elevator	550	1,000	***************************************		Andrew Co. Market Sandar and Co.			P. V. Martin Co. D. N. Martin	the state of the s		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	ALL INC. WITH MANY WANTS	THE PARTY OF THE P	Are although out to adding 16.0				4,000
773-708	Ergonomic Furniture Program	250	250	250	250	1		NEW TOTAL MARKET AND ASSESSED AND SECOND ASSESSED.				1,000
773-709	Alternative Workplace Boardroom Technical Equipment Lifecycle	550	550	550	550		100 (000 100 100 000 000 000 100 000 000	W. A. AMOTEL T. T. PRINCES AND ADDRESS OF THE PARTY OF TH		1	WT 00 F 17	2,200
773-U05	Alternative Workplace Boardroom Technical Equipment Lifecycle	550	550	550	550	eapriph physicists in his mineral residence of the second			A BU D T TOUR T THE REAL PROPERTY AND THE			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			STATE OF THE PARTY		are acceptance of the seconds.		45,000
776-01U	Sarcee Vehicle Storage Facilities		130	1,570	6,700	3,600		7V 110		100000000000000000000000000000000000000		12,000

776-02U	Bearspaw OWC - salt pond, site grading and stormwater management plan	390	6,620	10.0	are easier care		85 55 55 56 56 56		epite spin		No.	7,010
776-20U	Shepard OWC: Fleet Building	1,000	3,500	6,800	2,000	L (N. 10 (10 L) (1	The state of the s		normal desiration of the second	*******************************	de declaración (c.c.v.), claración co. com-	13,300
776-61U	Spring Gardens Storm Water Management Facility				320	1,550	The state of the s				acchadureacreco, at "etallaturear al	1,870
776-62U	Sarcee South Site Servicing and Roads Covered Storage	310	3,520	2,000	1,000		***************************************				NAME OF THE PERSON OF THE PERS	6,830
776-63U	Sarcee Parks Storage and Operational Facilities	1,920				NAC 2 11 10 222 April 10 10 10 10 10 10 10 10 10 10 10 10 10		*****************				1,920
776-64U	Manchester Road to Separate Light & Heavy Duty Vehicle Traffic (Site Safety)	1	ni, notil dani, mitti ki jedini dividani danipasi danip	1,710	4,000		·		27 A S No. 160			5,710
776-65U	Fleet Facilities (multi-site)		90	400	700	5,000	2,200				AND PORTION ORDERTY STONEY	8,390
776-67U	Stoney Roads Site and Facilities	410	3,000	1,300	5,180	1,700		***************************************	Manachardaria se con vancourre avega er pr	ha sa sanga salah kalambar sa sa sakaran salah	1	11,590
776-68U	Spring Gardens Supply Warehouse	The state of the s	1,090	6,000	450			WWW. Sanda S. Sanda and Sanda Sa	-		man man variable of	7,540
776-69U	Spring Gardens: Co-location of Operational Space to allow for Required Growth	77	Ular A. V. D. W. W. St. Strang Strategy and Assess	410	4,000	2,000	manus primaries and a second	2,670	3,000		-	12,080
776-710	Bearspaw OWC - salt pond, site grading and stormwater management plan	1,860		***************************************			-				AMP INVESTOR OF THE PARTY OF	1,860
776-711	OWC Planning	160	420	400	400		-				-	1,380
776-712	Richmond Green Satellite Redevelopment	2		170	380	4,000	6,800	1,200	20			12,570
776-713	Sarcee Site Grading for Parks Relocation	1,000								* *** * ****** ******	DEFENDENCE DE LIGHT DE FE	1,000
776-95U	OWC Land Acquisitions	14,000		AND	10,930	690	32,100	690	32,100	1,320	42,400	134,230
776-99L	Manchester OWC High Voltage Electrical System Replacement	5,000	5,000	5,000	5,000				77 AV AV AV AV AVADABATI - \$ 7.77	1- Indicate the same	100	20,000
776-U01	Operations Sites Energy Efficiency Initiatives	500	750	250	250		State State Control of	The second second	Colonia de maración de mor directo de la colonia de la col		COMMERCIAL SERVICE STATE OF SERVICE SE	1,750
779-110	Integrated Operations and Asset Management System Development	780	580	380		PERSONAL PROPERTY AND		Brancous Baco Bacasa sancesco co a a garage	EV JESSEY CORNERS BETTER JEST AND THE ANGLE THE	01.60 19.65.05 1.44.00	enhylethe made, is a	1,740
779-120	Integrated Land/Property/Lease Management	10 to		1,400		The second secon	Section 2: "An appeal or "In the American Control of the Section Con		TO SERVICE OF THE PARTY OF THE	-	NEW SECTION OF FIRE	1,400
779-714	Integrated Operations and Asset Management System Development	2,320	2,320	2,320	and the second second second	1 1-10 10 10 10 10 10 10 10 10 10 10 10 10 1	and the state of t					6,960
779-715	Integrated Land/Property/Lease Management	1,400	2,150	1	2,130	-	TE/ PLANE BAT BY	MANAGE BUT THE CONTRACT OF SELECTION	an and the same of the same of the same		u uhuhi ha ndi ah su madhah s	5,680
779-716	Integrated Customer Relationship Management	1	500	1,300	narrain hai Cat ana nao an Euger en Jan Sastol		PROPERTY OF STREET STREET STREET			1		1,800
779-717	Knowledge and Information Mgmt	1	250	250				Print real statement and real st				500
779-719	Corporate Land Management Framework	700	nga tang ng n	1922 (1974) (1875 - 1984) (1984) (1984) (1984) (1984) (1984) (1984) (1984) (1984) (1984) (1984) (1984) (1984)		, (**), (**) (**) (**) (**) (**) (**) (*	The shift of the street of the	A CONTRACTOR OF THE CONTRACTOR	CHANGE STATE OF STATE OF THE THE THE THE		4	700
779-99	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			ar one-lands and harbourness for a safe a sa				i i	10000 T. 10000	40.	500
880-00L	Whitehorn Mechanical System Upgrade			8,400	7,000	4	-	-				15,400
880-010	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
880-021	4 Year Central Zone Safety, Tenant & Community Program	1,780	215	936	299	700	700	700	700	700	700	7,430
880-130	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
880-211	4 Year North Zone Safety, Tenant & Community Program	2,145	571	1,145		1,269	1,305	1,350	900	900	900	10,485
880-221	Municipal Building Skylight Replacement	200	3,500	3,500								7,200
880-25L	Preventive Maintenance Program	1,500	1,500	1,500	1,500			1	1			6,000
880-270	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	The state of the s		-	-			10,220
880-722	CPB Stewarded Buildings - Bring to Target Conditions	5,220	5,220	5,220	5,120	-	- Constitution of the Cons	and the			2,000,000	20,780
880-723	Facility & Site Emergency Response Planning & Execution	315	315	315	315	The second	1000				W-15-10-00	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 Recommisioning Program for Energy & Operating Costs Reduction	600	600	600	600							2,400
880-88	Manchester Q - Base Building Systems & Facility Upgrades	2,150	1,650	1,500						The state of the s		5,300
880-900	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

		144,925	161,048	187,410	158,784	63,703	86,335	49,960	79,545	45,745	84,825	1,062,280
937-U98	CPB CAD DRAWINGS PROJECT	275	150	150	125		V-3002 144					700
937-U03	Emerg. Electrical Distribution System Relocation	600					LA NO.			1		600
937 <b>-98</b> U	OPT 2:Flood Resiliency HIGH (Enhances OPT 1) Relocate Power Distribution	3,000	9,000	9,000	8,500							29,500
937-97U	OPT 1:Flood Resiliency (MEDIUM) Building Envelope Water Infiltration Prevention	4,000	2,000				5		-			6,000
880-U02	Building Recommisioning Program for Energy & Operating Costs Reduction	3,400	3,400	3,400	3,400	4,000	4,000	4,000	4,000	4,000	4,000	37,600
880-98U	Municipal Complex Electrical Dist	5,800	8,000	6,000	-					***************************************		19,800
880-97U	City Hall Exterior Refurbishment	4,200	4,000	3,000	2,000		***************************************					13,200
880-96U	Municipal Complex Chillers Replacement	3,500	3,000	200			***************************************					6,500

## **CUSTOMER SERVICE & COMMUNICATIONS**

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
791-002	311 Software & Upgrades	1,004	833	1,077	987	de de la companya del companya de la companya del companya de la c	-	200		2.5		3,901
791-006	Reduce 311 future footprint (decentralize).	P PROCESSOR A F AND 3 - SAMESER CONTROL OF	500	200	\$5.50 P. S.	ACTION OF PERCONSTITUTE AND A SEC.	NOT ORDER SET OFF THE TRANSPORT AND ADDRESS.	ACT ACATES SIV BATHA TANDO				700
791-009	Service Counters	250	250	250	250	And the state of t	· · · · · · · · · · · · · · · · · · ·	£		o ner among the man of		1,000
791-N/A	311 Digital Self Service Channels	504	450	465	375	all alon squite, polodor a regreso consider so	of all all and a second of the			/// / / / / / / / / / / / / / / / / / /	dia po	1,794
793-001	Intranet for All City Employees (including field)	1,200	200	400	200	- 1	of decoration, the reserved was regarded		the state of the s			2,000
793-002	Diversity and Crisis Communication Tools	525	375	350	550			1		AT A 181 W. 124		1,800
793-010	Vehicle wrap (vehicle advertising)	100	100	100	100	The of maker becomes over a referen		1			ary &	400
793-011	Video Tech-Based Learning and Development Modules	150	150	150	150	M.H. (12), 5, 81 M. (1) / Hough Page						600
793-017	Pre & Post Communications Tactics Research	32	31	31	31	erkentust principular dunida hart arma ilkolombar t	CAT CHICAGA ANALANA AT ANALAN AT TALLY TO SEE	***	ar anur annonna y major (an 14 - Indiana	t and constant to a reconstant	*****	125
793-3-6	Crisis communication channel development and communication tools for staff	800	1,350	1,150	950	NAME OF THE OWNER OWNER OF THE OWNER	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	W WOOD SEASONS IN SECURE OF 1 A 1/4			4 2 100.0	4,250
793-N/A	Digital Communication Channels	920	845	845	920	Antonio de la constante de la					1011.	3,530
794-002	Engagement, Customer Service Framework, Research & Analytics tools	863	832	833	822	ORACI BON BURGENOUS IS STORY LAND				API		3,350
794-003	Online (calgary.ca) Upgrades & Maintenance	1,450	1,850	1,850	1,600	MINIMATERIAL PROPERTY OF A STATE OF THE STAT	6	A			4 17	6,750
794-004	Mobile tools for City info and services	350	350	350	350		-					1,400
794-8-9	Engagement Virtual Town Hall (video streaming) and Input to Council Reports	200	200	200	200			1		******	N.M	800
		8,348	8,316	8,251	7,485	0	0	0	0	0	0	32,400

## **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	200	1,000			1		1,238
815-002 Emergency Response Program (ERP) - Licences	196	196	196	196	-	· ·					784
815-010 Records & Information Management Project	50	-		***************************************	5- 3- 10- 10- 10- 10- 10- 10- 10- 10- 10- 10	F		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			50
815-011 Project 20x20	125	125	125	125	mann an ann ver s'electr' plus	-	V-1	1			500
815-013 Interim Uses on Brownfield Sites	40	40	40	40	\$100.00 to the first \$1.00 to the high	***	CONTRACTOR STATES AND STATES	1	The property and the second		160
815-014 Green Driver	25	50	125	125	egraman er dita setten f que hi neu affire		Aug. 40 4 7 1				325
815-018 SEEPP Trials	150	50	***************************************								200
815-020 Green Office - Waste	60	55	35	50	1						200
815-021 Fuel Data Mgmt System for Performance Metrics	100	75				1	-	Managara Anna da e a e a e			175
815-023 Alignment with UEP Tech Strategy	and the same of th	163		490	right of a lates that the research terrains the legislation	TANK TANK		-			653
815-024 Safety Equipment replacement	25	25	25	25	ELECTRICAL SECURITION OF THE PROPERTY OF THE P		1	nermanen av renenananan sist	of Labeletz-drag - A. H.		100
815-025 Clean Technologies	200	300	550	550	entropies de la constante de l	4-4-4-0) constructor observator of	branchinary anadatistic tales and	Control towns of the control of the	21-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-		1,600
815-026 Safety Incident Documentation	80	THE THE PROPERTY OF THE PROPER		Accession to the second	NORTH THE PARTY OF		1			, 4411	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
, Appl 14 Au	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	and and	A		,		7.73	4,400
735-004	PeopleSoft HRMS - 415990	900	2,650	900	400			1				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		/A SERVICE BERTHAN	500	500	6 W John 16 163 a 8000 tindhasan sanac James 30 a 16 a 1	Lettersper conception in the National States	41-10000 / 2				1,000
741-103	IT Service Resiliency and Disaster Recovery - 41XXXX	1,500	450	300	200	ar ir ir i ir i ar	A CONT. No. of Laborator and Laborator and Control of C	and the separation of the second section of the	4			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	Assistance in the control of the control of	artabashas sures a seri				, ,	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
		2/3,581	2:7,7)6	31,57	32,438	251,89	27/179	2:3,919	27,174	26,433	24,0;5	27/8,740

## **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	Section Co.	- Andrease		- deline	200		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		- Control of the Cont	(	1		-	3,517
813-111	CAD Data GIS Integration	1,141	380		- Care Charles & Charles and Charles	The same of the sa				Marine very viewbookerman		1,521
813-222	Building Repository-Generation III	750	300	780	61	W. W. S.	- Andrews - Andr	1	in the control of the	1		1,891
813-333	Calgary.ca Web Mapping Framework Upgrade Program	70	820	46	THE RESERVE OF THE PERSON OF T	And the Control of th	and the second s	AC LE LOCATION AND A PART OF LOCATION AND ADDRESS OF THE PART OF T	-			936
813-551	Cityonline Phase III	900	900	150		1000 to	and the second s		-			1,950
813-555	Corporate Imagery Program	945	945	945	1,225		-	***************************************			CAN THE WARE THE STREET	4,060
813-U01	Energy Information Systems	150	350				- April - Apri		-		~,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	500
813-U02	Capital Planning Implementation Plan (CPIP) -Additional Funds	and the same of th		250	250	Maria Carris de Paris de Maria de Maria Carris de Maria d	A CONTRACTOR OF THE PROPERTY O		AND AND ADDRESS OF THE PARTY OF	-	F 731 Plat 1 148 731451 16 E	500
813-U05	Core Mapping Phase III	286	467	649	467	***************************************	and the second s	500	A CONTRACTOR OF THE PARTY OF TH	MI FAN ARRO DOL 1 HA ALANA, 1 AND \$17.	PRO 1921 - 187 - 187 - 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2,369
813-U10	Utility Line Assignment System		10 10 10 10 10 10 10 10 10 10 10 10 10 1			50	50	50	445	450	50	1,095
813-U22	Building Repository-Generation III		AT 10 10,16 SHALL ALL SHALL OF GROWN OF MARKET STATE OF S		839	755	***************************************		nemenus para de la company de	A PARM - TANAM ASW # SQUA	WATER ME TO VINE !	1,594
813-U33	Calgary.ca Web Mapping Framework Upgrade Program	. I r r r		29	75	30	30	35	35	40	40	314
813-U <b>5</b> 1	Cityonline Phase III	83	53	655	805	802	802	802	802	802	802	6,408
813-U55	Corporate Imagery Program		BARRAT CONTRACTOR STATE OF STA		450	945	945	945	1,675	945	945	6,850
813-U66	Dynamic Geographic Asset Information Management - Phase II			750	750		and the same of th		A 1000000000000000000000000000000000000			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		*			Commission of Const Description &		anh di Reservin	558
814-017	Survey Control Marker	250	250	250	50	***************************************			\$1.4150 100 ATBOT & NOT THE STREET		COTON PAGE	800
814-U16	Survey Equipment	The state of the s		42	200	200	200	200	200	200	200	1,442
814-U17	Survey Control Marker		ATT (110 1000 1000 1000 1000 1000 1000 10	***************************************	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		***************************************	Mary May a hard and dispersion of the desired control of the second of t	manana anangha	- 2 and 101 have married	7 M ANTONO 7 J 7 M ANTON	A	~	1,950
819-234	Sustainable Infrastructure Capital Program (SICP)	3,000	600				-		2			3,600
819-U00	Project Management Information Systems (ProMIS) Implementation		300	1,000	WAR & S. V. A. C. S. C.	and the state of the same of t	BEST STATE OF STATE O	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	and the time of the second			1,300
819-U05	CLIIP Automation (Phase 2)	350	300	11,00,000,000 0.00,000,000,000,000,000,000		25, 25, 25, 25, 25, 25, 25, 25, 25, 25,					all yet adapt ye i it is yeen is the till it.	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

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		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015-2024 Total Ten Year
710-001	Corporate Security Information Management	250			-	The state of the s						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 Commend Security Intercom Redundancy	500	300	200	100	***************************************			A		**************************************	1,100
710-006	Corporate Security Enterprise System Redundancy Project	770						- Company		***************************************		770
710-007	Information Security Roles Based Access Project	1,550	1,550		~~ M.	To a second	***************************************			-	,	3,100
710-008	Information Security Intrusion Prevention Systems	1,000	U P. S. S. S. S. S. S. S. S. P.	and the same of th		ACCUPATION OF THE PROPERTY OF	CONTRACTOR OF THE CONTRACTOR O		TO A SERVICE TO THE STATE OF THE SERVICE ASSETS AS THE SERVICE AS	CONTRACTOR OF THE AMERICAN SECTION OF THE SECTION O		1,000
710-009	Information Security Incident and Event Management System	850	850		**************************************	united the state of the state o			Pig. 14. 17. Shualific Colonial Consultation and Consultation of Colonial C		200	1,700
710-010	Information Security - USB Encryption and Malware Prevention	500					1/81/10/11/10/00/00/11/11/10/00/00/00/00/00	***************************************	V4.04 WOODSWAY, WALK TO BE			500
710-011	Corporate Security Public Safety Network CCTV Expansion and Redundancy	100	100	100	100	100	- Annual Control of the Control of t		A PARTIE SAND SECTION STATES	TO CONTRACT OF STATE		500
710-012	Information Security Office relocation and upgrades	1,000				anamana di di dinasi binasi di danaman da di di			Company of the Conf. of Common Conf.	-	POR VIOLE EX	1,000
710-013	Corporate Security Radio Net	300	WITE SEC. OF SEC. SEC. SEC. SEC. SEC. SEC. SEC. SEC.	to lateral from the lateral from the first to be an appropriate of the lateral from the lat		**************************************	***************************************	AND ASSESSMENT OF THE PARTY OF	Contraction to State of Spinal Professional Contraction of Contrac			300
710-014	Information Security Vulnerability Licence Additions	250		100 dig (1) - (1) - (1) dig (1	***************************************				1,11 8 740, 704011 11904000 1 h. W. A	17, 72 70800 National Carbonia and A	200 mg m	250
710-015	Information Security E-Discovery & Forensics	300					Albania da	andre frances in an annual section of the section o	mm is distributed to the first	en : warmen warmen wife	***************************************	300
710-016	Information Security Cybersecurity Suite	420	**************************************			DOLLAR M. BANCON SP. MIL. 101-18 M. edu. 18 Sept.		***********	A VORTO CONTRACADO ANTA ESTA CONTRACADO ANTA CO	# F F F F F F F F F F F F F F F F F F F		420
710-017	Information Security Email Security Enhancements	300					- Andrews - Andr		Section of the sectio	AND AND THE INSTRUMENT AND AND ADDRESS OF THE ADDRE	W 161 NO 16	300
710-018	Information Security Internet Monitoring and blocking refresh		500			***************************************	-		1	**************************************		500
710-019	Information Security HRZ Architecture and Priv. Account Password Vault	250		1						MED MAIN FEED VEG		250
710-020	Information Security Network Analytics		250		1		***************************************	***************************************				250
710-021	Information Security Anti Malware systems	Control of the Contro		500						-		500
710-022	Information Security Web Application Firewalls		Andrew Comments of the Section	500		**********	**************		THE PROPERTY OF PARTY AND		*** **** *** *** * ***	500
710-023	Information Security 2 Factor Authentication Refresh		Accessorated agriculture of the Control of the Cont		500			HALLES TO STATE OF THE STATE OF			MANUFACTOR OF THE STATE OF A STATE	500
710-024	Information Security Database Security Suite		THE OF BEALLY AND ADDRESS OF THE PARTY AND ADD	-	500	MANAGAMA URLUM STERRADO POLICIA PARA PARA PARA PARA PARA PARA PARA PA		*******************			er yn men y dan yneirighelle fan '' y 19	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			ATTEMPORTUNITY TO SELECT TO THE SECOND SELECT	****************			The second secon	***************************************		400
710-027	Risk and Claims - Emergency Claims Management System	300										300
710-028	Corporate Security Training and E-Learning Systems		200									200
	The state of the terminal state of the state	9,790	4,050	1,500	1,350	250	150	50	50	50	50	17,290

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## 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	- photograph	depot-popular	_	Transfer	1		7,050
489-002	Highland Park	150	1,100	3,700	2,100	The second secon					**************************************	7,050
489-003	Inglewood	150	1,100	3,700	2,100			1		***************************************	744	7,050
489-006	Penbrooke Meadows	The second secon	250	1,500	6,500			****	***************************************			8,250
489-007	McKenzie Towne	500	2,000	4,600	6,500	AND THE WASHINGTON TO SERVICE TO	-	A STATE OF THE PROPERTY AND A STATE OF THE PROPERTY OF THE PRO	and a series of the series of		NEAL SHOP SHELL THE SHELL SHEL	13,600
489-008	Sunnyside	100	150	obstatuse medicana na fananas paga		10		***************************************	BULL IN HOUSE A SHARE SHARE			250
489-009	Seton	100	150	**************************************	The state of the s	equal personales into materials and a series						250
489-010	Southwood/Anderson Station	The Annies and Annies	150				747	***************************************				150
489-011	Ogden	500	-			The state of the s	age anna	2				500
489-012	AH Acquisitions	4,200	1,000	1,050	1,100	V per should be broken to be be a second to be second to be a second to be a second to be a second to be a seco	and the second s	**************************************	2. T SEC 101, 1, 1, 1, 2 / T SC, 1, 1, 7, 1, 1 14, 14, 14, 14, 14, 14, 14, 14, 1	-	a providing of the local di	7,350
489-013	AH Pre-Development	950	750	500	500	andranije merilie menjenie nye et for voje v dynamine speciela 2000 2000 2000 2000 2000 2000 2000 20				6 T DECEMBER OF THE PRINCE OF	ng nga tai mandig tagatar aga ti ar pana na na	2,700
489-014	AH Annual Maintenance	50	60	70	80	\$ \$0.00 menon (\$4.00 menon (\$4.	ancessa reconsistadad esc. A. S. Successa de Austria	provide hands to reductionate a state time of	A. PER SER, REMARKS SEE SEE V. VINE SEE	****************	W. ARM	260
489-102	Crescent Heights	2,069	963		A CONTRACTOR OF THE PARTY OF TH	WANTED AND THE PARTY OF THE PAR	manifernation to the second		ententiti yilanterilanka kishtet yilanteti ha fishe	1000000 ANNOTATION - 1000 - 1000 - 1000 - 1000	******	3,032
489-104	Wildwood	5,689	3,720			ARREST STREET, LEFT, LEFT, LEFT, ST.				5		9,409
489-300	Kingsland	4,166	1,939	************		*** **********************************	* * * * * * * * * * * * * * * * * * *					6,105
696-003	Royal Vista (Spyhill Business Park)	1,300	800	1,690	and the second of the second o	to philipping or philipping of the control of the c		1	CAN THE SAM WHOLE IS 18	-		3,790
696-200	Lincoln Park (ATCO)	150	3,811	100	100							4,161
697-001	Winston Heights (Midfield redevelopment)	32,136	District Co. Concession of Service Sp.	the is the rate of the contract of the contrac			00 1 1 2 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		-			32,136
697-002	Starfield	344	150	100					CANDONNAM NEW YORK SECTION ST.	······································	Dec 2 4,1	594
697-003	Forest Lawn Creek Industrial Park	950	16,500	42,750	14,000				- Annay			74,200
697-005	Dufferin Industrial III - Intermodal	2,913	6,056	8,539	6,923	33,066		The second second	A 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	5		57,497
697-019	Point Trotter	11,100	1,493	1,204	50	indress and coulder second passers and an an		The target and	THE STATE OF THE S	NAME AND A DAY OF THE PARTY OF	- ~W	13,847
697-104	Eastlake Industrial Park	2,400	400	300			***************************************	1	**************************************		THE PARTY OF THE P	3,100
697-200	Great Plains	2,700	1,847	250	250		Springer course a contract to the angle of					5,047
703-200	Anderson TOD	691				1		-				691
704-004	David D Oughton	4,940	15	15	15	**************						4,985
704-132	RB Bennett	4,844		uri ristori. Interiorizza escape					eners .			4,844
705-102	Gen Land Sale Servicing	500	500	500	500	Burketh, A. P. (MCB/Setter 1 - 1987 14.19 )	V 100 100 1100 11 10 10 10 10 10 10 10 10	resident of the side of the si	1500			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	Approximation of a second resident	B11721-1717 B2-27-27-87-18-3-3-1-1		W	of property of the standard property of the st		2,000
		85,442	48,509	78,581	43,680	33,066	0	0	0	0	0	

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015- 2024Total Ten Years
ASSESSMENT	Funded	5,000	3,300	3,300	4,000	10.00						15,600
ASSESSMENT	Unfunded	1,500	500			4,400						6,400
CALGARY HOUSING COMPANY	Unfunded	680	520	5,510	11,350	WARRY IN TOWAY TO THE PROPERTY COMPANY AND ADMINISTRATION OF THE PROPERTY AND ADMINISTRATION OF THE PROPERTY AND ADMINISTRATION OF THE PROPERTY AND ADMINI						18,060
CHIEF FINANCIAL OFFICE	Funded	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	Unfunded	30		-								30
CITY CLERKS	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			Apple to the proof of the proof of	MONEY PRO CAN AND ARRAS		** * * * * * * * * * * * * * * * * * *	17,801
<b>CUSTOMER SERVICE &amp; COMMUNICATIONS</b>	Unfunded	3,306	4,226	3,741	3,326	****	necessarion sector of the second of the		00 00 00 0 00 00 0 0 0 0 0 0 0 0 0 0 0	***************************************	2224	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		PAT TO CONTRACTOR CAN					6,065
FLEET SERVICES	Funded	36,081	47,505	41,578	52,868	45,298	47,648	47,685	49,242	48,318	49,088	465,311
HUMAN RESOURCES	Funded		1,200	500		Second Secretary and Second Second						1,700
INFORMATION TECHNOLOGY	Funded	23,881	22,894	24,943	21,452	25,073	22,659	20,255	23,446	22,701	20,319	227,622
INFORMATION TECHNOLOGY	Unfunded	4,700	4,812	6,624	10,986	4,616	4,420	3,724	3,728	3,732	3,736	51,078
INFRASTRUCTURE & INFORMATION SERVICES	Funded	660	835	80	50				3	and I there were and a strong of	the of a sequestion to the part of	1,625
INFRASTRUCTURE & INFORMATION SERVICES	Partial	8,987	6,090	2,954	2,131	MARINA AUALIN TOUR TRANS UN COMMING ON	*****	1	a a Roda a Madesday artist in the 1 May			20,162
INFRASTRUCTURE & INFORMATION SERVICES	Unfunded	2,467	4,696	6,741	7,146	3,482	2,927	2,962	3,887	2,967	2,767	40,042
LAND USE PLANNING & POLICY	Funded	1,550	600	300	300							2,750
LAW	Funded	9,790	4,050	1,500	1,350	250	150	50	50	50	50	17,290
OFFICE OF LAND SERVICING & HOUSING	Funded	76,001	40,299	59,461	22,700	33,066	1					231,527
OFFICE OF LAND SERVICING & HOUSING	Partial	2,400	400	300					Index to teller te			3,100
OFFICE OF LAND SERVICING & HOUSING	Unfunded	7,041	7,810	18,820	20,980		op more as	and the same of th		4		54,651
	GRAND TOTAL	345,507	329,895	382,059	332,524	181,463	165,714	126,961	162,473	127,088	162,360	2,316,043