



One Calgary

2019-2022 Service Plans and Budgets

Supplemental Information



C2018-1158 Attachment 9
ISC: UNRESTRICTED



Supplemental Information: Table of Contents

This section provides supplemental and background information on the 2019-2022 operating and capital budgets. Included are the assumptions in preparation of the budget as well as consolidation of service and departmental budget information. Also included is information on the financial policies governing the preparation of the budget and the structure of The City's financial operations.

The information in the tables may not add due to rounding and the information in the Operating Analysis doesn't include Calgary Parking Authority or Calgary Housing Company. Information for Calgary Parking Authority is included in the Capital Analysis.

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Supplemental budget information: Composition of the budget

The City’s budget includes three types of operations: tax-supported, self-supported and utilities. The table below provides examples of where specific services fit into these categories.

FIGURE 1: Budget categories

Type of operation	Examples of services	Funding sources	Impact on taxes
Tax-supported	<ul style="list-style-type: none">• Recreation Opportunities• Fire Emergency & Response• Police Services• Property Assessment• Human Resources Support• Public Transit• Infrastructure Support• Executive Leadership• Mayor & Council	<ul style="list-style-type: none">• Tax revenues• Revenues from the sale of goods or services to customers (e.g. recreation fees, transit fares, etc.)• Grants and subsidies• Fines and penalties revenue• Corporate programs (e.g. franchise fees, investment income)	<ul style="list-style-type: none">• This type of operation drives the tax requirement
Self-supported	<ul style="list-style-type: none">• Building Approvals• Business Licensing	<ul style="list-style-type: none">• Revenues from the sale of goods or services to customers (e.g. business license, development permits, etc.)	<ul style="list-style-type: none">• These services are included in the tax-supported budget, but are self-funded and therefore are not dependent on tax dollars
Utilities	<ul style="list-style-type: none">• Stormwater Management• Wastewater Collection & Treatment• Water Treatment & Supply	<ul style="list-style-type: none">• Revenues from the sale of goods or services to customers, with rates set based on a utility model	<ul style="list-style-type: none">• Franchise fees and dividends paid by the Utilities are included as City revenue and are used to fund tax-supported operations, reducing the tax requirement

Assumptions underlying budget preparation

In preparation for One Calgary Service Plans and Budget, The City has considered a series of assumptions to forecast future costs related to maintaining current service levels and funding citizen priorities and Council directives. These assumptions include new capital works, labour settlements, user fee growth and estimated sales of City goods and services. The main types of assumptions are summarized below.

Taxation

Property tax on average makes up approximately 49 per cent of total revenues and are levied based on the assessed value of property.

Property assessment

Property assessment is a value placed on property for municipal and provincial taxation purposes. As required by provincial legislation, the 2019 property assessment reflects the market value of property on July 1, 2018 and the physical condition and characteristics of property as of Dec. 31, 2018. The City annually assesses property to distribute fair and equitable taxation under a market value standard using mass appraisal techniques.

Projections in the size of the assessment roll are derived from estimated housing starts and commercial construction activity, which are provided by Corporate Economics division within the Financial Support service.

Property tax

The property tax revenue received by The City does not change due to the annual revaluation of properties. Annual revaluations only impact the distribution of tax revenues among taxpayers. Revaluations will cause individual tax bills to change because market values across the city don't increase/decrease at the same percentage. Compared to the year-to-year average rate of market value change for all Calgary municipal taxpayers, and assuming a zero per cent rate change by Council, if an individual property's rate of change in assessment is:

- The same as the city average, the current year tax bill would be the same.
- Greater than the city average, the current year tax bill would increase.
- Less than the city average, the current year tax bill would decrease.

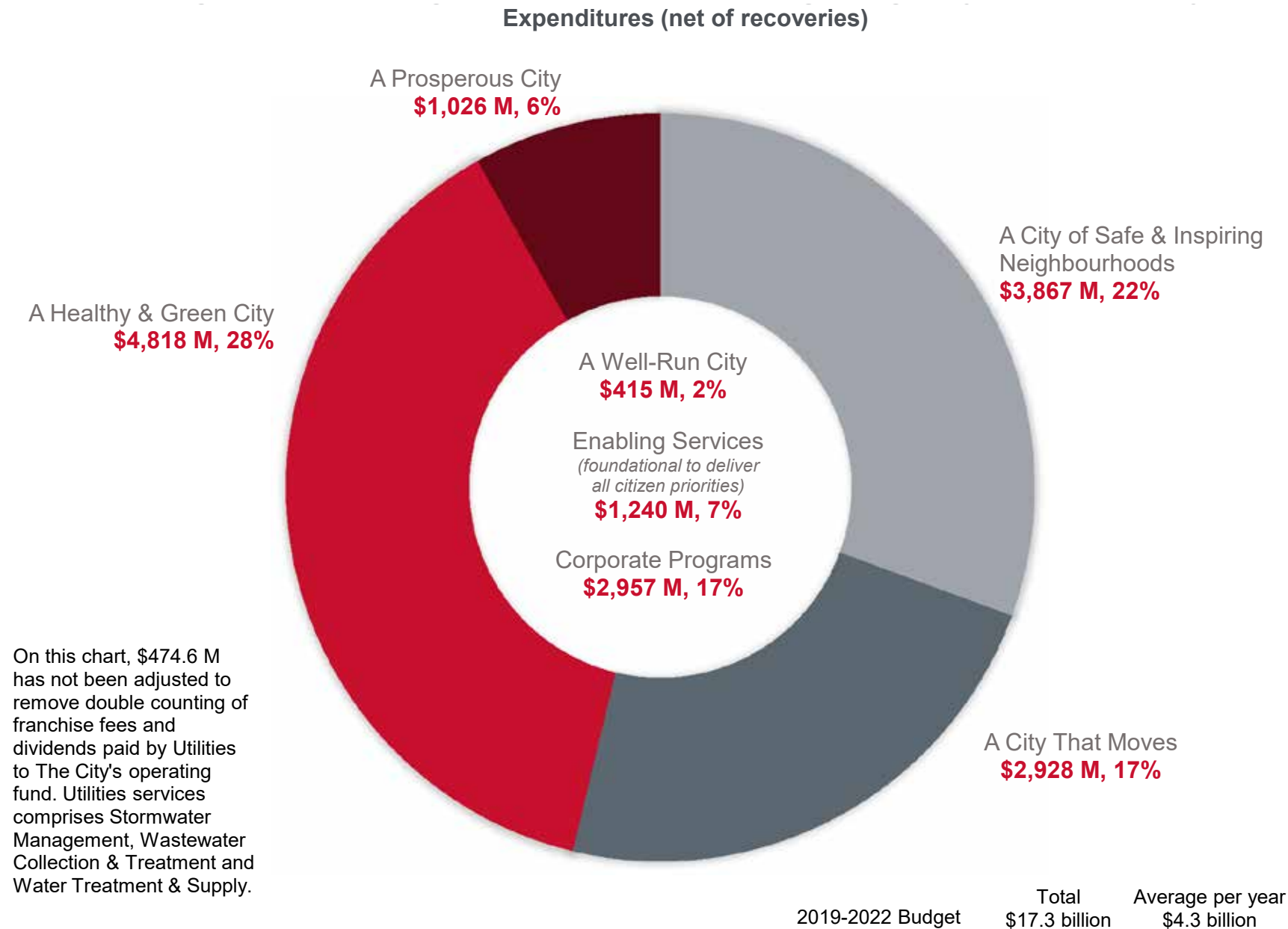
Each year a taxpayer's actual individual taxes would be further affected by any change to their own property and/or the actual tax rate change approved by Council for that year. City Council sets the year's property tax rate to collect the money needed for the budget.

Sales of goods and services: Approximately 30 per cent of revenues come from sales of goods and services. The overall estimated change in revenues related to growth is based on the expected population growth for Calgary (1.9 per cent in 2019, 2.0 per cent in 2020, 2.1 per cent in 2021 and 2.0 per cent in 2022). In accordance with the User Fees policy, certain user fee increases are determined by considering costs to provide the services along with market competition factors and long-term recovery rates established through the analysis of societal benefits.

Utility Revenues (Stormwater Management, Wastewater Collection & Treatment, Water Treatment & Supply): Revenues from these lines of service represent 17 per cent of revenues and are set by adhering to Council approved financial policies specific to these services. Required annual rate adjustments are calculated following a cost of service study that determines the revenue required to operate the services and allocates costs to customer classes in proportion to Stormwater Management, Wastewater Collection & Treatment, Water Treatment & Supply used by that class. The study considers trends in the demand for services and growth in the population using the services.

- Services are provided under a self-sustaining, public utility model and all costs shall be recovered through user rates, levies, fees and sources other than the municipal tax base.
- In lieu of property taxes, water and wastewater services will pay The City a 10 per cent tax on revenue. This tax on revenue, referred to as the franchise fee, is based on the total of sales and service charges within the city and excludes developer fees and acreage assessments.
- The Water and Wastewater lines of service will pay a fixed, annual dividend of \$28.75 million and \$13.75 million respectively to The City.

FIGURE 2: Investing the 2019-2022 operating budget by Citizen Priority



Supplemental budget information: Operating Analysis

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

A PROSPEROUS CITY	2017	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
	estimated actuals (2)		Budget	Change		Budget	Change		Budget	Change		Budget	Change	
				\$	%		\$	%		\$	%		\$	%
Affordable Housing														
Expenditures	32,839	18,069	25,499	7,430	41%	20,483	(5,016)	-20%	20,879	396	2%	21,654	775	4%
Recoveries	(19,428)	(1)	(1)	-	0%	(1)	-	0%	(1)	-	0%	(1)	-	0%
Revenues	(7,677)	(9,836)	(10,197)	(361)	4%	(7,697)	2,500	-25%	(7,697)	-	0%	(7,697)	-	0%
Net budget	5,734	8,232	15,301	7,069	86%	12,785	(2,516)	-16%	13,181	396	3%	13,956	775	6%
Arts & Culture														
Expenditures	19,991	17,885	23,764	5,879	33%	24,524	760	3%	24,659	135	1%	25,014	355	1%
Recoveries	(930)	(710)	(710)	-	0%	(710)	-	0%	(710)	-	0%	(710)	-	0%
Revenues	(1,274)	(1,169)	(1,169)	-	0%	(1,169)	-	0%	(1,169)	-	0%	(1,169)	-	0%
Net budget	17,787	16,006	21,885	5,879	37%	22,645	760	3%	22,780	135	1%	23,135	355	2%
Business Licensing														
Expenditures	14,563	11,355	11,170	(185)	-2%	11,469	299	3%	11,735	266	2%	11,994	259	2%
Recoveries	(2,842)	(2,105)	(2,944)	(838)	40%	(3,017)	(73)	2%	(3,088)	(71)	2%	(3,160)	(72)	2%
Revenues	(11,380)	(9,250)	(8,226)	1,024	-11%	(8,452)	(226)	3%	(8,647)	(195)	2%	(8,834)	(187)	2%
Net budget	341	-	-	1	0%	-	-	0%	-	-	0%	-	-	0%
Community Strategies														
Expenditures	11,768	11,086	8,067	(3,019)	-27%	8,221	154	2%	8,348	127	2%	8,352	4	0%
Recoveries	(1,187)	(747)	(747)	-	0%	(747)	-	0%	(747)	-	0%	(747)	-	0%
Revenues	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	10,581	10,339	7,320	(3,019)	-29%	7,474	154	2%	7,601	127	2%	7,605	4	0%
Economic Development & Tourism														
Expenditures	29,810	33,051	31,448	(1,603)	-5%	31,518	70	0%	31,643	125	0%	31,773	130	0%
Recoveries	2,695	(24)	(24)	-	0%	(24)	-	0%	(24)	-	0%	(24)	-	0%
Revenues	(60)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	32,445	33,027	31,424	(1,603)	-5%	31,494	70	0%	31,619	125	0%	31,749	130	0%
Land Development & Sales														
Expenditures	58,602	47,287	51,586	4,299	9%	52,616	1,030	2%	53,646	1,030	2%	56,221	2,575	5%
Recoveries	(8,668)	(5,487)	(7,782)	(2,295)	42%	(7,782)	-	0%	(7,782)	-	0%	(7,782)	-	0%
Revenues	(49,714)	(41,358)	(43,362)	(2,004)	5%	(44,392)	(1,030)	2%	(45,422)	(1,030)	2%	(47,997)	(2,575)	6%
Net Budget	220	442	442	-	0%	442	-	0%	442	-	0%	442	-	0%
Library Services														
Expenditures	47,582	54,063	55,063	1,000	2%	55,763	700	1%	56,363	600	1%	56,863	500	1%
Recoveries	(20)	(13)	(13)	-	0%	(13)	-	0%	(13)	-	0%	(13)	-	0%
Revenues	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	47,562	54,050	55,050	1,000	2%	55,750	700	1%	56,350	600	1%	56,850	500	1%
Social Programs														
Expenditures	71,424	64,339	64,537	197	0%	64,672	135	0%	64,222	(450)	-1%	63,332	(890)	-1%
Recoveries	(5,246)	(3,308)	(2,932)	376	-11%	(2,932)	-	0%	(2,932)	-	0%	(2,932)	-	0%
Revenues	(41,279)	(33,911)	(34,042)	(131)	0%	(34,042)	-	0%	(34,042)	-	0%	(34,042)	-	0%
Net budget	24,899	27,120	27,563	443	2%	27,698	135	0%	27,248	(450)	-2%	26,358	(890)	-3%
TOTAL - A PROSPEROUS CITY														
Expenditures	286,578	257,136	271,133	13,997	5%	269,265	(1,868)	-1%	271,494	2,229	1%	275,202	3,708	1%
Recoveries	(35,626)	(12,396)	(15,152)	(2,757)	22%	(15,225)	(73)	0%	(15,296)	(71)	0%	(15,368)	(72)	0%
Revenues	(111,384)	(95,524)	(96,996)	(1,472)	2%	(95,752)	1,244	-1%	(96,977)	(1,225)	1%	(99,739)	(2,762)	3%
Net budget	139,568	149,216	158,985	9,769	7%	158,288	(697)	0%	159,221	933	1%	160,095	874	1%

Supplemental budget information: Operating Analysis

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

A CITY OF SAFE & INSPIRING NEIGHBOURHOODS	2017 estimated actuals (2)	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
			Budget	\$	%	Budget	\$	%	Budget	\$	%	Budget	\$	%
Building Safety														
Expenditures	67,318	41,408	42,183	775	2%	43,258	1,074	3%	44,405	1,147	3%	45,563	1,159	3%
Recoveries	(4,839)	(2,731)	(2,472)	259	-9%	(2,472)	-	0%	(2,472)	-	0%	(2,472)	-	0%
Revenues	(64,706)	(38,677)	(39,711)	(1,034)	3%	(40,786)	(1,074)	3%	(41,933)	(1,147)	3%	(43,091)	(1,159)	3%
Net budget	(2,227)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Bylaw Education & Compliance														
Expenditures	11,817	10,132	12,929	2,797	28%	12,225	(704)	-5%	12,398	173	1%	12,435	37	0%
Recoveries	(1,250)	(684)	(684)	-	0%	(684)	-	0%	(684)	-	0%	(684)	-	0%
Revenues	(576)	(577)	(577)	-	0%	(577)	-	0%	(577)	-	0%	(577)	-	0%
Net budget	9,991	8,871	11,668	2,797	32%	10,964	(704)	-6%	11,137	173	2%	11,174	37	0%
Calgary 9-1-1														
Expenditures	51,125	46,617	47,982	1,365	3%	47,808	(174)	0%	47,982	174	0%	47,957	(25)	0%
Recoveries	(514)	(414)	(414)	-	0%	(414)	-	0%	(414)	-	0%	(414)	-	0%
Revenues	(16,055)	(12,012)	(13,012)	(1,000)	8%	(13,012)	-	0%	(13,012)	-	0%	(13,012)	-	0%
Net Budget	34,556	34,191	34,556	365	1%	34,382	(174)	-1%	34,556	174	1%	34,531	(25)	0%
City Cemeteries														
Expenditures	10,053	8,531	8,532	1	0%	8,533	1	0%	8,534	1	0%	8,535	1	0%
Recoveries	(115)	(16)	(16)	-	0%	(16)	-	0%	(16)	-	0%	(16)	-	0%
Revenues	(8,086)	(7,218)	(7,218)	-	0%	(7,218)	-	0%	(7,218)	-	0%	(7,218)	-	0%
Net budget	1,852	1,297	1,298	1	0%	1,299	1	0%	1,300	1	0%	1,301	1	0%
City Planning & Policy														
Expenditures	24,416	25,613	25,261	(352)	-1%	29,720	4,459	18%	28,999	(721)	-2%	28,912	(87)	0%
Recoveries	(11,468)	(1,848)	(1,776)	72	-4%	(1,776)	-	0%	(1,776)	-	0%	(1,776)	-	0%
Revenues	150	(2,651)	(2,392)	259	-10%	(2,687)	(295)	12%	(2,602)	85	-3%	(2,599)	3	0%
Net budget	13,098	21,114	21,093	(21)	0%	25,257	4,164	20%	24,621	(636)	-3%	24,537	(84)	0%
Development Approvals														
Expenditures	51,890	39,829	40,571	742	2%	41,643	1,072	3%	42,731	1,088	3%	43,744	1,013	2%
Recoveries	(4,007)	(682)	(161)	521	-76%	(161)	-	0%	(161)	-	0%	(161)	-	0%
Revenues	(39,092)	(38,106)	(40,410)	(2,303)	6%	(41,481)	(1,072)	3%	(42,569)	(1,088)	3%	(43,583)	(1,013)	2%
Net budget	8,791	1,040	-	(1,040)	-100%	-	-	0%	-	-	0%	-	-	0%
Emergency Management & Business Continuity														
Expenditures	6,131	5,176	5,177	1	0%	5,178	1	0%	5,179	1	0%	5,180	1	0%
Recoveries	(38)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(1,347)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	4,746	5,176	5,177	1	0%	5,178	1	0%	5,179	1	0%	5,180	1	0%
Fire & Emergency Response														
Expenditures	237,106	236,434	222,012	(14,422)	-6%	229,039	7,027	3%	239,348	10,309	5%	239,563	215	0%
Recoveries	(2,026)	(1,410)	(780)	630	-45%	(780)	-	0%	(780)	-	0%	(780)	-	0%
Revenues	(7,074)	(6,227)	(3,538)	2,689	-43%	(3,538)	-	0%	(3,538)	-	0%	(3,538)	-	0%
Net budget	228,006	228,796	217,693	(11,103)	-5%	224,720	7,027	3%	235,029	10,309	5%	235,244	215	0%
Fire Inspection & Enforcement														
Expenditures	8,950	8,924	9,385	461	5%	9,246	(139)	-1%	9,407	161	2%	9,568	161	2%
Recoveries	(91)	(63)	(63)	-	0%	(63)	-	0%	(63)	-	0%	(63)	-	0%
Revenues	(3,184)	(2,803)	(2,963)	(160)	6%	(3,123)	(160)	5%	(3,283)	(160)	5%	(3,443)	(160)	5%
Net budget	5,675	6,058	6,359	301	5%	6,060	(299)	-5%	6,061	1	0%	6,062	1	0%

Supplemental budget information: Operating Analysis

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

	2017 estimated actuals (2)	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
			Budget	Change		Budget	Change		Budget	Change		Budget	Change	
				\$	%		\$	%		\$	%		\$	%
Fire Safety Education														
Expenditures	2,339	2,333	2,333	-	0%	2,333	-	0%	2,333	-	0%	2,333	-	0%
Recoveries	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(9)	(8)	(8)	-	0%	(8)	-	0%	(8)	-	0%	(8)	-	0%
Net budget	2,330	2,325	2,325	-	0%	2,325	-	0%	2,325	-	0%	2,325	-	0%
Neighbourhood Support														
Expenditures	11,990	10,845	10,875	30	0%	10,875	-	0%	12,575	1,700	16%	12,575	-	0%
Recoveries	(5,419)	(3,498)	(3,498)	-	0%	(3,498)	-	0%	(3,498)	-	0%	(3,498)	-	0%
Revenues	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	6,571	7,346	7,377	30	0%	7,377	-	0%	9,077	1,700	23%	9,077	-	0%
Pet Ownership & Licensing														
Expenditures	11,629	10,433	10,399	(34)	0%	10,519	120	1%	10,536	17	0%	10,553	17	0%
Recoveries	(217)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(5,081)	(5,428)	(5,428)	-	0%	(5,528)	(100)	2%	(5,545)	(17)	0%	(5,562)	(17)	0%
Net budget	6,331	5,005	4,971	(34)	-1%	4,991	20	0%	4,991	-	0%	4,991	-	0%
Police Services														
Expenditures	500,182	512,488	515,471	2,983	1%	517,654	2,183	0%	527,437	9,783	2%	537,220	9,783	2%
Recoveries	(4,534)	(2,600)	(2,600)	-	0%	(2,600)	-	0%	(2,600)	-	0%	(2,600)	-	0%
Revenues	(109,380)	(108,818)	(111,618)	(2,800)	3%	(113,618)	(2,000)	2%	(113,618)	-	0%	(113,618)	-	0%
Net budget	386,268	401,070	401,253	183	0%	401,436	183	0%	411,219	9,783	2%	421,002	9,783	2%
TOTAL - A CITY OF SAFE & INSPIRING NEIGHBOURHOODS														
Expenditures	994,946	958,761	953,110	(5,652)	-1%	968,030	14,920	2%	991,863	23,833	2%	1,004,138	12,275	1%
Recoveries	(34,518)	(13,946)	(12,464)	1,482	-11%	(12,464)	-	0%	(12,464)	-	0%	(12,464)	-	0%
Revenues	(254,440)	(222,525)	(226,876)	(4,350)	2%	(231,577)	(4,701)	2%	(233,904)	(2,327)	1%	(236,250)	(2,346)	1%
Net budget	705,988	722,290	713,770	(8,520)	-1%	723,989	10,219	1%	745,495	21,506	3%	755,424	9,929	1%

Supplemental budget information: Operating Analysis

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

A CITY THAT MOVES	2017	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
	estimated actuals (2)		Budget	Change \$	%	Budget	Change \$	%	Budget	Change \$	%	Budget	Change \$	%
Parking														
Expenditures	3,447	3,165	3,191	26	1%	3,217	26	1%	3,243	26	1%	3,269	26	1%
Recoveries	(1,402)	(650)	(1,400)	(750)	115%	(1,400)	-	0%	(1,400)	-	0%	(1,400)	-	0%
Revenues	(806)	(940)	(190)	750	-80%	(190)	-	0%	(190)	-	0%	(190)	-	0%
Net budget	1,239	1,575	1,601	26	2%	1,627	26	2%	1,653	26	2%	1,679	26	2%
Public Transit														
Expenditures	412,017	427,114	445,334	18,220	4%	462,751	17,417	4%	474,608	11,857	3%	487,264	12,656	3%
Recoveries	(20,019)	(16,659)	(13,063)	3,596	-22%	(13,133)	(70)	1%	(13,133)	-	0%	(13,133)	-	0%
Revenues	(173,938)	(188,536)	(188,623)	(87)	0%	(198,513)	(9,890)	5%	(202,413)	(3,900)	2%	(206,482)	(4,069)	2%
Net budget	218,060	221,919	243,648	21,729	10%	251,105	7,457	3%	259,062	7,957	3%	267,649	8,587	3%
Sidewalks & Pathways														
Expenditures	49,441	44,714	47,047	2,332	5%	65,543	18,496	39%	58,507	(7,036)	-11%	59,840	1,333	2%
Recoveries	(7,409)	(5,215)	(6,034)	(818)	16%	(6,034)	-	0%	(6,034)	-	0%	(6,034)	-	0%
Revenues	(3,888)	(3,902)	(3,502)	400	-10%	(3,566)	(64)	2%	(3,637)	(71)	2%	(3,686)	(49)	1%
Net budget	38,144	35,597	37,511	1,914	5%	55,943	18,432	49%	48,836	(7,107)	-13%	50,120	1,284	3%
Specialized Transit														
Expenditures	35,674	43,269	44,590	1,321	3%	46,405	1,815	4%	48,073	1,668	4%	49,749	1,676	3%
Recoveries	(9)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(3,032)	(2,043)	(2,319)	(276)	14%	(2,395)	(76)	3%	(2,671)	(276)	12%	(2,947)	(276)	10%
Net budget	32,633	41,226	42,271	1,045	3%	44,010	1,739	4%	45,402	1,392	3%	46,802	1,400	3%
Streets														
Expenditures	219,286	197,939	202,081	4,142	2%	212,406	10,325	5%	218,739	6,333	3%	224,936	6,197	3%
Recoveries	(56,745)	(40,910)	(42,843)	(1,933)	5%	(42,843)	-	0%	(42,843)	-	0%	(42,843)	-	0%
Revenues	(31,190)	(28,422)	(29,421)	(999)	4%	(30,001)	(580)	2%	(30,598)	(597)	2%	(31,113)	(515)	2%
Net budget	131,351	128,607	129,817	1,210	1%	139,562	9,745	8%	145,298	5,736	4%	150,980	5,682	4%
Taxi, Limousine & Vehicles-for-Hire														
Expenditures	5,447	4,486	5,200	714	16%	5,310	110	2%	5,052	(258)	-5%	5,137	85	2%
Recoveries	(23)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(5,423)	(4,486)	(4,850)	(364)	8%	(4,960)	(110)	2%	(5,052)	(92)	2%	(5,137)	(85)	2%
Net budget	1	-	350	350	100%	350	-	0%	-	(350)	-100%	-	-	0%
TOTAL - A CITY THAT MOVES														
Expenditures	725,312	720,687	747,442	26,755	4%	795,631	48,188	6%	808,221	12,590	2%	830,194	21,973	3%
Recoveries	(85,607)	(63,435)	(63,340)	95	0%	(63,410)	(70)	0%	(63,410)	-	0%	(63,410)	-	0%
Revenues	(218,277)	(228,328)	(228,904)	(576)	0%	(239,624)	(10,720)	5%	(244,560)	(4,936)	2%	(249,554)	(4,994)	2%
Net budget	421,428	428,924	455,198	26,274	6%	492,596	37,398	8%	500,250	7,654	2%	517,229	16,979	3%

Supplemental budget information: Operating Analysis

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

A HEALTHY & GREEN CITY	2017	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
	estimated actuals (2)		Budget	Change \$	%	Budget	Change \$	%	Budget	Change \$	%	Budget	Change \$	%
Environmental Management														
Expenditures	6,923	7,831	8,008	177	2%	8,463	455	6%	8,568	105	1%	8,568	-	0%
Recoveries	(1,074)	(2,172)	(2,048)	124	-6%	(2,048)	-	0%	(2,048)	-	0%	(2,048)	-	0%
Revenues	(429)	(324)	(324)	-	0%	(324)	-	0%	(324)	-	0%	(324)	-	0%
Net budget	5,420	5,335	5,636	300	6%	6,091	455	8%	6,196	105	2%	6,196	-	0%
Parks & Open Spaces														
Expenditures	84,361	76,562	78,434	1,872	2%	79,283	849	1%	81,349	2,066	3%	82,497	1,148	1%
Recoveries	(6,770)	(3,211)	(3,070)	141	-4%	(3,070)	-	0%	(3,070)	-	0%	(3,070)	-	0%
Revenues	(5,754)	(3,819)	(3,848)	(29)	1%	(3,883)	(35)	1%	(3,919)	(36)	1%	(3,952)	(33)	1%
Net budget	71,837	69,532	71,516	1,984	3%	72,330	814	1%	74,360	2,030	3%	75,475	1,115	1%
Recreation Opportunities														
Expenditures	96,130	100,612	99,466	(1,147)	-1%	100,527	1,061	1%	101,417	890	1%	102,399	982	1%
Recoveries	(4,194)	(3,204)	(3,204)	-	0%	(3,204)	-	0%	(3,204)	-	0%	(3,204)	-	0%
Revenues	(46,720)	(46,619)	(46,619)	-	0%	(46,619)	-	0%	(46,619)	-	0%	(46,619)	-	0%
Net budget	45,216	50,789	49,643	(1,147)	-2%	50,704	1,061	2%	51,594	890	2%	52,576	982	2%
Stormwater Management														
Expenditures	82,579	73,898	75,137	1,239	2%	78,528	3,391	5%	81,520	2,992	4%	83,772	2,252	3%
Recoveries	(1,549)	(1,322)	(1,322)	-	0%	(1,322)	-	0%	(1,322)	-	0%	(1,322)	-	0%
Revenues	(80,958)	(72,563)	(73,815)	(1,252)	2%	(77,206)	(3,391)	5%	(80,198)	(2,992)	4%	(82,450)	(2,252)	3%
Net budget	72	13	-	(13)	-100%	-	-	0%	-	-	0%	-	-	0%
Urban Forestry														
Expenditures	24,642	14,799	14,222	(577)	-4%	15,190	968	7%	15,448	258	2%	15,706	258	2%
Recoveries	(1,088)	(47)	(47)	-	0%	(47)	-	0%	(47)	-	0%	(47)	-	0%
Revenues	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	23,554	14,752	14,175	(577)	-4%	15,143	968	7%	15,401	258	2%	15,659	258	2%
Waste & Recycling														
Expenditures	167,059	171,393	172,484	1,091	1%	173,459	975	1%	174,587	1,128	1%	176,705	2,118	1%
Recoveries	(23,557)	(15,130)	(14,980)	150	-1%	(14,992)	(12)	0%	(15,009)	(17)	0%	(15,027)	(18)	0%
Revenues	(94,516)	(111,684)	(136,715)	(25,031)	22%	(138,251)	(1,536)	1%	(139,742)	(1,491)	1%	(142,222)	(2,480)	2%
Net budget	48,986	44,579	20,789	(23,790)	-53%	20,216	(573)	-3%	19,836	(380)	-2%	19,456	(380)	-2%
Wastewater Collection & Treatment														
Expenditures	421,420	377,116	411,806	34,691	9%	445,186	33,380	8%	480,179	34,993	8%	505,302	25,123	5%
Recoveries	(14,216)	(12,129)	(12,129)	-	0%	(12,129)	-	0%	(12,129)	-	0%	(12,129)	-	0%
Revenues	(407,765)	(365,479)	(399,677)	(34,198)	9%	(433,057)	(33,380)	8%	(468,050)	(34,993)	8%	(493,173)	(25,123)	5%
Net budget	(561)	(492)	-	493	-100%	-	-	0%	-	-	0%	-	-	0%
Water Treatment & Supply														
Expenditures	358,006	320,368	327,903	7,535	2%	331,392	3,489	1%	334,248	2,856	1%	335,160	912	0%
Recoveries	(12,185)	(10,396)	(10,396)	-	0%	(10,396)	-	0%	(10,396)	-	0%	(10,396)	-	0%
Revenues	(345,836)	(309,972)	(317,507)	(7,535)	2%	(320,996)	(3,489)	1%	(323,852)	(2,856)	1%	(324,764)	(912)	0%
Net budget	(15)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
TOTAL - A HEALTHY & GREEN CITY														
Expenditures	1,241,120	1,142,579	1,187,459	44,881	4%	1,232,027	44,568	4%	1,277,316	45,288	4%	1,310,109	32,793	3%
Recoveries	(64,633)	(47,611)	(47,197)	415	-1%	(47,209)	(12)	0%	(47,226)	(17)	0%	(47,244)	(18)	0%
Revenues	(981,978)	(910,459)	(978,504)	(68,045)	7%	(1,020,335)	(41,831)	4%	(1,062,703)	(42,368)	4%	(1,093,503)	(30,800)	3%
Net budget	194,509	184,508	161,759	(22,750)	-12%	164,484	2,725	2%	167,387	2,903	2%	169,362	1,975	1%

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

	2017 estimated actuals (2)	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
			Budget	Change		Budget	Change		Budget	Change		Budget	Change	
				\$	%		\$	%		\$	%		\$	%
A WELL-RUN CITY														
Appeals & Tribunals														
Expenditures	4,444	5,366	5,234	(132)	-2%	5,234	-	0%	5,234	-	0%	5,234	-	0%
Recoveries	(37)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(856)	(758)	(758)	-	0%	(758)	-	0%	(758)	-	0%	(758)	-	0%
Net budget	3,551	4,608	4,476	(132)	-3%	4,476	-	0%	4,476	-	0%	4,476	-	0%
City Auditor's Office														
Expenditures	2,673	2,914	3,065	151	5%	3,266	201	7%	3,267	1	0%	3,268	1	0%
Recoveries	(6)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	2,667	2,914	3,065	151	5%	3,266	201	7%	3,267	1	0%	3,268	1	0%
Citizen Information & Services														
Expenditures	13,443	11,376	14,428	3,052	27%	14,309	(119)	-1%	14,310	1	0%	14,261	(49)	0%
Recoveries	(2,216)	(857)	(857)	-	0%	(857)	-	0%	(857)	-	0%	(857)	-	0%
Revenues	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	11,227	10,519	13,571	3,052	29%	13,452	(119)	-1%	13,453	1	0%	13,404	(49)	0%
Citizen Engagement & Insights														
Expenditures	6,528	6,486	5,859	(627)	-10%	5,806	(53)	-1%	5,483	(323)	-6%	5,432	(51)	-1%
Recoveries	(1,075)	(306)	(306)	-	0%	(306)	-	0%	(306)	-	0%	(306)	-	0%
Revenues	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	5,453	6,180	5,553	(627)	-10%	5,500	(53)	-1%	5,177	(323)	-6%	5,126	(51)	-1%
Corporate Governance														
Expenditures	17,830	16,965	17,311	346	2%	17,313	2	0%	17,315	2	0%	17,317	2	0%
Recoveries	(7,276)	(4,513)	(4,513)	-	0%	(4,513)	-	0%	(4,513)	-	0%	(4,513)	-	0%
Revenues	(473)	(215)	(215)	-	0%	(215)	-	0%	(215)	-	0%	(215)	-	0%
Net budget	10,081	12,237	12,583	346	3%	12,585	2	0%	12,587	2	0%	12,589	2	0%
Council & Committee Support														
Expenditures	4,451	3,764	3,923	159	4%	4,822	899	23%	4,171	(651)	-14%	4,220	49	1%
Recoveries	(470)	(71)	(71)	-	0%	(71)	-	0%	(71)	-	0%	(71)	-	0%
Revenues	(14)	(27)	(27)	-	0%	(27)	-	0%	(27)	-	0%	(27)	-	0%
Net budget	3,967	3,666	3,825	159	4%	4,724	899	24%	4,073	(651)	-14%	4,122	49	1%
Executive Leadership														
Expenditures	10,840	12,779	12,589	(190)	-1%	12,591	2	0%	12,593	2	0%	12,595	2	0%
Recoveries	(757)	(881)	(863)	18	-2%	(863)	-	0%	(863)	-	0%	(863)	-	0%
Revenues	(1)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	10,082	11,898	11,726	(172)	-1%	11,728	2	0%	11,730	2	0%	11,732	2	0%
Mayor & Council														
Expenditures	9,372	12,217	12,381	164	1%	12,277	(104)	-1%	12,338	61	0%	12,294	(44)	0%
Recoveries	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	9,372	12,217	12,381	164	1%	12,277	(104)	-1%	12,338	61	0%	12,294	(44)	0%
Municipal Elections														
Expenditures	6,521	1,992	1,902	(90)	-5%	1,902	-	0%	4,602	2,700	142%	1,902	(2,700)	-59%
Recoveries	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(2,061)	(240)	(240)	-	0%	(240)	-	0%	(240)	-	0%	(240)	-	0%
Net budget	4,460	1,752	1,662	(90)	-5%	1,662	-	0%	4,362	2,700	162%	1,662	(2,700)	-62%

Supplemental budget information: Operating Analysis

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

	2017 estimated actuals (2)	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
			Budget	\$	%	Budget	\$	%	Budget	\$	%	Budget	\$	%
Property Assessment														
Expenditures	20,844	21,828	22,026	198	1%	22,027	1	0%	22,028	1	0%	22,029	1	0%
Recoveries	(48)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(47)	(128)	(50)	78	-61%	(50)	-	0%	(50)	-	0%	(50)	-	0%
Net budget	20,749	21,700	21,976	276	1%	21,977	1	0%	21,978	1	0%	21,979	1	0%
Records Management, Access & Privacy														
Expenditures	3,797	3,392	3,557	165	5%	3,842	285	8%	4,102	260	7%	4,147	45	1%
Recoveries	(99)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(8)	(3)	(3)	-	0%	(3)	-	0%	(3)	-	0%	(3)	-	0%
Net budget	3,690	3,389	3,554	165	5%	3,839	285	8%	4,099	260	7%	4,144	45	1%
Taxation														
Expenditures	6,168	6,294	6,905	611	10%	6,905	-	0%	6,885	(20)	0%	6,885	-	0%
Recoveries	(72)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Revenues	(372)	(317)	(342)	(25)	8%	(342)	-	0%	(342)	-	0%	(342)	-	0%
Net budget	5,724	5,977	6,563	586	10%	6,563	-	0%	6,543	(20)	0%	6,543	-	0%
TOTAL - A WELL-RUN CITY														
Expenditures	106,910	105,374	109,181	3,807	4%	110,295	1,114	1%	112,329	2,034	2%	109,585	(2,744)	-2%
Recoveries	(12,056)	(6,628)	(6,610)	18	0%	(6,610)	-	0%	(6,610)	-	0%	(6,610)	-	0%
Revenues	(3,832)	(1,688)	(1,635)	53	-3%	(1,635)	-	0%	(1,635)	-	0%	(1,635)	-	0%
Net budget	91,022	97,058	100,936	3,878	4%	102,050	1,114	1%	104,084	2,034	2%	101,340	(2,744)	-3%

Supplemental budget information: Operating Analysis

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

	2017 estimated actuals (2)	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
			Budget	Change		Budget	Change		Budget	Change		Budget	Change	
				\$	%		\$	%		\$	%		\$	%
ENABLING SERVICES														
Corporate Security														
Expenditures	24,557	21,065	24,896	3,832	18%	26,500	1,604	6%	27,008	508	2%	27,143	135	0%
Recoveries	(14,414)	(11,833)	(14,744)	(2,912)	25%	(14,744)	-	0%	(14,744)	-	0%	(14,744)	-	0%
Revenues	(168)	(130)	(130)	-	0%	(130)	-	0%	(130)	-	0%	(130)	-	0%
Net budget	9,975	9,102	10,022	920	10%	11,626	1,604	16%	12,134	508	4%	12,269	135	1%
Data Analytics & Information Access														
Expenditures	12,075	9,242	10,384	1,142	12%	10,384	-	0%	10,384	-	0%	10,384	-	0%
Recoveries	(1,990)	(1,379)	(1,289)	90	-7%	(1,289)	-	0%	(1,289)	-	0%	(1,289)	-	0%
Revenues	(20)	(12)	(12)	-	0%	(12)	-	0%	(12)	-	0%	(12)	-	0%
Net budget	10,065	7,851	9,083	1,232	16%	9,083	-	0%	9,083	-	0%	9,083	-	0%
Facility Management														
Expenditures	75,822	62,796	76,342	13,546	22%	78,936	2,594	3%	79,594	658	1%	79,954	360	0%
Recoveries	(30,850)	(18,920)	(20,411)	(1,491)	8%	(20,411)	-	0%	(20,411)	-	0%	(20,411)	-	0%
Revenues	(4,654)	(4,245)	(2,195)	2,050	-48%	(2,195)	-	0%	(2,195)	-	0%	(2,195)	-	0%
Net budget	40,318	39,631	53,736	14,105	36%	56,330	2,594	5%	56,988	658	1%	57,348	360	1%
Financial Support														
Expenditures	37,451	39,677	39,653	(24)	0%	39,704	51	0%	39,505	(199)	-1%	39,481	(24)	0%
Recoveries	(13,505)	(14,532)	(14,532)	-	0%	(14,532)	-	0%	(14,532)	-	0%	(14,532)	-	0%
Revenues	(1,343)	(916)	(916)	-	0%	(916)	-	0%	(916)	-	0%	(916)	-	0%
Net budget	22,603	24,229	24,205	(24)	0%	24,256	51	0%	24,057	(199)	-1%	24,033	(24)	0%
Fleet Management														
Expenditures	98,372	83,620	94,789	11,169	13%	94,249	(540)	-1%	93,848	(400)	0%	93,336	(513)	-1%
Recoveries	(91,131)	(81,536)	(92,500)	(10,964)	13%	(91,915)	585	-1%	(91,468)	446	0%	(90,909)	560	-1%
Revenues	(7,848)	(2,084)	(2,289)	(205)	10%	(2,334)	(45)	2%	(2,380)	(46)	2%	(2,427)	(47)	2%
Net budget	(607)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Human Resources Support														
Expenditures	34,956	35,035	34,696	(339)	-1%	34,695	(1)	0%	34,696	1	0%	34,497	(199)	-1%
Recoveries	(7,859)	(8,357)	(8,357)	-	0%	(8,357)	-	0%	(8,357)	-	0%	(8,357)	-	0%
Revenues	-	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	27,097	26,678	26,339	(339)	-1%	26,338	(1)	0%	26,339	1	0%	26,140	(199)	-1%
Infrastructure Support														
Expenditures	29,363	23,442	25,023	1,581	7%	25,101	78	0%	24,957	(144)	-1%	24,698	(259)	-1%
Recoveries	(19,487)	(13,500)	(13,707)	(207)	2%	(13,707)	-	0%	(13,707)	-	0%	(13,707)	-	0%
Revenues	(2,350)	(1,459)	(1,459)	-	0%	(1,459)	-	0%	(1,459)	-	0%	(1,459)	-	0%
Net budget	7,526	8,483	9,857	1,374	16%	9,935	78	1%	9,791	(144)	-1%	9,532	(259)	-3%
Insurance & Claims														
Expenditures	31,804	31,078	31,135	57	0%	31,215	80	0%	31,294	80	0%	31,384	90	0%
Recoveries	(24,068)	(25,033)	(25,033)	-	0%	(25,033)	-	0%	(25,033)	-	0%	(25,033)	-	0%
Revenues	(7,031)	(4,778)	(4,858)	(80)	2%	(4,938)	(80)	2%	(5,017)	(79)	2%	(5,107)	(90)	2%
Net budget	705	1,268	1,244	(23)	-2%	1,244	-	0%	1,244	1	0%	1,244	-	0%
IT Solutions & Support														
Expenditures	131,630	121,703	122,089	386	0%	121,900	(189)	0%	120,751	(1,149)	-1%	120,452	(299)	0%
Recoveries	(64,699)	(56,478)	(56,478)	-	0%	(56,478)	-	0%	(56,478)	-	0%	(56,478)	-	0%
Revenues	(2,334)	(907)	(907)	-	0%	(907)	-	0%	(907)	-	0%	(907)	-	0%
Net budget	64,597	64,318	64,704	386	1%	64,515	(189)	0%	63,366	(1,149)	-2%	63,067	(299)	0%

Supplemental budget information: Operating Analysis

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

	2017 estimated actuals (2)	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
			Budget	\$	%	Budget	\$	%	Budget	\$	%	Budget	\$	%
Legal Counsel & Advocacy														
Expenditures	16,235	14,144	14,305	161	1%	14,306	1	0%	14,307	1	0%	14,308	1	0%
Recoveries	(7,011)	(4,518)	(4,518)	-	0%	(4,518)	-	0%	(4,518)	-	0%	(4,518)	-	0%
Revenues	134	(17)	(17)	-	0%	(17)	-	0%	(17)	-	0%	(17)	-	0%
Net budget	9,358	9,609	9,770	161	2%	9,771	1	0%	9,772	1	0%	9,773	1	0%
Organizational Health, Safety & Wellness														
Expenditures	12,590	12,244	12,860	616	5%	12,905	45	0%	12,970	65	1%	13,185	215	2%
Recoveries	(2,111)	(2,167)	(2,277)	(110)	5%	(2,277)	-	0%	(2,277)	-	0%	(2,277)	-	0%
Revenues	(2,553)	(1,894)	(2,400)	(506)	27%	(2,250)	150	-6%	(2,250)	-	0%	(2,400)	(150)	7%
Net budget	7,926	8,183	8,183	-	0%	8,378	195	2%	8,443	65	1%	8,508	65	1%
Procurement & Warehousing														
Expenditures	26,079	24,959	25,432	474	2%	25,439	7	0%	25,447	8	0%	25,454	7	0%
Recoveries	(11,725)	(11,464)	(11,464)	-	0%	(11,464)	-	0%	(11,464)	-	0%	(11,464)	-	0%
Revenues	(7,187)	(4,850)	(5,480)	(630)	13%	(5,480)	-	0%	(5,480)	-	0%	(5,480)	-	0%
Net budget	7,167	8,645	8,489	(156)	-2%	8,496	7	0%	8,503	8	0%	8,510	7	0%
Real Estate														
Expenditures	93,930	45,494	45,976	482	1%	54,949	8,973	20%	64,652	9,703	18%	69,355	4,703	7%
Recoveries	(4,403)	(6,407)	(6,473)	(66)	1%	(6,473)	-	0%	(5,473)	1,000	-15%	(5,473)	-	0%
Revenues	(87,241)	(35,979)	(36,391)	(413)	1%	(45,362)	(8,970)	25%	(56,062)	(10,700)	24%	(60,762)	(4,700)	8%
Net budget	2,286	3,108	3,112	3	0%	3,115	3	0%	3,118	3	0%	3,121	3	0%
Strategic Marketing & Communications														
Expenditures	31,722	28,557	28,844	287	1%	28,916	72	0%	28,985	69	0%	29,056	71	0%
Recoveries	(24,374)	(21,057)	(21,123)	(66)	0%	(21,195)	(72)	0%	(21,264)	(69)	0%	(21,335)	(71)	0%
Revenues	(1)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
Net budget	7,347	7,500	7,721	221	3%	7,721	-	0%	7,721	-	0%	7,721	-	0%
TOTAL - ENABLING SERVICES														
Expenditures	656,586	553,055	586,424	33,369	6%	599,199	12,775	2%	608,398	9,200	2%	612,686	4,288	1%
Recoveries	(317,627)	(277,180)	(292,905)	(15,726)	6%	(292,392)	513	0%	(291,015)	1,377	0%	(290,526)	489	0%
Revenues	(122,596)	(57,271)	(57,054)	217	0%	(65,999)	(8,945)	16%	(76,825)	(10,826)	16%	(81,810)	(4,985)	6%
Net budget	216,363	218,605	236,464	17,860	8%	240,807	4,343	2%	240,558	(249)	0%	240,348	(208)	0%

Supplemental budget information: Operating Analysis

FIGURE 3: Operating budget summary by citizen priority and service (\$000s)

	2017 estimated actuals (2)	2018 Budget (March 31, 2018)	2019			2020			2021			2022		
			Budget	\$	%	Budget	\$	%	Budget	\$	%	Budget	\$	%
Corporate Programs - Common Revenues														
Expenditures	45,799	68,677	78,034	9,357	14%	79,345	1,311	2%	79,973	628	1%	80,385	412	1%
Recoveries	(2,369)	(300)	(2,000)	(1,700)	567%	(2,000)	-	0%	(2,000)	-	0%	(2,000)	-	0%
Revenues	(2,299,897)	(2,349,820)	(2,433,495)	(83,675)	4%	(2,531,713)	(98,218)	4%	(2,610,343)	(78,630)	3%	(2,695,520)	(85,177)	3%
Net budget	(2,256,467)	(2,281,443)	(2,357,461)	(76,018)	3%	(2,454,368)	(96,907)	4%	(2,532,370)	(78,002)	3%	(2,617,135)	(84,765)	3%
Corporate Programs - Corporate Costs & Debt Servicing														
Expenditures	489,211	563,633	602,285	38,652	7%	639,564	37,280	6%	678,248	38,683	6%	734,714	56,467	8%
Recoveries	(3,566)	(3,592)	(1,768)	1,824	-51%	(1,774)	(6)	0%	(1,782)	(8)	0%	(1,791)	(9)	1%
Revenues	(113,305)	(79,200)	(70,167)	9,033	-11%	(65,636)	4,531	-6%	(61,090)	4,546	-7%	(59,586)	1,504	-2%
Net budget	372,340	480,841	530,350	49,509	10%	572,154	41,805	8%	615,376	43,221	8%	673,337	57,962	9%
TOTAL CITY														
Expenditures	4,546,461	4,369,903	4,535,068	165,165	4%	4,693,355	158,288	3%	4,827,841	134,485	3%	4,957,014	129,173	3%
Recoveries	(556,003)	(425,088)	(441,436)	(16,348)	4%	(441,084)	352	0%	(439,803)	1,281	0%	(439,413)	390	0%
Revenues	(4,105,710)	(3,944,816)	(4,093,631)	(148,817)	4%	(4,252,271)	(158,640)	4%	(4,388,038)	(135,766)	3%	(4,517,600)	(129,563)	3%
Net budget	(115,251)	-	-	-	0%	-	-	0%	-	-	0%	-	-	0%
LESS: UTILITIES														
Expenditures	(862,005)	(771,382)	(814,846)	(43,465)	-100%	(855,106)	(40,260)	5%	(895,948)	(40,841)	5%	(924,235)	(28,287)	3%
Recoveries	27,950	23,848	23,848	-	0%	23,848	-	0%	23,848	-	0%	23,848	-	0%
Revenues	834,559	748,014	790,999	42,985	6%	831,259	40,260	5%	872,100	40,841	5%	900,387	28,287	3%
Net budget	504	480	-	(480)	-100%	-	-	0%	-	-	0%	-	-	0%
TAX-SUPPORTED CITY														
Expenditures	3,684,456	3,598,521	3,720,221	121,700	3%	3,838,249	118,028	3%	3,931,893	93,644	2%	4,032,779	100,886	3%
Recoveries	(528,053)	(401,240)	(417,588)	(16,348)	4%	(417,236)	352	0%	(415,955)	1,281	0%	(415,565)	390	0%
Revenues	(3,271,151)	(3,196,802)	(3,302,632)	(105,832)	3%	(3,421,013)	(118,380)	4%	(3,515,937)	(94,925)	3%	(3,617,213)	(101,275)	3%
Net budget	(114,747)	480	-	(480)	-100%	-	-	0%	-	-	0%	-	-	0%

Notes:

- 1) This summary does not reflect elimination payments to The City from Utilities. Utilities consists of Stormwater Management, Wastewater Collection & Treatment and Water Treatment & Supply.
- 2) 2017 Estimated Actuals are for information only. These figures are based on pro-ration of the 2018 budgets to service or estimates where it better reflects experience. These figures have also been adjusted to remove Operating Budget Saving Contributions.
- 3) The Utilities and Total City Tax-Supported net budgets reported for 2017 and 2018 in Figures 3 and 6 do not align due to allocation differences between business units and services.

FIGURE 4: Summary of growth operating costs for actively developing and new communities (\$000s)

Note: This summary represents the allocation of the property tax rate approved by Council dedicated to actively developing and new community growth.

Actively developing communities (1)

Service	2019 Base	2020 Base	2021 Base	2022 Base	Total Base
Fire & Emergency Response		3,400	3,400	-	6,800
Total - Fire & Emergency Response	-	3,400	3,400	-	6,800
Parks & Open Spaces	1,426	131	917	427	2,901
Total - Parks & Open Spaces	1,426	131	917	427	2,901
Police Services	-	-	-	8,960	8,960
Total - Police Services	-	-	-	8,960	8,960
Public Transit	1,500	1,505	1,425	1,110	5,540
Total - Public Transit	1,500	1,505	1,425	1,110	5,540
Parking	24	24	24	24	96
Total - Parking	24	24	24	24	96
Sidewalks & Pathways	511	511	511	511	2,044
Total - Sidewalks & Pathways	511	511	511	511	2,044
Streets	2,144	2,144	2,144	2,144	8,576
Total - Streets	2,144	2,144	2,144	2,144	8,576
Bylaw Education	135	135	135		405
Total - Bylaw Education	135	135	135	-	405
TOTAL - Actively Developing Communities	5,740	7,850	8,556	13,176	35,322

Supplemental budget information: Operating Analysis

FIGURE 4: Summary of growth operating costs for actively developing and new communities (\$000s)

Note: This summary represents the allocation of the property tax rate approved by Council dedicated to actively developing and new community growth.

New communities (2)

Service	2019 Base	2020 Base	2021 Base	2022 Base	Total Base
Fire & Emergency Response			6,800	-	6,800
Total - Fire & Emergency Response	-	-	6,800	-	6,800
Police				640	640
Total - Police Services	-	-	-	640	640
TOTAL - New Communities	-	-	6,800	640	7,440
TOTAL GREENFIELD GROWTH	5,740	7,850	15,356	13,816	42,762

Note:

- 1) Actively Developing Communities are the 27 greenfield communities that are in the process of developing prior to 2019.
- 2) New Communities are greenfield communities that will begin development within the 2019-2022 budget cycle.

Supplemental budget information: Operating Analysis

FIGURE 5: 2018 operating budget continuity schedule by department (\$000s)

	2018 approved budget as of Nov 2014	Changes made to 2018 budget in 2015	2018 budget as of December 2015	Changes made to 2018 budget in 2016	2018 budget as of December 2016	Changes made to 2018 budget in 2017	2018 budget as of December 2017	Changes made to 2018 budget in 2018	2018 budget as of March 31, 2018
COMMUNITY SERVICES									
Expenditures	599,099	8,106	607,205	41,642	648,847	(3,403)	645,445	5,865	651,310
Recoveries	(15,097)	-	(15,097)	(1,234)	(16,331)	(1,225)	(17,556)	-	(17,556)
Revenues	(115,815)	-	(115,815)	(25,586)	(141,401)	(1,467)	(142,868)	-	(142,868)
Net budget	468,187	8,106	476,293	14,822	491,115	(6,095)	485,020	5,865	490,885
CIVIC PARTNERS									
Expenditures	92,546	172	92,718	(477)	92,241	1,452	93,693	1,865	95,558
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net budget	92,546	172	92,718	(477)	92,241	1,452	93,693	1,865	95,558
DEPUTY CITY MANAGER'S OFFICE									
Expenditures	370,612	5,242	375,854	(65,794)	310,060	61	310,121	-	310,121
Recoveries	(211,753)	(1,386)	(213,139)	72,935	(140,204)	(3,001)	(143,205)	-	(143,205)
Revenues	(91,050)	-	(91,050)	998	(90,052)	-	(90,052)	-	(90,052)
Net budget	67,810	3,856	71,666	8,139	79,805	(2,940)	76,865	-	76,865
PLANNING & DEVELOPMENT									
Expenditures	133,975	408	134,383	(18,869)	115,514	(2,968)	112,546	(12,129)	100,417
Recoveries	(38,832)	1,916	(36,916)	19,694	(17,222)	303	(16,919)	12,129	(4,791)
Revenues	(75,677)	-	(75,677)	(4,151)	(79,828)	1,964	(77,864)	-	(77,864)
Net budget	19,466	2,324	21,790	(3,326)	18,464	(701)	17,763	-	17,762
URBAN STRATEGY									
Expenditures	-	-	-	4,492	4,492	439	4,931	-	4,931
Recoveries	-	-	-	(2,150)	(2,150)	-	(2,150)	-	(2,150)
Revenues	-	-	-	(158)	(158)	-	(158)	-	(158)
Net budget	-	-	-	2,184	2,184	439	2,623	-	2,623
TRANSPORTATION									
Expenditures	698,935	34,923	733,858	(2,431)	731,427	(14,068)	717,359	417	717,776
Recoveries	(56,993)	(212)	(57,205)	2,221	(54,984)	(8,155)	(63,139)	(417)	(63,556)
Revenues	(237,765)	-	(237,765)	(1,408)	(239,173)	14,055	(225,118)	-	(225,118)
Net budget	404,176	34,711	438,887	(1,618)	437,269	(8,168)	429,101	-	429,101
UTILITIES & ENVIRONMENTAL PROTECTION									
Expenditures	1,063,786	451	1,064,237	48,244	1,112,481	(148,734)	963,747	(2,111)	961,636
Recoveries	(58,451)	-	(58,451)	11,993	(46,458)	69	(46,389)	2,111	(44,278)
Revenues	(952,318)	-	(952,318)	(60,345)	(1,012,663)	151,167	(861,496)	-	(861,496)
Net budget	53,017	451	53,468	(108)	53,360	2,502	55,862	-	55,862
CALGARY POLICE SERVICE									
Expenditures	459,928	24,823	484,751	8,684	493,435	19,053	512,488	-	512,488
Recoveries	(2,600)	-	(2,600)	-	(2,600)	-	(2,600)	-	(2,600)
Revenues	(95,781)	-	(95,781)	(11,537)	(107,318)	(1,500)	(108,818)	-	(108,818)
Net budget	361,547	24,823	386,370	(2,853)	383,517	17,553	401,070	-	401,070

Supplemental budget information: Operating Analysis

FIGURE 5: 2018 operating budget continuity schedule by department (\$000s)

	2018 approved budget as of Nov 2014	Changes made to 2018 budget in 2015	2018 budget as of December 2015	Changes made to 2018 budget in 2016	2018 budget as of December 2016	Changes made to 2018 budget in 2017	2018 budget as of December 2017	Changes made to 2018 budget in 2018	2018 budget as of March 31, 2018
LAW & LEGISLATIVE SERVICES									
Expenditures	75,380	1,519	76,899	682	77,581	39	77,620	4,516	82,136
Recoveries	(36,939)	-	(36,939)	-	(36,939)	-	(36,939)	(4,516)	(41,455)
Revenues	(5,593)	-	(5,593)	(360)	(5,953)	-	(5,953)	-	(5,953)
Net budget	32,848	1,519	34,367	322	34,689	39	34,728	-	34,728
CITY MANAGER'S OFFICE									
Expenditures	7,004	(4,750)	2,254	(10)	2,244	(76)	2,168	-	2,168
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net budget	7,004	(4,750)	2,254	(10)	2,244	(76)	2,168	-	2,168
CHIEF FINANCIAL OFFICER'S DEPARTMENT									
Expenditures	287,249	5,112	292,361	(1,253)	291,108	(6,814)	284,293	-	284,293
Recoveries	(86,993)	-	(86,993)	(14,481)	(101,474)	(132)	(101,606)	-	(101,606)
Revenues	(12,844)	-	(12,844)	8,532	(4,312)	843	(3,469)	-	(3,469)
Net budget	187,413	5,112	192,525	(7,202)	185,323	(6,104)	179,219	-	179,219
MAYOR & COUNCIL									
Expenditures	13,810	399	14,209	289	14,498	262	14,760	-	14,760
Recoveries	(76)	-	(76)	-	(76)	76	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net budget	13,734	399	14,133	289	14,422	338	14,760	-	14,760
CORPORATE PROGRAMS - COMMON REVENUES									
Expenditures	62,164	-	62,164	8,993	71,157	(2,480)	68,677	0	68,677
Recoveries	(300)	-	(300)	-	(300)	-	(300)	-	(300)
Revenues	(2,500,316)	82,812	(2,417,504)	(8,993)	(2,426,497)	80,177	(2,346,320)	(3,500)	(2,349,820)
Net budget	(2,438,452)	82,812	(2,355,640)	-	(2,355,640)	77,697	(2,277,943)	(3,500)	(2,281,443)
CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING									
Expenditures	813,497	(159,535)	653,962	(10,162)	643,800	(75,937)	567,863	(4,230)	563,633
Recoveries	(3,592)	-	(3,592)	-	(3,592)	-	(3,592)	-	(3,592)
Revenues	(79,200)	-	(79,200)	-	(79,200)	(0)	(79,200)	-	(79,200)
Net budget	730,705	(159,535)	571,170	(10,162)	561,008	(75,937)	485,071	(4,230)	480,841
TOTAL CITY									
Expenditures	4,677,984	(83,130)	4,594,854	14,030	4,608,884	(233,174)	4,375,710	(5,807)	4,369,903
Recoveries	(511,626)	318	(511,308)	88,978	(422,330)	(12,066)	(434,395)	9,307	(425,088)
Revenues	(4,166,358)	82,812	(4,083,546)	(103,008)	(4,186,554)	245,239	(3,941,315)	(3,500)	(3,944,816)
Net budget	-	-	-	-	-	-	-	-	-

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
COMMUNITY SERVICES						
Calgary Community Standards						
Expenditures	88,795	79,537	84,940	84,523	84,830	85,136
Recoveries	(2,172)	(1,298)	(1,303)	(1,308)	(1,314)	(1,319)
Revenues	(35,744)	(30,173)	(32,093)	(32,529)	(32,833)	(33,122)
Net budget	50,879	48,066	51,544	50,686	50,683	50,695
Calgary Emergency Management Agency (CEMA)						
Expenditures	6,131	5,176	5,177	5,178	5,179	5,180
Recoveries	(38)	-	-	-	-	-
Revenues	(1,347)	-	-	-	-	-
Net budget	4,747	5,176	5,177	5,178	5,179	5,180
Calgary Fire Department						
Expenditures	248,395	247,691	233,730	240,618	251,088	251,464
Recoveries	(2,117)	(1,473)	(843)	(843)	(843)	(843)
Revenues	(10,267)	(9,038)	(6,509)	(6,669)	(6,829)	(6,989)
Net budget	236,011	237,180	226,378	233,106	243,416	243,632
Calgary Neighbourhoods						
Expenditures	94,611	85,114	82,314	82,603	83,980	83,094
Recoveries	(11,205)	(7,052)	(6,676)	(6,676)	(6,676)	(6,676)
Revenues	(41,279)	(33,911)	(34,042)	(34,042)	(34,042)	(34,042)
Net budget	42,127	44,151	41,596	41,885	43,262	42,376
Calgary Parks						
Expenditures	122,728	103,816	105,257	107,105	109,631	111,016
Recoveries	(7,976)	(3,280)	(3,139)	(3,139)	(3,139)	(3,139)
Revenues	(14,459)	(12,122)	(12,176)	(12,241)	(12,308)	(12,369)
Net budget	100,293	88,414	89,942	91,725	94,184	95,508
Calgary Recreation						
Expenditures	108,319	112,462	112,159	113,980	115,005	116,342
Recoveries	(5,830)	(4,454)	(4,454)	(4,454)	(4,454)	(4,454)
Revenues	(47,891)	(47,788)	(47,788)	(47,788)	(47,788)	(47,788)
Net budget	54,598	60,220	59,917	61,738	62,763	64,100
Calgary Housing						
Expenditures	32,801	16,670	19,597	13,723	13,579	13,595
Recoveries	(19,426)	-	-	-	-	-
Revenues	(7,677)	(9,836)	(10,197)	(7,697)	(7,697)	(7,697)
Net budget	5,698	6,834	9,400	6,026	5,882	5,898

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
General Manager - Community Services						
Expenditures	776	843	843	843	843	843
Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	776	843	843	843	843	843
TOTAL COMMUNITY SERVICES						
Expenditures	702,557	651,310	644,017	648,573	664,135	666,670
Recoveries	(48,765)	(17,556)	(16,414)	(16,419)	(16,425)	(16,430)
Revenues	(158,663)	(142,868)	(142,805)	(140,966)	(141,497)	(142,007)
Net budget	495,130	490,885	484,797	491,187	506,212	508,232
CIVIC PARTNERS						
Expenditures	86,196	95,558	104,502	106,130	107,395	108,784
Recoveries	2,732	-	-	-	-	-
Revenues	(488)	-	-	-	-	-
Net budget	88,440	95,558	104,502	106,130	107,395	108,784
DEPUTY CITY MANAGER'S OFFICE						
Corporate Analytics & Innovation						
Expenditures	49,975	40,770	43,837	43,915	43,771	43,512
Recoveries	(27,920)	(19,342)	(19,458)	(19,458)	(19,458)	(19,458)
Revenues	(2,475)	(1,536)	(1,536)	(1,536)	(1,536)	(1,536)
Net budget	19,581	19,892	22,842	22,920	22,776	22,517
Facility Management						
Expenditures	76,310	63,285	76,832	79,427	80,086	80,447
Recoveries	(30,850)	(18,920)	(20,411)	(20,411)	(20,411)	(20,411)
Revenues	(4,654)	(4,245)	(2,195)	(2,195)	(2,195)	(2,195)
Net budget	40,806	40,120	54,226	56,821	57,480	57,841
Fleet Services						
Expenditures	98,422	83,670	94,839	94,299	93,898	93,386
Recoveries	(91,181)	(81,586)	(92,550)	(91,965)	(91,518)	(90,959)
Revenues	(7,848)	(2,084)	(2,289)	(2,334)	(2,380)	(2,427)
Net budget	(607)	-	-	-	-	-
Real Estate & Development Services						
Expenditures	152,595	92,849	97,629	107,633	118,366	125,644
Recoveries	(13,071)	(11,894)	(14,255)	(14,255)	(13,255)	(13,255)
Revenues	(136,955)	(77,336)	(79,753)	(89,753)	(101,483)	(108,758)
Net budget	2,569	3,619	3,622	3,625	3,628	3,631

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
Resilience and Infrastructure Calgary						
Expenditures	1,341	1,025	1,025	1,025	1,025	1,025
Recoveries	(299)	-	-	-	-	-
Revenues	(364)	-	-	-	-	-
Net budget	677	1,025	1,025	1,025	1,025	1,025
Supply Management						
Expenditures	26,468	25,347	25,821	25,829	25,836	25,844
Recoveries	(11,725)	(11,464)	(11,464)	(11,464)	(11,464)	(11,464)
Revenues	(7,187)	(4,850)	(5,480)	(5,480)	(5,480)	(5,480)
Net budget	7,556	9,033	8,877	8,885	8,892	8,900
General Manager - Deputy City Manager's Office						
Expenditures	3,594	3,177	3,177	3,177	3,177	3,177
Recoveries	(744)	-	-	-	-	-
Revenues	(4)	-	-	-	-	-
Net budget	2,846	3,177	3,177	3,177	3,177	3,177
TOTAL DEPUTY CITY MANAGER'S OFFICE						
Expenditures	408,705	310,121	343,160	355,303	366,159	373,034
Recoveries	(175,789)	(143,205)	(158,137)	(157,552)	(156,106)	(155,546)
Revenues	(159,487)	(90,052)	(91,253)	(101,299)	(113,075)	(120,397)
Net Budget	73,428	76,865	93,769	96,452	96,978	97,091
PLANNING & DEVELOPMENT						
Calgary Approvals Coordination						
Expenditures	6,199	6,027	6,317	6,465	6,614	6,754
Recoveries	(1,966)	-	(161)	(161)	(161)	(161)
Revenues	(401)	(5,605)	(5,734)	(5,882)	(6,024)	(6,164)
Net budget	3,832	422	422	422	429	429
Calgary Building Services						
Expenditures	108,243	65,125	65,127	66,776	68,499	70,208
Recoveries	(6,623)	(4,721)	(5,211)	(5,279)	(5,344)	(5,411)
Revenues	(101,527)	(57,487)	(57,124)	(58,705)	(60,363)	(62,005)
Net budget	92	2,917	2,792	2,792	2,792	2,792
Calgary Growth Strategies						
Expenditures	11,093	12,394	12,529	16,777	16,259	16,259
Recoveries	(10,275)	-	-	-	-	-
Revenues	(844)	(4,839)	(4,569)	(4,853)	(4,768)	(4,753)
Net budget	(25)	7,555	7,960	11,924	11,490	11,506

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
Community Planning						
Expenditures	13,736	16,022	16,281	16,580	16,885	17,167
Recoveries	(476)	-	-	-	-	-
Revenues	(744)	(9,933)	(10,193)	(10,492)	(10,796)	(11,079)
Net budget	12,517	6,088	6,088	6,088	6,088	6,088
General Manager - Planning & Development						
Expenditures	816	850	850	850	850	850
Recoveries	-	(69)	(69)	(69)	(69)	(69)
Revenues	-	-	-	-	-	-
Net budget	816	780	780	780	780	780
TOTAL PLANNING & DEVELOPMENT						
Expenditures	140,087	100,417	101,103	107,448	109,106	111,239
Recoveries	(19,339)	(4,791)	(5,441)	(5,509)	(5,574)	(5,641)
Revenues	(103,516)	(77,864)	(77,620)	(79,933)	(81,952)	(84,001)
Net budget	17,232	17,762	18,043	22,007	21,581	21,597
URBAN STRATEGY						
Expenditures	3,865	4,931	4,301	4,501	4,451	4,351
Recoveries	(1,480)	(2,150)	(2,060)	(2,060)	(2,060)	(2,060)
Revenues	(264)	(158)	(158)	(158)	(158)	(158)
Net budget	2,122	2,623	2,083	2,283	2,233	2,133

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
TRANSPORTATION						
Calgary Transit						
Expenditures	440,583	463,207	482,958	502,190	515,715	530,047
Recoveries	(15,814)	(12,883)	(8,503)	(8,573)	(8,573)	(8,573)
Revenues	(175,399)	(188,834)	(189,947)	(199,913)	(204,089)	(208,434)
Net budget	249,370	261,489	284,507	293,703	303,052	313,039
Roads						
Expenditures	240,342	217,169	224,414	252,014	250,909	258,249
Recoveries	(51,676)	(36,898)	(37,843)	(37,843)	(37,843)	(37,843)
Revenues	(31,543)	(27,395)	(29,238)	(29,611)	(30,021)	(30,319)
Net budget	157,123	152,875	157,333	184,561	183,046	190,088
Green Line						
Expenditures	-	853	853	853	853	853
Recoveries	-	(853)	(853)	(853)	(853)	(853)
Revenues	-	-	-	-	-	-
Net budget	-	-	-	-	-	-
Transportation Infrastructure						
Expenditures	15,283	12,615	12,615	12,615	12,615	12,615
Recoveries	(15,172)	(12,034)	(12,034)	(12,034)	(12,034)	(12,034)
Revenues	(111)	(220)	(220)	(220)	(220)	(220)
Net budget	(0)	361	361	361	361	361
Transportation Planning						
Expenditures	23,481	22,311	21,438	22,735	22,885	23,199
Recoveries	(3,946)	(287)	(3,628)	(3,628)	(3,628)	(3,628)
Revenues	(6,793)	(8,670)	(6,529)	(6,851)	(7,161)	(7,475)
Net budget	12,742	13,354	11,281	12,256	12,096	12,096
General Manager - Transportation						
Expenditures	1,609	1,621	1,621	1,621	1,621	1,621
Recoveries	(736)	(600)	(600)	(600)	(600)	(600)
Revenues	-	-	-	-	-	-
Net budget	873	1,021	1,021	1,021	1,021	1,021
TOTAL TRANSPORTATION						
Expenditures	721,298	717,776	743,899	792,029	804,599	826,585
Recoveries	(87,344)	(63,556)	(63,462)	(63,532)	(63,532)	(63,532)
Revenues	(213,846)	(225,118)	(225,933)	(236,594)	(241,490)	(246,447)
Net budget	420,107	429,101	454,504	491,903	499,577	516,606

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
UTILITIES & ENVIRONMENTAL PROTECTION						
Environmental & Safety Management						
Expenditures	15,801	16,350	17,143	17,643	17,814	18,029
Recoveries	(3,168)	(4,320)	(4,307)	(4,307)	(4,307)	(4,307)
Revenues	(1,711)	(1,167)	(1,673)	(1,523)	(1,523)	(1,673)
Net budget	10,922	10,862	11,163	11,813	11,984	12,049
Waste & Recycling Services						
Expenditures	167,059	171,393	172,484	173,459	174,587	176,705
Recoveries	(23,557)	(15,130)	(14,980)	(14,992)	(15,009)	(15,027)
Revenues	(94,516)	(111,684)	(136,715)	(138,251)	(139,742)	(142,222)
Net budget	48,986	44,579	20,789	20,216	19,836	19,456
Utilities						
Expenditures	863,914	773,090	816,594	856,901	897,790	926,121
Recoveries	(28,651)	(24,445)	(23,848)	(23,848)	(23,848)	(23,848)
Revenues	(835,264)	(748,645)	(792,746)	(833,053)	(873,942)	(902,273)
Net budget	-	-	-	-	-	-
General Manager - Utilities & Environmental Protection						
Expenditures	596	803	803	803	803	803
Recoveries	(163)	(382)	(382)	(382)	(382)	(382)
Revenues	-	-	-	-	-	-
Net Budget	433	421	421	421	421	421
TOTAL - UTILITIES & ENVIRONMENTAL PROTECTION						
Expenditures	1,047,369	961,636	1,007,024	1,048,806	1,090,994	1,121,658
Recoveries	(55,538)	(44,278)	(43,517)	(43,529)	(43,546)	(43,564)
Revenues	(931,491)	(861,496)	(931,134)	(972,827)	(1,015,207)	(1,046,168)
Net budget	60,341	55,862	32,373	32,451	32,241	31,926
CALGARY POLICE SERVICE						
Expenditures	500,182	512,488	515,471	517,654	527,437	537,220
Recoveries	(4,534)	(2,600)	(2,600)	(2,600)	(2,600)	(2,600)
Revenues	(109,380)	(108,818)	(111,618)	(113,618)	(113,618)	(113,618)
Net budget	386,268	401,070	401,253	401,436	411,219	421,002

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
LAW & LEGISLATIVE SERVICES						
City Clerk's Office						
Expenditures	19,297	14,623	14,725	15,909	18,218	15,612
Recoveries	(607)	(71)	(71)	(71)	(71)	(71)
Revenues	(2,939)	(1,028)	(1,028)	(1,028)	(1,028)	(1,028)
Net budget	15,751	13,524	13,626	14,810	17,119	14,513
Corporate Security						
Expenditures	24,557	21,065	24,896	26,500	27,008	27,143
Recoveries	(14,414)	(11,833)	(14,744)	(14,744)	(14,744)	(14,744)
Revenues	(168)	(130)	(130)	(130)	(130)	(130)
Net budget	9,976	9,102	10,022	11,626	12,134	12,269
Law						
Expenditures	47,436	44,966	45,184	45,264	45,345	45,436
Recoveries	(30,988)	(29,462)	(29,462)	(29,462)	(29,462)	(29,462)
Revenues	(6,897)	(4,795)	(4,875)	(4,955)	(5,035)	(5,125)
Net budget	9,551	10,709	10,847	10,848	10,848	10,849
General Counsel - Law and Legislative Services						
Expenditures	1,450	1,483	1,483	1,483	1,483	1,483
Recoveries	(92)	(89)	(89)	(89)	(89)	(89)
Revenues	-	-	-	-	-	-
Net budget	1,359	1,394	1,394	1,394	1,394	1,394
TOTAL LAW & LEGISLATIVE SERVICES						
Expenditures	92,740	82,136	86,288	89,157	92,054	89,674
Recoveries	(46,100)	(41,455)	(44,366)	(44,366)	(44,366)	(44,366)
Revenues	(10,003)	(5,953)	(6,033)	(6,113)	(6,193)	(6,283)
Net budget	36,636	34,728	35,889	38,678	41,495	39,026
CITY MANAGER'S OFFICE						
Expenditures	1,753	2,168	2,168	2,168	2,168	2,168
Recoveries	(22)	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	1,732	2,168	2,168	2,168	2,168	2,168

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
CHIEF FINANCIAL OFFICER'S DEPARTMENT						
Assessment						
Expenditures	20,844	21,828	22,026	22,027	22,028	22,029
Recoveries	(48)	-	-	-	-	-
Revenues	(47)	(128)	(50)	(50)	(50)	(50)
Net budget	20,749	21,700	21,976	21,977	21,978	21,979
Customer Service & Communications						
Expenditures	52,059	46,748	49,460	49,360	49,107	49,078
Recoveries	(27,665)	(22,220)	(22,286)	(22,358)	(22,427)	(22,498)
Revenues	(1)	-	-	-	-	-
Net budget	24,393	24,528	27,174	27,002	26,680	26,580
Finance						
Expenditures	47,648	51,360	51,854	51,907	51,690	51,668
Recoveries	(13,595)	(14,532)	(14,532)	(14,532)	(14,532)	(14,532)
Revenues	(1,715)	(1,234)	(1,259)	(1,259)	(1,259)	(1,259)
Net budget	32,337	35,594	36,063	36,116	35,899	35,877
Human Resources						
Expenditures	40,840	40,932	40,593	40,592	40,593	40,394
Recoveries	(7,876)	(8,375)	(8,375)	(8,375)	(8,375)	(8,375)
Revenues	(1,271)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)
Net budget	31,693	31,357	31,018	31,017	31,018	30,819
Information Technology						
Expenditures	132,617	122,615	123,001	122,812	121,663	121,364
Recoveries	(64,699)	(56,478)	(56,478)	(56,478)	(56,478)	(56,478)
Revenues	(2,334)	(907)	(907)	(907)	(907)	(907)
Net budget	65,584	65,230	65,616	65,427	64,278	63,979
GM - Chief Financial Officer's Department						
Expenditures	705	809	809	809	809	809
Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	705	809	809	809	809	809
TOTAL CHIEF FINANCIAL OFFICER'S DEPARTMENT						
Expenditures	294,712	284,293	287,743	287,507	285,890	285,342
Recoveries	(113,882)	(101,606)	(101,672)	(101,744)	(101,813)	(101,884)
Revenues	(5,369)	(3,469)	(3,415)	(3,415)	(3,415)	(3,415)
Net budget	175,461	179,219	182,656	182,348	180,662	180,043

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
COUNCIL						
Audit Committee						
Expenditures	562	749	749	749	749	749
Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	562	749	749	749	749	749
City Auditor's Office						
Expenditures	2,673	2,914	3,065	3,266	3,267	3,268
Recoveries	(6)	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	2,667	2,914	3,065	3,266	3,267	3,268
Mayor's Office						
Expenditures	1,547	1,941	1,941	1,941	1,941	1,941
Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	1,547	1,941	1,941	1,941	1,941	1,941
Office of the Councillors						
Expenditures	7,204	9,156	9,320	9,216	9,277	9,233
Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	7,204	9,156	9,320	9,216	9,277	9,233
TOTAL COUNCIL						
Expenditures	11,987	14,760	15,075	15,172	15,234	15,191
Recoveries	(6)	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	11,981	14,760	15,075	15,172	15,234	15,191

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
CORPORATE PROGRAMS - COMMON REVENUES						
Franchise Fees						
Expenditures	-	-	-	-	-	-
Recoveries	-	-	-	-	-	-
Revenues	(209,752)	(236,713)	(241,943)	(244,741)	(257,643)	(257,628)
Net budget	(209,752)	(236,713)	(241,943)	(244,741)	(257,643)	(257,628)
General Revenue						
Expenditures	9,136	40,229	40,229	40,229	40,229	40,229
Recoveries	(5)	-	-	-	-	-
Revenues	(203,862)	(183,972)	(169,265)	(178,672)	(159,452)	(154,137)
Net budget	(194,731)	(143,743)	(129,036)	(138,443)	(119,223)	(113,908)
Investment Income & Financial Charges						
Expenditures	34,803	21,608	30,965	32,276	32,904	33,316
Recoveries	(2,364)	(300)	(2,000)	(2,000)	(2,000)	(2,000)
Revenues	(83,641)	(51,808)	(60,965)	(63,276)	(64,904)	(66,316)
Net budget	(51,202)	(30,500)	(32,000)	(33,000)	(34,000)	(35,000)
Taxation						
Expenditures	1,860	6,840	6,840	6,840	6,840	6,840
Recoveries	-	-	-	-	-	-
Revenues	(1,802,642)	(1,877,327)	(1,961,322)	(2,045,024)	(2,128,344)	(2,217,439)
Net budget	(1,800,782)	(1,870,487)	(1,954,482)	(2,038,184)	(2,121,504)	(2,210,599)
TOTAL CORPORATE PROGRAMS - COMMON REVENUES						
Expenditures	45,799	68,677	78,034	79,345	79,973	80,385
Recoveries	(2,369)	(300)	(2,000)	(2,000)	(2,000)	(2,000)
Revenues	(2,299,897)	(2,349,820)	(2,433,495)	(2,531,713)	(2,610,343)	(2,695,520)
Net budget	(2,256,468)	(2,281,443)	(2,357,461)	(2,454,368)	(2,532,370)	(2,617,135)
CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING						
Capital Financing Costs						
Expenditures	414,411	411,668	440,194	439,848	434,723	433,339
Recoveries	-	-	-	-	-	-
Revenues	(99,221)	(76,820)	(67,633)	(63,048)	(58,444)	(56,880)
Net budget	315,190	334,848	372,561	376,800	376,279	376,459
Civic & Intergovernmental Affairs						
Expenditures	448	387	487	544	544	544
Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	448	387	487	544	544	544

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
Corporate Costs						
Expenditures	100,372	154,939	157,920	195,428	239,171	296,953
Recoveries	(3,444)	(3,456)	(1,641)	(1,641)	(1,641)	(1,641)
Revenues	(5,516)	-	-	-	-	-
Net budget	91,413	151,483	156,279	193,787	237,530	295,312
Employee Benefits						
Expenditures	(26,984)	(4,384)	2,661	2,721	2,787	2,856
Recoveries	(122)	(136)	(127)	(133)	(141)	(150)
Revenues	(8,568)	(2,380)	(2,534)	(2,588)	(2,646)	(2,706)
Net budget	(35,674)	(6,900)	-	-	-	-
Gas, Power and Telecom. Committee						
Expenditures	897	950	950	950	950	950
Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	897	950	950	950	950	950
Scholarships						
Expenditures	66	73	73	73	73	73
Recoveries	-	-	-	-	-	-
Revenues	-	-	-	-	-	-
Net budget	66	73	73	73	73	73
TOTAL CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING						
Expenditures	489,211	563,633	602,285	639,564	678,248	734,714
Recoveries	(3,566)	(3,592)	(1,768)	(1,774)	(1,782)	(1,791)
Revenues	(113,305)	(79,200)	(70,167)	(65,636)	(61,090)	(59,586)
Net budget	372,340	480,841	530,350	572,154	615,376	673,337

Supplemental budget information: Operating Analysis

FIGURE 6: Operating budget by business unit (\$000s)

	2017 actual	2018 budget (March 31, 2018)	2019 budget	2020 budget	2021 budget	2022 budget
TOTAL CITY						
Expenditures	4,546,461	4,369,903	4,535,068	4,693,355	4,827,841	4,957,014
Recoveries	(556,003)	(425,088)	(441,436)	(441,084)	(439,803)	(439,413)
Revenues	(4,105,710)	(3,944,816)	(4,093,631)	(4,252,271)	(4,388,038)	(4,517,600)
Net budget	(115,251)	-	-	-	-	-
LESS: UTILITIES						
Expenditures	(863,914)	(773,090)	(816,594)	(856,901)	(897,790)	(926,121)
Recoveries	28,651	24,445	23,848	23,848	23,848	23,848
Revenues	835,264	748,645	792,746	833,053	873,942	902,273
Net budget	-	-	-	-	-	-
TOTAL CITY TAX-SUPPORTED						
Expenditures	3,682,547	3,596,813	3,718,474	3,836,455	3,930,051	4,030,892
Recoveries	(527,352)	(400,642)	(417,589)	(417,237)	(415,956)	(415,566)
Revenues	(3,270,446)	(3,196,171)	(3,300,885)	(3,419,219)	(3,514,096)	(3,615,327)
Net budget	(115,251)	-	-	-	-	-

Notes:

- 1) This summary does not reflect elimination payments to The City from Utilities. Utilities consists of Stormwater Management, Wastewater Collection & Treatment and Water Treatment & Supply.
- 2) 2017 Actuals have been adjusted to remove Operating Budget Saving Contributions.
- 3) The Utilities and Total City Tax-Supported net budgets reported for 2017 and 2018 in Figures 3 and 6 do not align due to allocation differences between business units and services.

Supplemental budget information: Operating Analysis

FIGURE 7: Translation of 2018 operating budget by business unit to services (\$000s)

Note: Services that are jointly responsible for more than one business unit are identified in red and are consolidated in Figure 8 to arrive at Service amount.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net Budget
COMMUNITY SERVICES				
Calgary Community Standards				
Calgary 9-1-1	46,617	(414)	(12,012)	34,191
Bylaw Education & Compliance	10,132	(684)	(577)	8,871
Pet Ownership & Licensing	10,433	-	(5,428)	5,005
Business Licensing	7,870	(200)	(7,670)	-
Taxi, Limousine & Vehicles-for-Hire	4,486	-	(4,486)	-
Calgary Community Standards	79,538	(1,298)	(30,173)	48,066
Calgary Emergency Management Agency (CEMA)				
Emergency Management & Business Continuity	5,176	-	-	5,176
Calgary Emergency Management Agency (CEMA)	5,176	-	-	5,176
Calgary Fire Department				
Fire & Emergency Response	236,434	(1,410)	(6,227)	228,796
Fire Inspection & Enforcement	8,925	(63)	(2,803)	6,058
Fire Safety Education	2,332	-	(8)	2,325
Calgary Fire Department	247,691	(1,473)	(9,038)	237,180
Calgary Housing				
Affordable Housing	16,670	-	(9,836)	6,834
Calgary Housing	16,670	-	(9,836)	6,834
Calgary Neighbourhoods				
Community Strategies	10,586	(747)	-	9,839
Neighbourhood Support	10,120	(2,998)	-	7,122
Social Programs	63,281	(3,268)	(33,911)	26,102
Economic Development & Tourism	731	(24)	-	707
Library Services	313	(13)	-	301
Recreation Opportunities	10	-	-	10
Arts & Culture	10	-	-	10
Affordable Housing	34	(1)	-	33
Parks & Open Spaces	10	-	-	10
City Planning & Policy	19	-	-	19
Calgary Neighbourhoods	85,114	(7,052)	(33,911)	44,151
Calgary Parks				
Parks & Open Spaces	76,552	(3,211)	(3,819)	69,522
Sidewalks & Pathways	2,849	(7)	-	2,842
City Cemeteries	8,531	(16)	(7,218)	1,297
Urban Forestry	14,799	(47)	-	14,752
Development Approvals	1,085	-	(1,085)	-
Calgary Parks	103,816	(3,282)	(12,122)	88,414

Supplemental budget information: Operating Analysis

FIGURE 7: Translation of 2018 operating budget by business unit to services (\$000s)

Note: Services that are jointly responsible for more than one business unit are identified in red and are consolidated in Figure 8 to arrive at Service amount.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net Budget
Calgary Recreation				
Recreation Opportunities	99,204	(3,203)	(46,619)	49,381
Arts & Culture	11,475	(710)	(1,169)	9,596
Social Programs	1,058	(40)	-	1,018
Neighbourhood Support	725	(500)	-	225
Calgary Recreation	112,462	(4,454)	(47,788)	60,220
GM - Community Services				
Executive Leadership	843	-	-	843
GM - Community Services	843	-	-	843
TOTAL - COMMUNITY SERVICES	651,310	(17,556)	(142,868)	490,885
CIVIC PARTNERS				
Economic Development & Tourism	32,144	-	-	32,144
Library Services	53,750	-	-	53,750
Recreation Opportunities	1,399	-	-	1,399
Arts & Culture	6,400	-	-	6,400
Affordable Housing	1,365	-	-	1,365
Parks & Open Spaces	-	-	-	-
Community Strategies	500	-	-	500
City Planning & Policy	-	-	-	-
TOTAL - CIVIC PARTNERS	95,558	-	-	95,558
DEPUTY CITY MANAGER'S OFFICE				
Corporate Analytics & Innovation				
Data Analytics & Information Access	9,242	(1,379)	(12)	7,851
Infrastructure Support	23,442	(13,500)	(1,459)	8,483
Corporate Governance	8,086	(4,463)	(65)	3,558
Corporate Analytics & Innovation	40,770	(19,342)	(1,536)	19,892
Facility Management				
Facility Management	62,796	(18,920)	(4,245)	39,631
Corporate Governance	489	-	-	489
Facility Management	63,285	(18,920)	(4,245)	40,120
Fleet Services				
Fleet Management	83,620	(81,536)	(2,084)	-
Corporate Governance	50	(50)	-	-
Fleet Services	83,670	(81,586)	(2,084)	-

Supplemental budget information: Operating Analysis

FIGURE 7: Translation of 2018 operating budget by business unit to services (\$000s)

Note: Services that are jointly responsible for more than one business unit are identified in red and are consolidated in Figure 8 to arrive at Service amount.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net Budget
Real Estate & Development Services				
Land Development & Sales	47,287	(5,487)	(41,358)	442
Real Estate	45,494	(6,407)	(35,979)	3,109
Corporate Governance	68	-	-	68
Real Estate & Development Services	92,849	(11,894)	(77,336)	3,619
Resilience and Infrastructure Calgary				
Corporate Governance	1,025	-	-	1,025
Resilience and Infrastructure Calgary	1,025	-	-	1,025
Supply Management				
Procurement & Warehousing	24,959	(11,464)	(4,850)	8,645
Corporate Governance	388	-	-	388
Supply Management	25,347	(11,464)	(4,850)	9,033
GM - Deputy City Manager's Office				
Corporate Governance	2,431	-	-	2,431
Executive Leadership	746	-	-	746
GM - Deputy City Manager's Office	3,177	-	-	3,177
TOTAL - DEPUTY CITY MANAGER'S OFFICE	310,121	(143,205)	(90,052)	76,865
PLANNING & DEVELOPMENT				
Calgary Approvals Coordination				
City Planning & Policy	874	-	(452)	422
Development Approvals	3,886	-	(3,886)	-
Building Safety	1,256	-	(1,256)	-
Business Licensing	12	-	(12)	-
Calgary Approvals Coordination	6,027	-	(5,605)	422
Calgary Building Services				
City Planning & Policy	2,383	-	534	2,917
Development Approvals	20,041	(85)	(19,956)	-
Building Safety	39,226	(2,731)	(36,495)	-
Business Licensing	3,474	(1,905)	(1,568)	-
Calgary Building Services	65,125	(4,721)	(57,487)	2,917
Calgary Growth Strategies				
City Planning & Policy	10,610	-	(3,055)	7,555
Development Approvals	858	-	(858)	-
Building Safety	926	-	(926)	-
Calgary Growth Strategies	12,394	-	(4,839)	7,555

Supplemental budget information: Operating Analysis

FIGURE 7: Translation of 2018 operating budget by business unit to services (\$000s)

Note: Services that are jointly responsible for more than one business unit are identified in red and are consolidated in Figure 8 to arrive at Service amount.

2018 Operating Budget (as at March 31, 2018)				
	Expenditures	Recoveries	Revenues	Net Budget
Community Planning				
City Planning & Policy	5,608	-	480	6,088
Development Approvals	10,414	-	(10,414)	-
Community Planning	16,022	-	(9,933)	6,088
GM - Planning & Development				
Executive Leadership	850	(69)	-	780
GM - Planning & Development	850	(69)	-	780
TOTAL - PLANNING & DEVELOPMENT	100,417	(4,791)	(77,864)	17,762
URBAN STRATEGY				
Executive Leadership	428	(430)	-	(2)
City Planning & Policy	4,503	(1,720)	(158)	2,625
TOTAL - URBAN STRATEGY	4,931	(2,150)	(158)	2,623
TRANSPORTATION				
Calgary Transit				
Public Transit	419,938	(12,883)	(186,791)	220,264
Specialized Transit	43,269	-	(2,043)	41,226
Calgary Transit	463,207	(12,883)	(188,834)	261,489
Roads				
Streets	179,664	(33,334)	(24,398)	121,932
Public Transit	1,237	(267)	(556)	414
Parking	2,142	(611)	(190)	1,342
Sidewalks & Pathways	34,125	(2,687)	(2,251)	29,188
Roads	217,169	(36,898)	(27,395)	152,875
Green Line				
Public Transit	853	(853)	-	-
Green Line	853	(853)	-	-
Transportation Infrastructure				
Streets	7,735	(7,338)	(198)	199
Public Transit	2,513	(2,412)	-	101
Sidewalks & Pathways	2,367	(2,284)	(22)	61
Transportation Infrastructure	12,615	(12,034)	(220)	361

Supplemental budget information: Operating Analysis

FIGURE 7: Translation of 2018 operating budget by business unit to services (\$000s)

Note: Services that are jointly responsible for more than one business unit are identified in red and are consolidated in Figure 8 to arrive at Service amount.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net Budget
Transportation Planning				
Streets	10,326	(40)	(3,826)	6,460
Sidewalks & Pathways	5,158	(40)	(1,629)	3,489
Public Transit	2,352	(40)	(1,189)	1,122
City Planning & Policy	1,617	(128)	-	1,489
Development Approvals	1,836	-	(1,276)	560
Parking	1,023	(40)	(750)	233
Transportation Planning	22,311	(287)	(8,670)	13,354
GM - Transportation				
Executive Leadership	970	-	-	970
Streets	215	(198)	-	17
Sidewalks & Pathways	215	(198)	-	17
Public Transit	221	(204)	-	17
GM - Transportation	1,621	(600)	-	1,021
TOTAL - TRANSPORTATION	717,776	(63,556)	(225,118)	429,101
UTILITIES AND ENVIRONMENTAL PROTECTION				
Environmental & Safety Management				
Corporate Governance	1,740	-	(150)	1,590
Organizational Health, Safety & Wellness	6,778	(2,148)	(694)	3,936
Environmental Management	7,831	(2,172)	(324)	5,336
Environmental & Safety Management	16,350	(4,320)	(1,167)	10,862
Waste & Recycling Services				
Waste & Recycling	171,393	(15,130)	(111,684)	44,579
Waste & Recycling Services	171,393	(15,130)	(111,684)	44,579
Utilities				
Water Treatment & Supply	320,368	(10,396)	(309,972)	-
Wastewater Collection & Treatment	377,116	(12,129)	(365,479)	(493)
Stormwater Management	73,898	(1,322)	(72,563)	13
Development Approvals	1,708	(597)	(631)	480
Utilities	773,090	(24,445)	(748,645)	-
GM - Utilities & Environmental Protection				
Executive Leadership	803	(382)	-	421
GM - Utilities & Environmental Protection	803	(382)	-	421
TOTAL - UTILITIES AND ENVIRONMENTAL PROTECTION	961,636	(44,278)	(861,496)	55,862
CALGARY POLICE SERVICE				
Police Services	512,488	(2,600)	(108,818)	401,070
TOTAL - CALGARY POLICE SERVICE	512,488	(2,600)	(108,818)	401,070

Supplemental budget information: Operating Analysis

FIGURE 7: Translation of 2018 operating budget by business unit to services (\$000s)

Note: Services that are jointly responsible for more than one business unit are identified in red and are consolidated in Figure 8 to arrive at Service amount.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net Budget
CITY MANAGER'S OFFICE				
Executive Leadership	1,993	-	-	1,993
Economic Development & Tourism	175	-	-	175
TOTAL - CITY MANAGER'S OFFICE	2,168	-	-	2,168
LAW AND LEGISLATIVE SERVICES				
City Clerk's Office				
Municipal Elections	1,993	-	(240)	1,752
Records Management, Access & Privacy	3,392	-	(3)	3,389
Council & Committee Support	3,764	(71)	(27)	3,666
Appeals & Tribunals	5,366	-	(758)	4,608
Corporate Governance	109	-	-	109
City Clerk's Office	14,623	(71)	(1,028)	13,524
Corporate Security				
Corporate Security	21,065	(11,833)	(130)	9,102
Corporate Security	21,065	(11,833)	(130)	9,102
Law				
Legal Counsel & Advocacy	13,888	(4,429)	(17)	9,441
Insurance & Claims	31,078	(25,033)	(4,778)	1,268
Law	44,966	(29,462)	(4,795)	10,709
General Counsel - Law and Legislative Services				
Corporate Governance	267	-	-	267
Executive Leadership	589	-	-	589
Legal Counsel & Advocacy	256	(89)	-	168
Mayor & Council	371	-	-	371
General Counsel - Law and Legislative Services	1,483	(89)	-	1,394
TOTAL - LAW AND LEGISLATIVE SERVICES	82,136	(41,455)	(5,953)	34,728
CHIEF FINANCIAL OFFICER'S DEPARTMENT				
Assessment				
Property Assessment	21,828	-	(128)	21,700
Assessment	21,828	-	(128)	21,700
Customer Service & Communications				
Corporate Governance	329	-	-	329
Citizen Information & Services	11,376	(857)	-	10,519
Citizen Engagement & Insights	6,486	(306)	-	6,180
Strategic Marketing & Communications	28,557	(21,057)	-	7,500
Customer Service & Communications	46,748	(22,220)	-	24,528

Supplemental budget information: Operating Analysis

FIGURE 7: Translation of 2018 operating budget by business unit to services (\$000s)

Note: Services that are jointly responsible for more than one business unit are identified in red and are consolidated in Figure 8 to arrive at Service amount.

2018 Operating Budget (as at March 31, 2018)				
	Expenditures	Recoveries	Revenues	Net Budget
Finance				
Corporate Governance	640	-	-	640
Financial Support	39,677	(14,532)	(916)	24,229
Taxation	6,295	-	(317)	5,977
Executive Leadership	4,748	-	-	4,748
Finance	51,360	(14,532)	(1,234)	35,594
Human Resources				
Corporate Governance	432	-	-	432
Human Resources Support	35,035	(8,357)	-	26,678
Organizational Health, Safety & Wellness	5,465	(18)	(1,200)	4,247
Human Resources	40,932	(8,375)	(1,200)	31,357
Information Technology				
Corporate Governance	912	-	-	912
IT Solutions & Support	121,703	(56,478)	(907)	64,318
Information Technology	122,615	(56,478)	(907)	65,230
GM - Chief Financial Officer's Department				
Executive Leadership	809	-	-	809
GM - Chief Financial Officer's Department	809	-	-	809
TOTAL - CHIEF FINANCIAL OFFICER'S DEPARTMENT	284,293	(101,606)	(3,469)	179,219
COUNCIL				
Audit Committee				
Mayor & Council	749	-	-	749
Audit Committee	749	-	-	749
City Auditor's Office				
City Auditor's Office	2,914	-	-	2,914
City Auditors' Office	2,914	-	-	2,914
Mayor's Office				
Mayor & Council	1,941	-	-	1,941
Mayor's Office	1,941	-	-	1,941
Office of the Councillors				
Mayor & Council	9,156	-	-	9,156
Office of the Councillors	9,156	-	-	9,156
TOTAL - COUNCIL	14,760	-	-	14,760

Supplemental budget information: Operating Analysis

FIGURE 7: Translation of 2018 operating budget by business unit to services (\$000s)

Note: Services that are jointly responsible for more than one business unit are identified in red and are consolidated in Figure 8 to arrive at Service amount.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net Budget
CORPORATE PROGRAMS - COMMON REVENUES				
Franchise Fees	-	-	(236,713)	(236,713)
General Revenue	40,229	-	(183,972)	(143,743)
Investment Income & Financial Charges	21,608	(300)	(51,808)	(30,500)
Taxation	6,840	-	(1,877,327)	(1,870,487)
CORPORATE PROGRAMS - COMMON REVENUES	68,677	(300)	(2,349,820)	(2,281,443)
CORPORATE PROGRAMS - CORPORATE COSTS & DEBT FINANCING				
Capital Financing Costs	411,668	-	(76,820)	334,848
Civic & Intergovernmental Affairs	387	-	-	387
Corporate Costs	154,939	(3,456)	-	151,483
Employee Benefits	(4,384)	(136)	(2,380)	(6,900)
Financial Charges	-	-	-	-
Gas, Power & Telecommunications Committee	950	-	-	950
Scholarships	73	-	-	73
CORPORATE PROGRAMS - CORPORATE COSTS & DEBT FINANCING	563,633	(3,592)	(79,200)	480,841
TOTAL CITY	4,369,903	(425,088)	(3,944,816)	-

Supplemental budget information: Operating Analysis

FIGURE 8: Summary of 2018 operating budget by joint services (\$000s)

Note: Joint services are where two or more Business Units contribute to a Service.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net budget
Affordable Housing				
Calgary Housing	16,670	-	(9,836)	6,834
Civic Partners	1,365	-	-	1,365
Calgary Neighbourhoods	34	(1)	-	33
Affordable Housing	18,069	(1)	(9,836)	8,232
Arts & Culture				
Calgary Recreation	11,475	(710)	(1,169)	9,596
Civic Partners	6,400	-	-	6,400
Calgary Neighbourhoods	10	-	-	10
Arts & Culture	17,885	(710)	(1,169)	16,006
Building Safety				
Calgary Approvals Coordination	1,256	-	(1,256)	-
Calgary Building Services	39,226	(2,731)	(36,495)	-
Calgary Growth Strategies	926	-	(926)	-
Building Safety	41,408	(2,731)	(38,677)	-
Business Licensing				
Calgary Approvals Coordination	12	-	(12)	-
Calgary Building Services	3,474	(1,905)	(1,568)	-
Calgary Community Standards	7,870	(200)	(7,670)	-
Business Licensing	11,356	(2,105)	(9,250)	-
City Planning & Policy				
Calgary Approvals Coordination	874	-	(452)	422
Calgary Building Services	2,383	-	534	2,917
Calgary Growth Strategies	10,610	-	(3,055)	7,555
Calgary Neighbourhoods	19	-	-	19
Community Planning	5,608	-	480	6,088
Transportation Planning	1,617	(128)	-	1,489
Urban Strategy	4,503	(1,720)	(158)	2,625
City Planning & Policy	25,613	(1,848)	(2,651)	21,114
Community Strategies				
Civic Partners	500	-	-	500
Calgary Neighbourhoods	10,586	(747)	-	9,839
Community Strategies	11,086	(747)	-	10,339

Supplemental budget information: Operating Analysis

FIGURE 8: Summary of 2018 operating budget by joint services (\$000s)

Note: Joint services are where two or more Business Units contribute to a Service.

2018 Operating Budget (as at March 31, 2018)				
	Expenditures	Recoveries	Revenues	Net budget
Corporate Governance				
City Clerk's Office	109	-	-	109
Corporate Analytics & Innovation	8,086	(4,463)	(65)	3,558
Customer Service & Communications	329	-	-	329
Environmental & Safety Management	1,740	-	(150)	1,590
Facility Management	489	-	-	489
Finance	640	-	-	640
Fleet Services	50	(50)	-	-
GM - Deputy City Manager's Office	2,431	-	-	2,431
General Counsel - Law and Legislative services	267	-	-	267
Human Resources	432	-	-	432
Information Technology	912	-	-	912
Real Estate & Development Services	68	-	-	68
Resilience and Infrastructure Calgary	1,025	-	-	1,025
Supply Management	388	-	-	388
Corporate Governance	16,965	(4,513)	(215)	12,238
Development Approvals				
Calgary Approvals Coordination	3,886	-	(3,886)	-
Calgary Building Services	20,041	(85)	(19,956)	-
Calgary Growth Strategies	858	-	(858)	-
Calgary Parks	1,085	-	(1,085)	-
Community Planning	10,414	-	(10,414)	-
Transportation Planning	1,836	-	(1,276)	560
Utilities	1,708	(597)	(631)	480
Development Approvals	39,829	(682)	(38,106)	1,040
Economic Development & Tourism				
City Manager's Office	175	-	-	175
Civic Partners	32,144	-	-	32,144
Calgary Neighbourhoods	731	(24)	-	707
Economic Development & Tourism	33,050	(24)	-	33,027

Supplemental budget information: Operating Analysis

FIGURE 8: Summary of 2018 operating budget by joint services (\$000s)

Note: Joint services are where two or more Business Units contribute to a Service.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net budget
Executive Leadership				
City Manager's Office	1,993	-	-	1,993
Finance	4,748	-	-	4,748
General Counsel - Law and Legislative Services	589	-	-	589
GM - Chief Financial Officer's Department	809	-	-	809
GM - Community Services	843	-	-	843
GM - Deputy City Manager's Office	746	-	-	746
GM - Planning & Development	850	(69)	-	780
GM - Transportation	970	-	-	970
GM - Utilities & Environmental Protection	803	(382)	-	421
Urban Strategy	428	(430)	-	(2)
Executive Leadership	12,779	(881)	-	11,898
Legal Counsel & Advocacy				
General Counsel - Law and Legislative Services	256	(89)	-	168
Law	13,888	(4,429)	(17)	9,441
Legal Counsel & Advocacy	14,144	(4,518)	(17)	9,609
Library Services				
Civic Partners	53,750	-	-	53,750
Calgary Neighbourhoods	313	(13)	-	301
Library Services	54,063	(13)	-	54,050
Mayor & Council				
Audit Committee	749	-	-	749
General Counsel - Law and Legislative Services	371	-	-	371
Mayor's Office	1,941	-	-	1,941
Office of the Councillors	9,156	-	-	9,156
Mayor & Council	12,217	-	-	12,217
Neighbourhood Support				
Calgary Recreation	725	(500)	-	225
Calgary Neighbourhoods	10,120	(2,998)	-	7,122
Neighbourhood Support	10,845	(3,498)	-	7,346
Organizational Health, Safety & Wellness				
Environmental & Safety Management	6,778	(2,148)	(694)	3,936
Human Resources	5,465	(18)	(1,200)	4,247
Organizational Health, Safety & Wellness	12,244	(2,167)	(1,894)	8,183

Supplemental budget information: Operating Analysis

FIGURE 8: Summary of 2018 operating budget by joint services (\$000s)

Note: Joint services are where two or more Business Units contribute to a Service.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net budget
Parking				
Roads	2,142	(611)	(190)	1,342
Transportation Planning	1,023	(40)	(750)	233
Parking	3,165	(650)	(940)	1,575
Parks & Open Spaces				
Calgary Parks	76,552	(3,211)	(3,819)	69,522
Calgary Neighbourhoods	10	-	-	10
Parks & Open Spaces	76,562	(3,211)	(3,819)	69,532
Public Transit				
Calgary Transit	419,938	(12,883)	(186,791)	220,264
GM - Transportation	221	(204)	-	17
Green Line	853	(853)	-	-
Roads	1,237	(267)	(556)	414
Transportation Infrastructure	2,513	(2,412)	-	101
Transportation Planning	2,352	(40)	(1,189)	1,122
Public Transit	427,114	(16,659)	(188,536)	221,919
Recreation Opportunities				
Calgary Recreation	99,204	(3,203)	(46,619)	49,381
Civic Partners	1,399	-	-	1,399
Calgary Neighbourhoods	10	-	-	10
Recreation Opportunities	100,612	(3,204)	(46,619)	50,789
Sidewalks & Pathways				
Calgary Parks	2,849	(7)	-	2,842
GM - Transportation	215	(198)	-	17
Roads	34,125	(2,687)	(2,251)	29,188
Transportation Infrastructure	2,367	(2,284)	(22)	61
Transportation Planning	5,158	(40)	(1,629)	3,489
Sidewalks & Pathways	44,714	(5,215)	(3,902)	35,597
Social Programs				
Calgary Recreation	1,058	(40)	-	1,018
Calgary Neighbourhoods	63,281	(3,268)	(33,911)	26,102
Social Programs	64,339	(3,308)	(33,911)	27,120

Supplemental budget information: Operating Analysis

FIGURE 8: Summary of 2018 operating budget by joint services (\$000s)

Note: Joint services are where two or more Business Units contribute to a Service.

	2018 Operating Budget (as at March 31, 2018)			
	Expenditures	Recoveries	Revenues	Net budget
Streets				
GM - Transportation	215	(198)	-	17
Roads	179,664	(33,334)	(24,398)	121,932
Transportation Infrastructure	7,735	(7,338)	(198)	199
Transportation Planning	10,326	(40)	(3,826)	6,460
Streets	197,939	(40,910)	(28,422)	128,607
TOTAL JOINT SERVICES	1,246,000	(97,595)	(407,964)	740,438
TOTAL NON-JOINT SERVICES	2,491,593	(323,601)	(1,107,832)	1,060,164
CORPORATE PROGRAMS	632,310	(3,892)	(2,429,020)	(1,800,602)
TOTAL CITY	4,369,903	(425,088)	(3,944,816)	-

Supplemental budget information: Operating Analysis

FIGURE 9: Continuity of 2018 tax revenues (\$millions)

	2018 approved budget as of November 2014	Changes made to 2018 budget in 2015	2018 budget as of December 2015	Changes made to 2018 budget in 2016	2018 budget as of December 2016	Changes made to 2018 budget in 2017	2018 budget as of December 2017	Changes made to 2018 budget in 2018	2018 budget as of March 31, 2018
Tax Revenue									
Business Tax: Base	44.8	(0.9)	43.9	-	43.9	-	43.9	-	43.9
Business Tax: Growth	1.8	(1.2)	0.6	-	0.6	(0.2)	0.4	-	0.4
Business tax total	46.6	(2.1)	44.5	-	44.5	(0.2)	44.3	-	44.3
Property Tax: Base	1,861.9	(61.6)	1,800.3	-	1,800.3	(16.4)	1,783.9	-	1,783.9
Property Tax: Growth	36.3	(10.0)	26.3	-	26.3	(1.5)	24.8	-	24.8
Property Tax: Rate Increase	80.2	(3.0)	77.2	-	77.2	(0.8)	76.4	(62.2)	14.2
Property tax total	1,978.4	(74.6)	1,903.8	-	1,903.8	(18.7)	1,885.1	(62.2)	1,822.9
TOTAL TAX REVENUE	2,025.0	(76.7)	1,948.3	-	1,948.3	(18.9)	1,929.4	(62.2)	1,867.2

Note: As of 2019, Business Tax will be fully consolidated into the non-residential property

Supplemental budget information: Operating Analysis

FIGURE 10: Full-time equivalents by service

	2017 Estimate	2018		2019		2020		2021		2022	
		Budget (as at March 31)	Change	Projected	Change	Projected	Change	Projected	Change	Projected	Change
A PROSPEROUS CITY											
Affordable Housing	8.3	16.3	8.0	17.3	1.0	18.3	1.0	18.3	-	18.3	-
Arts & Culture	36.8	38.9	2.0	40.9	2.0	40.9	-	40.9	-	40.9	-
Business Licensing	43.5	41.4	(2.1)	44.6	3.2	44.6	-	44.6	-	44.6	-
Community Strategies	8.7	7.2	(1.5)	12.2	5.0	13.2	1.0	14.2	1.0	14.2	-
Economic Development & Tourism	5.0	4.0	(1.0)	4.0	-	4.0	-	4.0	-	4.0	-
Land Development & Sales	30.8	30.8	-	30.8	-	30.8	-	30.8	-	30.8	-
Library Services	2.0	2.0	-	2.0	-	2.0	-	2.0	-	2.0	-
Social Programs	198.4	171.2	(27.2)	170.2	(1.0)	169.2	(1.0)	166.2	(3.0)	164.2	(2.0)
TOTAL - A PROSPEROUS CITY	333.6	311.8	(21.8)	322.0	10.2	323.0	1.0	321.0	(2.0)	319.0	(2.0)
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS											
Building Safety	229.8	207.9	(21.8)	206.4	(1.6)	206.4	-	206.4	-	206.4	-
Bylaw Education & Compliance	74.6	65.8	(8.8)	76.8	11.0	77.8	1.0	78.8	1.0	78.8	-
Calgary 9-1-1	305.6	310.2	4.6	310.2	-	310.2	-	310.2	-	310.2	-
City Cemeteries	32.2	31.9	(0.3)	31.9	-	31.9	-	31.9	-	31.9	-
City Planning & Policy	108.1	116.4	8.4	112.4	(4.0)	112.4	-	112.4	-	112.4	-
Development Approvals	234.6	244.4	9.8	235.8	(8.6)	235.8	-	235.8	-	235.8	-
Emergency Management & Business Continuity	27.0	27.0	-	27.0	-	27.0	-	27.0	-	27.0	-
Fire & Emergency Response	1,435.6	1,442.0	6.4	1,441.5	(0.5)	1,481.5	40.0	1,541.5	60.0	1,541.5	-
Fire Inspections & Enforcement	46.1	46.3	0.2	47.3	1.0	48.3	1.0	49.3	1.0	50.3	1.0
Fire Safety Education	11.3	11.4	0.1	11.4	-	11.4	-	11.4	-	11.4	-
Neighbourhood Support	82.1	71.1	(11.0)	71.1	-	71.1	-	72.1	1.0	72.1	-
Pet Ownership & Licensing	75.7	70.2	(5.5)	70.2	-	72.2	2.0	72.2	-	72.2	-
Police Services	2,818.0	2,873.0	55.0	2,873.0	-	2,873.0	-	2,933.0	60.0	2,993.0	60.0
TOTAL - A CITY OF SAFE & INSPIRING NEIGHBOURHOODS	5,480.7	5,517.7	37.0	5,514.9	(2.7)	5,558.9	44.0	5,681.9	123.0	5,742.9	61.0
A CITY THAT MOVES											
Parking	10.7	10.6	(0.2)	10.6	-	10.6	-	10.6	-	10.6	-
Public Transit	2,824.1	2,817.3	(6.8)	2,906.3	89.0	2,949.3	43.0	2,990.3	41.0	3,037.3	47.0
Sidewalks & Pathways	212.3	210.4	(1.9)	214.4	4.0	222.4	8.0	222.4	-	222.4	-
Specialized Transit	179.7	179.8	0.1	179.8	-	179.8	-	179.8	-	179.8	-
Streets	806.4	811.0	4.6	828.0	17.0	849.0	21.0	856.0	7.0	869.0	13.0
Taxi, Limousine & Vehicles-for-Hire	19.0	19.0	-	21.0	2.0	21.0	-	21.0	-	21.0	-
TOTAL - A CITY THAT MOVES	4,052.3	4,048.1	(4.2)	4,160.1	112.0	4,232.1	72.0	4,280.1	48.0	4,340.1	60.0
A HEALTHY & GREEN CITY											
Environmental Management	31.8	31.0	(0.8)	33.8	2.8	37.0	3.2	38.0	1.0	38.0	-
Parks & Open Spaces	446.8	442.8	(4.0)	443.8	1.0	442.8	(1.0)	445.8	3.0	446.8	1.0
Recreation Opportunities	526.8	553.3	26.5	603.3	50.0	603.3	-	603.3	-	603.3	-
Stormwater Management	33.0	33.0	-	33.0	-	33.0	-	33.0	-	33.0	-
Urban Forestry	63.1	62.6	(0.6)	62.6	-	62.6	-	62.6	-	62.6	-
Waste & Recycling	590.0	592.0	2.0	592.0	-	592.0	-	592.0	-	592.0	-
Wastewater Collection & Treatment	495.1	494.7	(0.4)	494.7	-	494.7	-	494.7	-	494.7	-
Water Treatment & Supply	730.0	729.4	(0.6)	729.4	-	729.4	-	729.4	-	729.4	-
TOTAL - A HEALTHY & GREEN CITY	2,916.7	2,938.8	22.2	2,992.6	53.8	2,994.8	2.2	2,998.8	4.0	2,999.8	1.0

Supplemental budget information: Operating Analysis

FIGURE 10: Full-time equivalents by service

	2017 Estimate	2018		2019		2020		2021		2022	
		Budget (as at March 31)	Change	Projected	Change	Projected	Change	Projected	Change	Projected	Change
A WELL-RUN CITY											
Appeals & Tribunals	18.4	18.4	-	18.4	-	18.4	-	18.4	-	18.4	-
Citizen Information & Services	115.3	115.2	(0.2)	120.2	5.0	119.2	(1.0)	119.2	-	119.2	-
Citizen Engagement & Insights	35.3	35.3	-	36.3	1.0	36.3	-	32.3	(4.0)	32.3	-
City Auditor's Office	16.0	16.0	-	17.0	1.0	18.0	1.0	18.0	-	18.0	-
Corporate Governance	102.9	102.4	(0.4)	102.4	-	102.4	-	102.4	-	102.4	-
Council & Committee Support	23.8	23.8	-	23.8	-	23.8	-	23.8	-	23.8	-
Executive Leadership	53.5	52.9	(0.6)	52.9	-	52.9	-	52.9	-	52.9	-
Mayor & Council	62.0	62.0	-	62.0	-	62.0	-	62.0	-	62.0	-
Municipal Elections	6.4	6.4	-	6.4	-	6.4	-	6.4	-	6.4	-
Property Assessment	162.7	162.7	-	166.7	4.0	166.7	-	166.7	-	166.7	-
Records Management, Access & Privacy	21.7	21.7	-	22.7	1.0	24.7	2.0	25.7	1.0	25.7	-
Taxation	48.1	48.1	-	49.1	1.0	49.1	-	49.1	-	49.1	-
TOTAL - A WELL-RUN CITY	666.1	664.9	(1.2)	677.9	13.0	679.9	2.0	676.9	(3.0)	676.9	-
ENABLING SERVICES											
Corporate Security	120.0	119.0	(1.0)	138.0	19.0	145.0	7.0	151.5	6.5	154.5	3.0
Data Analytics & Information Access	72.1	72.4	0.2	62.4	(10.0)	62.4	-	62.4	-	62.4	-
Facility Management	170.1	170.1	-	183.6	13.5	183.6	-	183.6	-	183.6	-
Financial Support	285.5	285.5	-	291.5	6.0	291.5	-	291.5	-	291.5	-
Fleet Management	223.0	223.0	-	223.0	-	223.0	-	223.0	-	223.0	-
Human Resources Support	207.7	209.6	1.8	210.6	1.0	211.6	1.0	211.6	-	211.6	-
Infrastructure Support	174.5	175.1	0.6	174.1	(1.0)	173.1	(1.0)	172.1	(1.0)	171.1	(1.0)
Insurance & Claims	24.8	25.0	0.2	25.0	-	25.0	-	25.0	-	25.0	-
IT Solutions & Support	456.8	456.8	-	451.8	(5.0)	444.8	(7.0)	442.8	(2.0)	441.8	(1.0)
Legal Counsel & Advocacy	99.2	100.0	0.8	101.0	1.0	101.0	-	101.0	-	101.0	-
Organizational Health, Safety & Wellness	60.2	59.5	(0.8)	59.5	-	60.5	1.0	60.5	-	60.5	-
Procurement & Warehousing	162.4	162.4	-	161.4	(1.0)	161.4	-	161.4	-	161.4	-
Real Estate	54.7	54.7	-	54.7	-	54.7	-	54.7	-	54.7	-
Strategic Marketing & Communications	203.9	203.6	(0.3)	204.6	1.0	204.6	-	204.6	-	204.6	-
TOTAL - ENABLING SERVICES	2,315.0	2,316.5	1.6	2,341.0	24.5	2,342.0	1.0	2,345.5	3.5	2,346.5	1.0
CORPORATE PROGRAMS											
Capital Financing Costs	-	-	-	-	-	-	-	-	-	-	-
Civic & Intergovernmental Affairs	-	-	-	-	-	-	-	-	-	-	-
Corporate Costs	25.5	120.6	95.1	135.6	15.0	135.6	-	135.6	-	135.6	-
Employee Benefits	-	-	-	-	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-	-	-	-	-
Gas, Power & Telecommunications Committee	-	-	-	-	-	-	-	-	-	-	-
General Revenue	-	-	-	-	-	-	-	-	-	-	-
Investment Income & Financial Charges	-	-	-	-	-	-	-	-	-	-	-
Scholarships	-	-	-	-	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-	-	-	-	-
TOTAL - CORPORATE PROGRAMS	25.5	120.6	95.1	135.6	15.0	135.6	-	135.6	-	135.6	-
TOTAL CITY	15,789.8	15,918.3	128.6	16,144.1	225.8	16,266.3	122.2	16,439.8	173.5	16,560.8	121.0
LESS: UTILITIES	(1,258.1)	(1,257.1)	1.0	(1,257.1)	-	(1,257.1)	-	(1,257.1)	-	(1,257.1)	-
TOTAL TAX SUPPORTED	14,531.7	14,661.2	129.6	14,887.0	225.8	15,009.2	122.2	15,182.7	173.5	15,303.7	121.0

From 2019 -2022, full-time equivalents (FTEs) will increase by 642.5 employees. This is primarily due to growth for new and actively developing communities and an increase in public transit, specialized transit, recreation opportunities and police services.

Notes:

- 1) 2017 estimate is for information only. These figures are based on a pro-ration of the 2018 FTEs by Service or estimates where it better reflects experience.
- 2) FTEs in Corporate Costs are held corporately for future distribution.

Supplemental budget information: Operating Analysis

FIGURE 11: Full-time equivalents by business unit

	2017 Actual	2018		2019		2020		2021		2022	
		Budget (as at March 31)	Change	Projected	Change	Projected	Change	Projected	Change	Projected	Change
COMMUNITY SERVICES											
Calgary Community Standards	494.9	485.2	(9.7)	502.2	17.0	505.2	3.0	506.2	1.0	506.2	-
Calgary Emergency Management Agency (CEMA)	27.0	27.0	-	27.0	-	27.0	-	27.0	-	27.0	-
Calgary Fire Department	1,493.0	1,499.6	6.6	1,500.1	0.5	1,541.1	41.0	1,602.1	61.0	1,603.1	1.0
Calgary Neighbourhoods	286.7	245.4	(41.4)	249.4	4.0	249.4	-	248.4	(1.0)	246.4	(2.0)
Calgary Parks	565.2	560.2	(5.0)	561.2	1.0	560.2	(1.0)	563.2	3.0	564.2	1.0
Calgary Recreation	572.0	601.0	29.0	653.0	52.0	653.0	-	653.0	-	653.0	-
Calgary Housing	8.0	16.0	8.0	17.0	1.0	18.0	1.0	18.0	-	18.0	-
GM - Community Services	3.0	3.0	-	3.0	-	3.0	-	3.0	-	3.0	-
TOTAL - COMMUNITY SERVICES	3,449.8	3,437.4	(12.4)	3,512.9	75.5	3,556.9	44.0	3,620.9	64.0	3,620.9	-
CIVIC PARTNERS											
	1.0	1.0	-	1.0	-	1.0	-	1.0	-	1.0	-
DEPUTY CITY MANAGER'S OFFICE											
Corporate Analytics & Innovation	300.0	301.0	1.0	290.0	(11.0)	289.0	(1.0)	288.0	(1.0)	287.0	(1.0)
Facility Management	173.0	173.0	-	186.5	13.5	186.5	-	186.5	-	186.5	-
Fleet Services	223.0	223.0	-	223.0	-	223.0	-	223.0	-	223.0	-
Real Estate & Development Services	86.0	86.0	-	86.0	-	86.0	-	86.0	-	86.0	-
Resilience & Infrastructure Calgary	7.0	9.0	2.0	7.0	(2.0)	7.0	-	7.0	-	7.0	-
Supply Management	164.5	164.5	-	163.5	(1.0)	163.5	-	163.5	-	163.5	-
GM - Deputy City Manager's Office	19.0	17.0	(2.0)	19.0	2.0	19.0	-	19.0	-	19.0	-
TOTAL - DEPUTY CITY MANAGER'S OFFICE	972.5	973.5	1.0	975.0	1.5	974.0	(1.0)	973.0	(1.0)	972.0	(1.0)
PLANNING & DEVELOPMENT											
Calgary Approvals Coordination	35.0	33.0	(2.0)	33.0	-	33.0	-	33.0	-	33.0	-
Calgary Growth Strategies	52.0	53.0	1.0	53.0	-	53.0	-	53.0	-	53.0	-
Calgary Building Services	369.9	364.9	(5.0)	349.9	(15.0)	349.9	-	349.9	-	349.9	-
Community Planning	97.2	100.2	3.0	100.2	-	100.2	-	100.2	-	100.2	-
GM - Planning & Development	3.0	3.0	0.0	3.0	-	3.0	-	3.0	-	3.0	-
TOTAL - PLANNING & DEVELOPMENT	557.1	554.1	(3.0)	539.1	(15.0)	539.1	-	539.1	-	539.1	-
URBAN STRATEGY											
	9.0	9.0	-	9.0	-	9.0	-	9.0	-	9.0	-
TRANSPORTATION											
Calgary Transit	2,982.0	2,972.3	(9.7)	3,061.3	89.0	3,104.3	43.0	3,145.3	41.0	3,192.3	47.0
Green Line	-	4.0	4.0	4.0	-	4.0	-	4.0	-	4.0	-
Roads	926.8	926.8	-	944.8	18.0	970.8	26.0	977.8	7.0	990.8	13.0
Transportation Infrastructure	46.0	54.0	8.0	54.0	-	54.0	-	54.0	-	54.0	-
Transportation Planning	89.0	80.0	(9.0)	83.0	3.0	86.0	3.0	86.0	-	86.0	-
GM - Transportation	4.0	4.0	-	4.0	-	4.0	-	4.0	-	4.0	-
TOTAL - TRANSPORTATION	4,047.8	4,041.1	(6.7)	4,151.1	110.0	4,223.1	72.0	4,271.1	48.0	4,331.1	60.0
UTILITIES & ENVIRONMENTAL PROTECTION											
Environmental & Safety Management	80.0	78.0	(2.0)	80.8	2.8	85.0	4.2	86.0	1.0	86.0	-
Waste & Recycling Services	590.0	592.0	2.0	592.0	-	592.0	-	592.0	-	592.0	-
Utilities (Water Resources and Water Services)	1,258.1	1,257.1	(1.0)	1,257.1	-	1,257.1	-	1,257.1	-	1,257.1	-
GM - Utilities & Environmental Protection	3.0	3.0	-	3.0	-	3.0	-	3.0	-	3.0	-
TOTAL - UTILITIES & ENVIRONMENTAL PROTECTION	1,931.1	1,930.1	(1.0)	1,932.9	2.8	1,937.1	4.2	1,938.1	1.0	1,938.1	-
CALGARY POLICE SERVICES											
	2,818.0	2,873.0	55.0	2,873.0	-	2,873.0	-	2,933.0	60.0	2,993.0	60.0

Supplemental budget information: Operating Analysis

FIGURE 11: Full-time equivalents by business unit

	2017 Actual	2018 Budget (as at March 31)	Change	2019 Projected	Change	2020 Projected	Change	2021 Projected	Change	2022 Projected	Change
LAW & LEGISLATIVE SERVICES											
City Clerk's Office	70.7	70.7	-	71.7	1.0	73.7	2.0	74.7	1.0	74.7	-
Corporate Security	120.0	119.0	(1.0)	138.0	19.0	145.0	7.0	151.5	6.5	154.5	3.0
Law	124.0	125.0	1.0	126.0	1.0	126.0	-	126.0	-	126.0	-
General Counsel - Law and Legislative Services	7.0	6.0	(1.0)	6.0	-	6.0	-	6.0	-	6.0	-
TOTAL - LAW & LEGISLATIVE SERVICES	321.7	320.7	(1.0)	341.7	21.0	350.7	9.0	358.2	7.5	361.2	3.0
CITY MANAGER'S OFFICE	8.0	8.0	-	8.0	-	8.0	-	8.0	-	8.0	-
CHIEF FINANCIAL OFFICER'S DEPARTMENT											
Assessment	162.7	162.7	-	166.7	4.0	166.7	-	166.7	-	166.7	-
Customer Service & Communications	355.4	381.5	26.1	361.9	(19.6)	360.9	(1.0)	356.9	(4.0)	356.9	-
Finance	358.3	358.3	0.0	365.3	7.0	365.3	-	365.3	-	365.3	-
Human Resources	229.9	209.6	(20.4)	232.9	23.4	233.9	1.0	233.9	-	233.9	-
Information Technology	461.0	456.8	(4.3)	456.0	(0.8)	449.0	(7.0)	447.0	(2.0)	446.0	(1.0)
GM - Chief Financial Officer's Department	3.0	3.0	-	3.0	-	3.0	-	3.0	-	3.0	-
TOTAL - CHIEF FINANCIAL OFFICER'S DEPARTMENT	1,570.3	1,571.8	1.5	1,585.8	14.0	1,578.8	(7.0)	1,572.8	(6.0)	1,571.8	(1.0)
COUNCIL											
Audit Committee	1.0	1.0	-	1.0	-	1.0	-	1.0	-	1.0	-
City Auditor's Office	16.0	16.0	-	17.0	1.0	18.0	1.0	18.0	-	18.0	-
Office of the Councillors	51.0	51.0	-	51.0	-	51.0	-	51.0	-	51.0	-
Mayor's Office	10.0	10.0	-	10.0	-	10.0	-	10.0	-	10.0	-
TOTAL - COUNCIL	78.0	78.0	-	79.0	1.0	80.0	1.0	80.0	-	80.0	-
CORPORATE PROGRAMS											
Capital Financing Costs	-	-	-	-	-	-	-	-	-	-	-
Civic & Intergovernmental Affairs	-	-	-	-	-	-	-	-	-	-	-
Corporate Costs	25.5	120.6	95.1	135.6	15.0	135.6	-	135.6	-	135.6	-
Employee Benefits	-	-	-	-	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-	-	-	-	-
Gas, Power & Telecommunications Committee	-	-	-	-	-	-	-	-	-	-	-
General Revenue	-	-	-	-	-	-	-	-	-	-	-
Investment Income & Financial Charges	-	-	-	-	-	-	-	-	-	-	-
Scholarships	-	-	-	-	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-	-	-	-	-
TOTAL - CORPORATE PROGRAMS	25.5	120.6	95.1	135.6	15.0	135.6	-	135.6	-	135.6	-
TOTAL CITY	15,789.8	15,918.3	128.5	16,144.1	225.8	16,266.3	122.2	16,439.8	173.50	16,560.8	121.0
LESS: UTILITIES	(1,258.1)	(1,257.1)	1.0	(1,257.1)	-	(1,257.1)	-	(1,257.1)	-	(1,257.1)	-
TOTAL TAX SUPPORTED	14,531.7	14,661.2	129.5	14,887.0	225.8	15,009.2	122.2	15,182.7	173.5	15,303.7	121.0

From 2019 -2022, full-time equivalents (FTEs) will increase by 642.5 employees. This is primarily due to growth for new and actively developing communities and an increase in services provided by Calgary Transit, Calgary Recreation and Calgary Police Services.

Note:

1) FTEs in Corporate Costs are held corporately for future distribution.

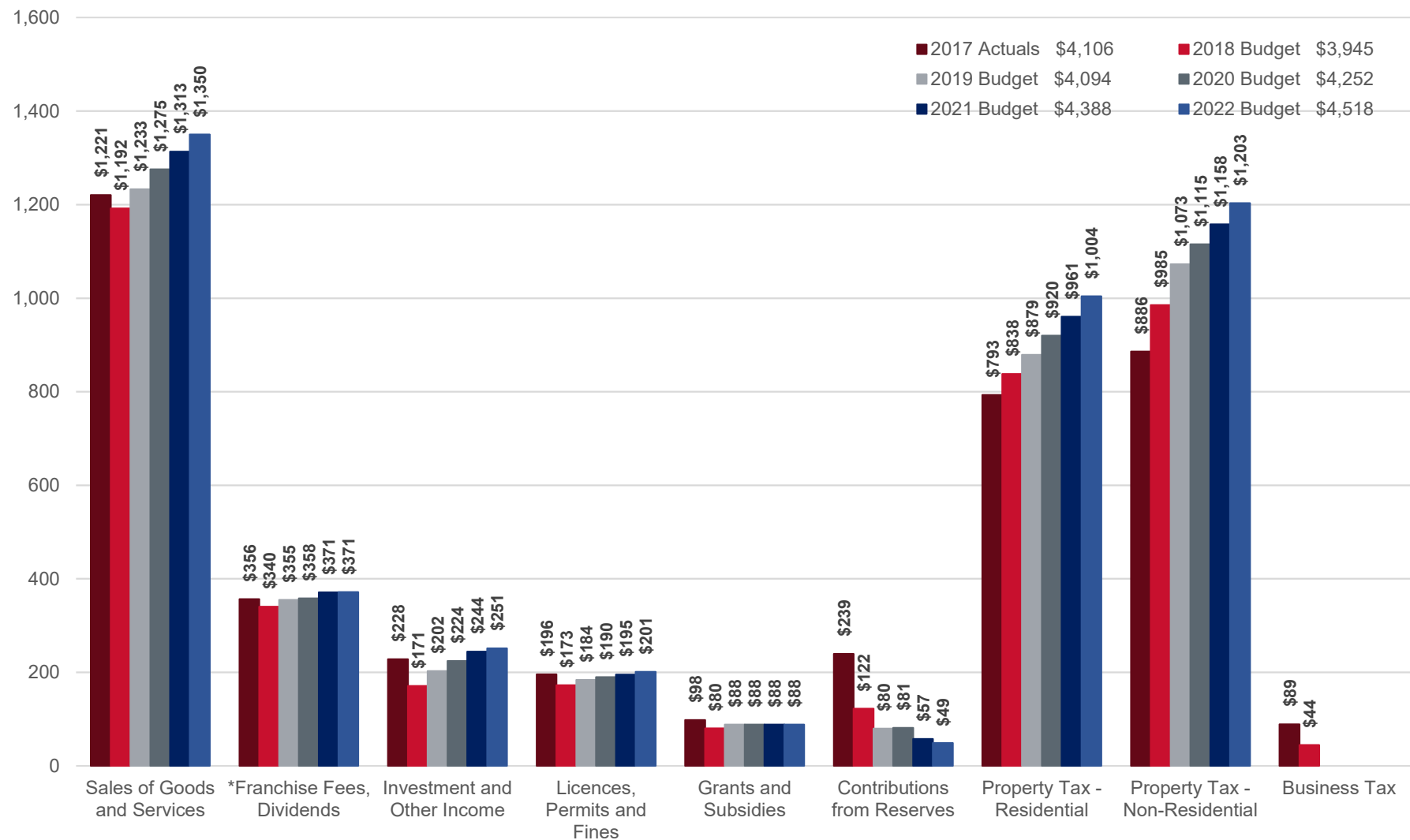
FIGURE 12: Major sources of operating funding (\$millions)

Funding source	Description	Base budget (2022)	One-time budget (2019-2022)
Sales of Goods & Services	Revenue generated from sales of various goods and services.	\$1,350	-
Franchise Fees	Fee paid in lieu of property taxes based on an agreement granting a special franchise (e.g., use of City right of way for underground pipes). Paid by utility companies to The City. Also known as Municipal Consent Access Fees.	\$371	-
Investment & Other Income	Income earned on investments and various sources of other income.	\$251	-
Licences, Permits and Fines	Revenue generated from licences, permits and fines distributed by The City.	\$201	-
Grants & Subsidies	Operating grants received from the Provincial and Federal Governments and various subsidy income.	\$88	-
Contributions from Reserves	Contributions from reserves to finance operating expenditures. One-time expenditures will be funded through the Budget Savings Account Reserve only if required.	\$49	\$47
Property Tax (Residential)	Tax levied based on the assessed market value of all taxable residential properties.	\$1,004	-
Property Tax (Non-Residential)	Tax levied based on the assessed market value of all taxable non-residential properties.	\$1,203	-

Note:

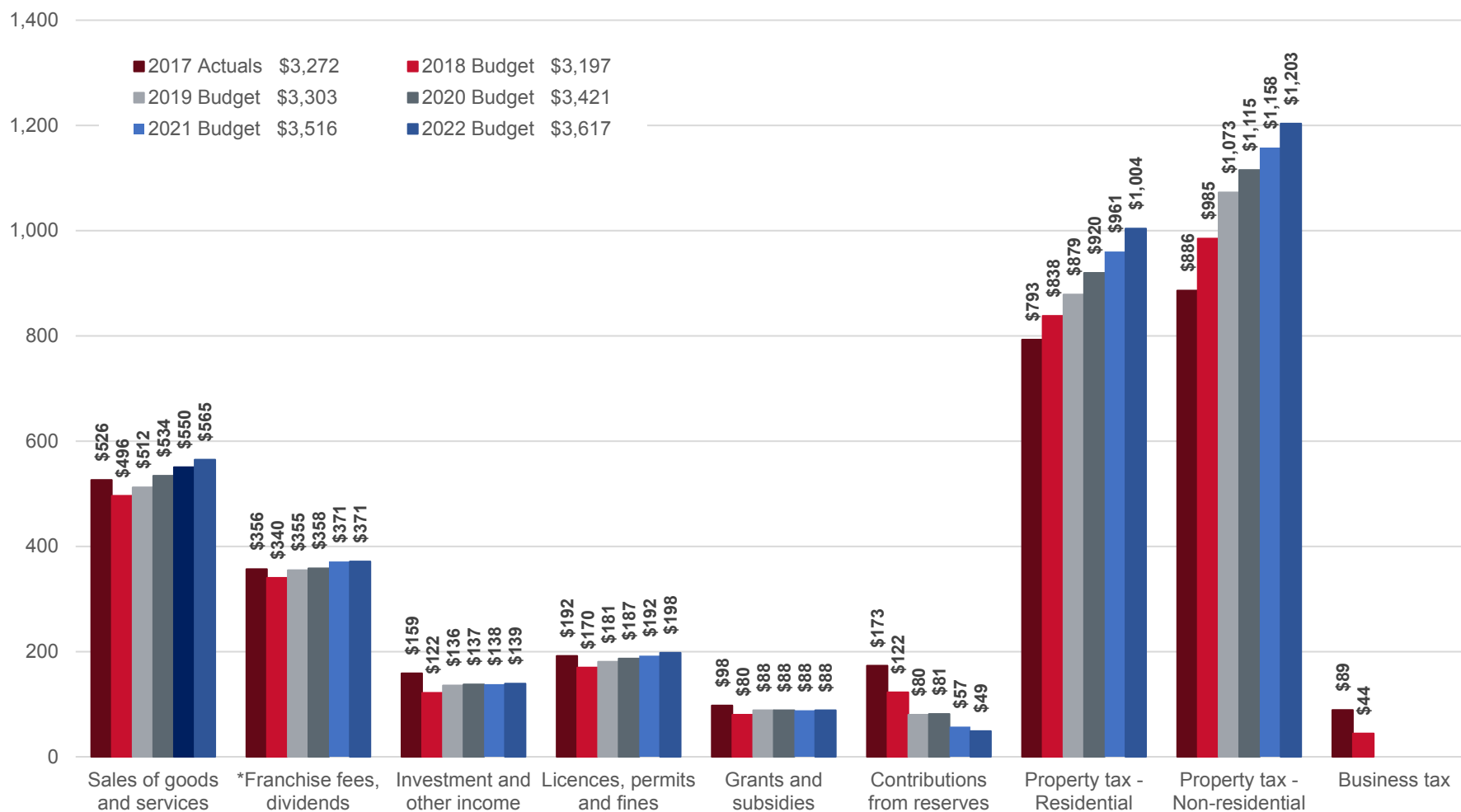
On this table, \$122 million has not been adjusted to remove double counting of franchise fees and dividends paid by Utilities to the City's operating fund. Utilities is composed of Stormwater Management, Waste Water Collection & Treatment and Water Treatment & Supply.

FIGURE 13: Funding the 2019-2022 Operating Budget – Total City (\$millions)



*On this chart, a total of \$700.8 million for 2017-2022 has not been adjusted to remove double counting of franchise fees and dividends paid by Utilities to The City's operating fund. Utilities is composed of Stormwater Management, Wastewater Collection & Treatment and Water Treatment & Supply.

FIGURE 14: Funding the 2019-2022 Operating Budget – Tax-Supported (\$millions)



Reliance on property tax as a revenue source is increasing, from 51 per cent in 2017 to 61 per cent in 2022. Business tax will be fully consolidated as of 2019 and is reported for historical purposes only.

The 2018 budget is at March 31, 2018 and reflects the removal of the provincial property tax.

The amounts reported for budgeted and actual totals each year agree to the total tax-supported revenues reported in Figure 3.

Supplemental budget information: Operating Analysis

FIGURE 15: Summary of tax revenue (\$millions)

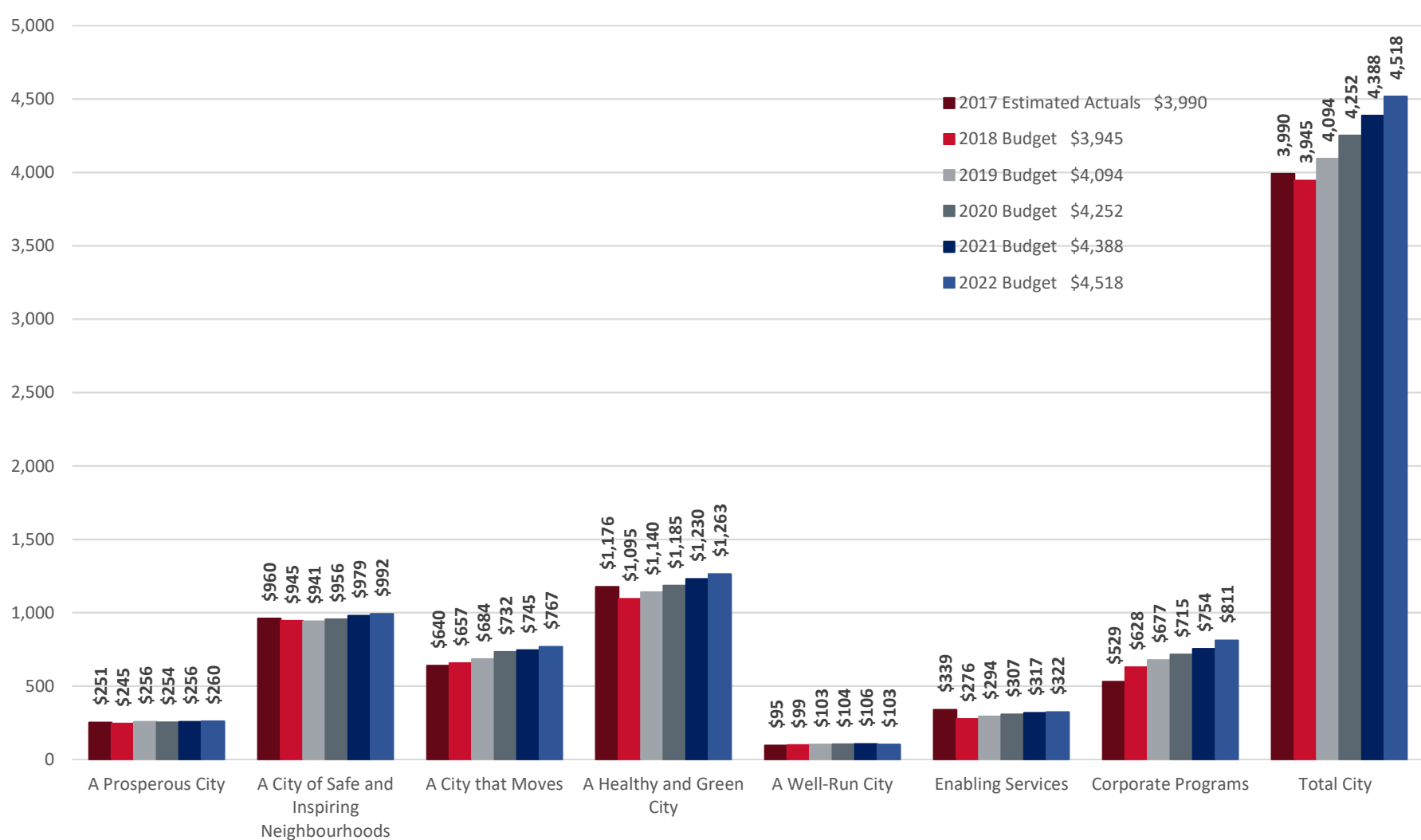
	2016 Actual	2017 Actual	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Net expenditures							
Total budgeted tax-supported expenditures (Net of recoveries)	3,840.7	4,024.8	3,197.3	3,302.6	3,421.0	3,515.9	3,617.2
Less: Non-tax revenue	(2,074.6)	(2,256.3)	(1,329.9)	(1,351.3)	(1,386.0)	(1,397.6)	(1,409.8)
Net tax-supported expenditures	1,766.1	1,768.5	1,867.2	1,951.3	2,035.0	2,118.3	2,207.5
Tax revenue							
Business tax: Base	130.8	87.6	43.9	-	-	-	-
Business tax: Growth	3.8	2.0	0.4	-	-	-	-
Business tax total (1)	134.6	89.6	44.3	-	-	-	-
Property tax: Base	1,542.2	1,678.5	1,783.9	1,868.3	1,951.3	2,035.0	2,118.4
Property tax: Growth	36.9	20.2	24.8	25.5	31.1	28.4	31.7
Property tax: Rate increase	52.4	49.3	14.2	57.5	52.6	54.9	57.4
One-time rebate		(69.1)					
Property tax total (2)	1,631.5	1,678.9	1,822.9	1,951.3	2,035.0	2,118.3	2,207.5
TOTAL TAX REVENUE	1,766.1	1,768.5	1,867.2	1,951.3	2,035.0	2,118.3	2,207.5

(1) Business tax will be fully consolidated in 2019 and is shown in this summary for historical purposes only.

(2) Property tax is the tax levied based on the assessed market value of all taxable properties.

Supplemental budget information: Operating Analysis

FIGURE 16: Investing the 2019-2022 operating budget – total City by Citizen Priority (\$millions)



On this chart, \$700.8 million for 2017-2022 has not been adjusted to remove double counting of franchise fees and dividends paid by Utilities to The City's operating fund. Utilities is comprised of Stormwater Management, Wastewater Collection & Treatment and Water Treatment & Supply.

Supplemental budget information: Operating Analysis

FIGURE 17: Investing the 2019-2022 operating budget - tax-supported by Citizen Priority (\$millions)

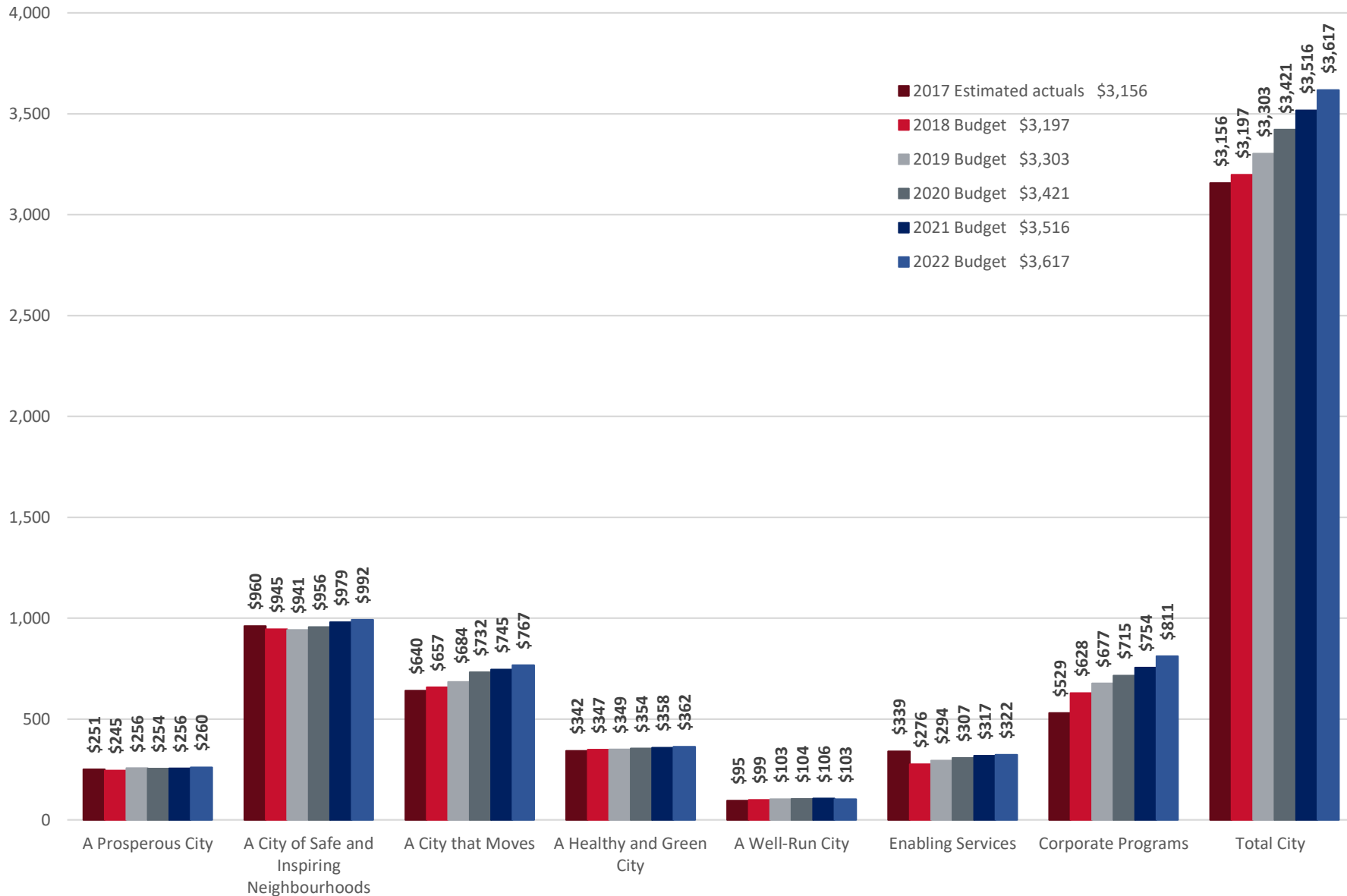
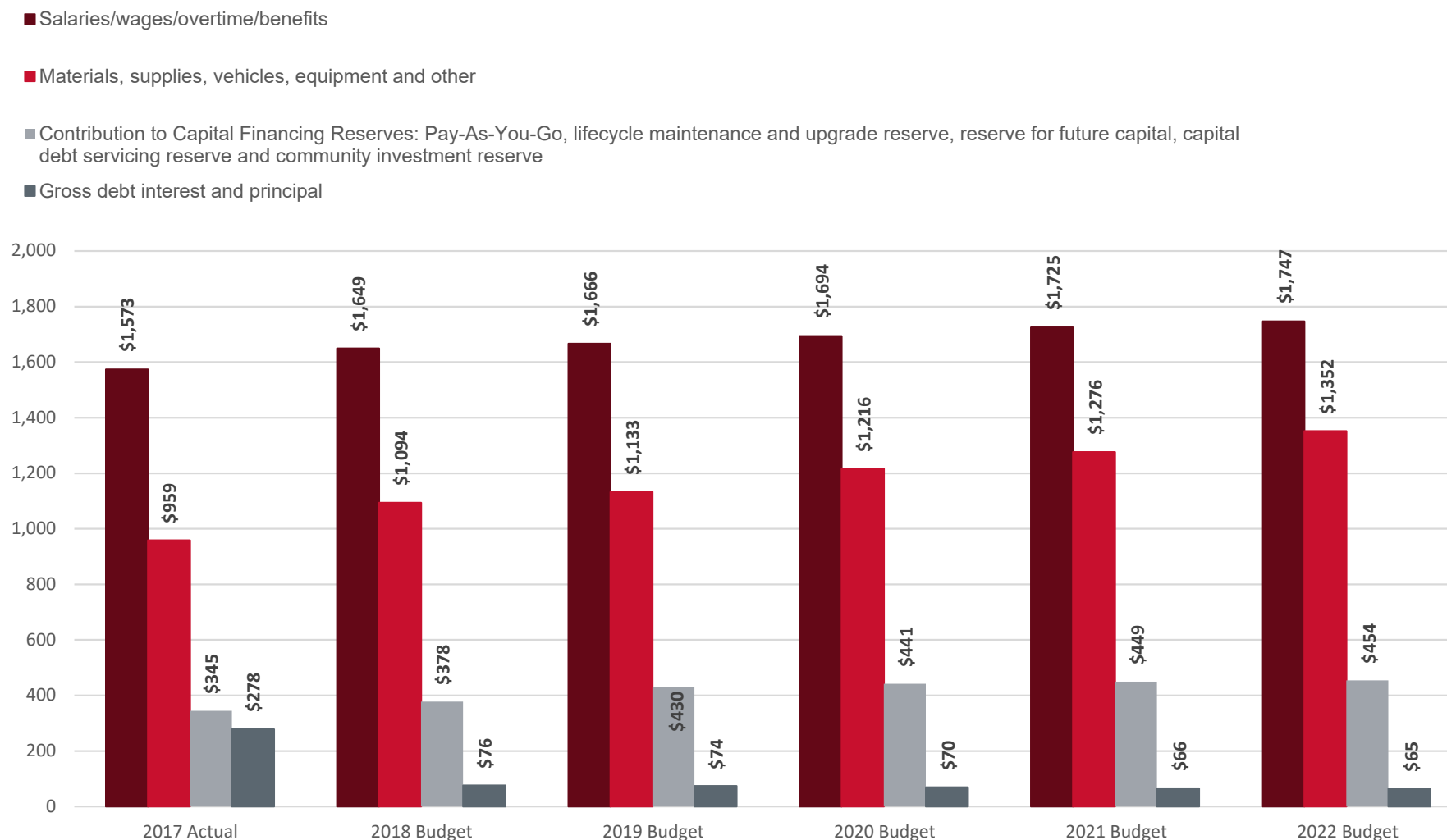


FIGURE 18: Tax-supported expenditure (net of recoveries) by major cost components (\$millions)

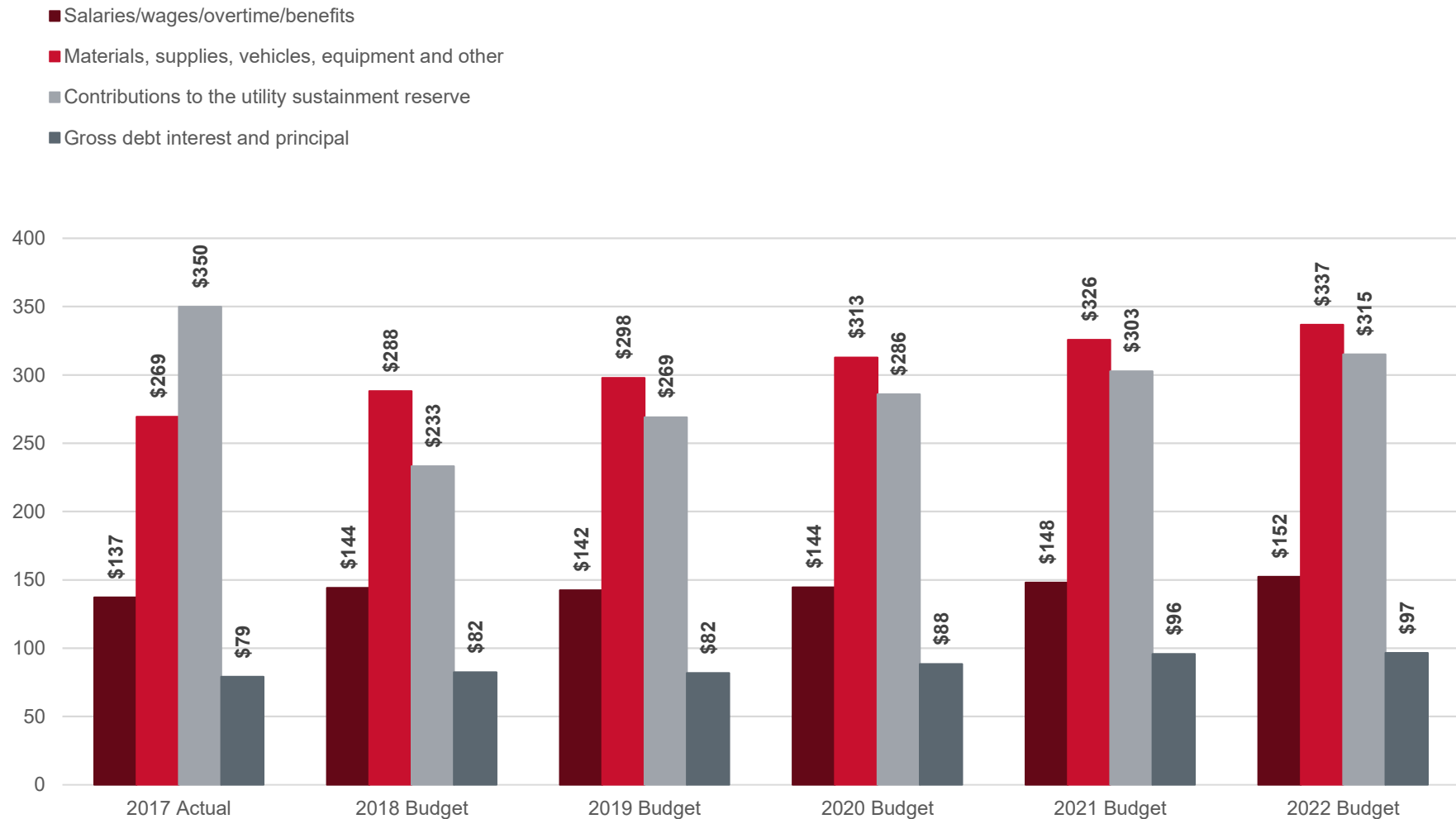


The salaries, wages, overtime and benefits cost component is approximately 50 per cent of total tax-supported expenditures.

Gross debt charges continue to decline and are approximately 2 per cent of total tax-supported expenditures.

The 2018 budget is as of March 31, 2018 and reflects the removal of the provincial property tax.

FIGURE 19: Utilities expenditures (net of recoveries) by major cost components (\$millions)



Utilities is composed of Stormwater Management, Wastewater Collection & Treatment and Water Treatment & Supply.

Supplemental budget information: Operating Analysis

FIGURE 20: Tangible capital asset depreciation (\$000s)

Note: TCA depreciation content is presented for information only. It represents an estimate of the depreciation on The City's infrastructure. Utilities, Calgary Building Services, Fleet Services have their TCA depreciation included in the operating budget.

	2019	2020	2021	2022
COMMUNITY SERVICES				
Calgary Community Standards	3,598	3,611	3,635	3,792
Calgary Emergency Management Agency (CEMA)	659	776	862	954
Calgary Fire Department	9,700	11,230	11,589	11,746
Calgary Neighbourhoods	66	62	55	46
Calgary Parks	39,390	39,176	39,164	38,476
Calgary Recreation	27,294	27,974	28,085	27,915
Calgary Housing	13,942	16,373	19,465	22,846
GM - Community Services	-	-	-	-
TOTAL - COMMUNITY SERVICES	94,648	99,202	102,853	105,776
CIVIC PARTNERS	-	-	-	-
DEPUTY CITY MANAGER'S OFFICE				
Corporate Analytics & Innovation	4,799	5,116	5,473	5,340
Facility Management	34,868	35,038	34,374	34,029
Fleet Services	31,813	32,654	33,252	32,966
Real Estate & Development Services	253	277	304	292
Resilience & Infrastructure Calgary	-	-	-	-
Supply Management	527	657	729	744
GM - Deputy City Manager's Office	2	1	-	-
TOTAL - DEPUTY CITY MANAGER'S OFFICE	72,261	73,743	74,133	73,370
PLANNING & DEVELOPMENT				
Calgary Approvals Coordination	-	-	-	-
Calgary Growth Strategies	-	-	-	-
Calgary Building Services	508	508	508	508
Community Planning	-	-	-	-
GM - Planning & Development	-	-	-	-
TOTAL - PLANNING & DEVELOPMENT	508	508	508	508
URBAN STRATEGY	-	-	-	-

Supplemental budget information: Operating Analysis

FIGURE 20: Tangible capital asset depreciation (\$000s)

Note: TCA depreciation content is presented for information only. It represents an estimate of the depreciation on The City's infrastructure. Utilities, Calgary Building Services, Fleet Services have their TCA depreciation included in the operating budget.

	2019	2020	2021	2022
TRANSPORTATION				
Calgary Transit	137,270	140,116	139,958	141,291
Roads	153,787	152,747	151,110	147,680
Transportation Infrastructure	21	18	18	18
Transportation Planning	12	8	7	6
GM - Transportation	-	-	-	-
TOTAL - TRANSPORTATION	291,090	292,889	291,093	288,995
UTILITIES & ENVIRONMENTAL PROTECTION				
Environmental & Safety Management	575	688	767	640
Waste & Recycling Services	15,722	15,143	14,853	15,052
Utilities	86,951	96,184	103,866	109,369
GM - Utilities & Environmental Protection	-	-	-	-
TOTAL - UTILITIES & ENVIRONMENTAL PROTECTION	103,248	112,015	119,486	125,061
CALGARY POLICE SERVICE	24,391	23,525	24,639	23,621
CITY MANAGER'S OFFICE	24	21	19	17
LAW & LEGISLATIVE SERVICES				
City Clerk's Office	653	1,124	1,243	1,316
Corporate Security	1,642	1,856	1,991	2,137
Law	70	76	100	127
General Counsel - Law and Legislative Services	2	2	2	2
TOTAL - LAW & LEGISLATIVE SERVICES	2,366	3,058	3,336	3,582
CHIEF FINANCIAL OFFICER'S DEPARTMENT				
Assessment	1,604	2,093	2,146	2,143
Customer Service & Communications	2,333	2,763	2,908	2,918
Finance	539	644	673	688
Human Resources	3	1	1	1
Information Technology	30,594	28,282	27,173	28,122
GM - CFOD	4	3	3	2
TOTAL - CHIEF FINANCIAL OFFICER'S DEPARTMENT	35,076	33,787	32,903	33,875

FIGURE 20: Tangible capital asset depreciation (\$000s)

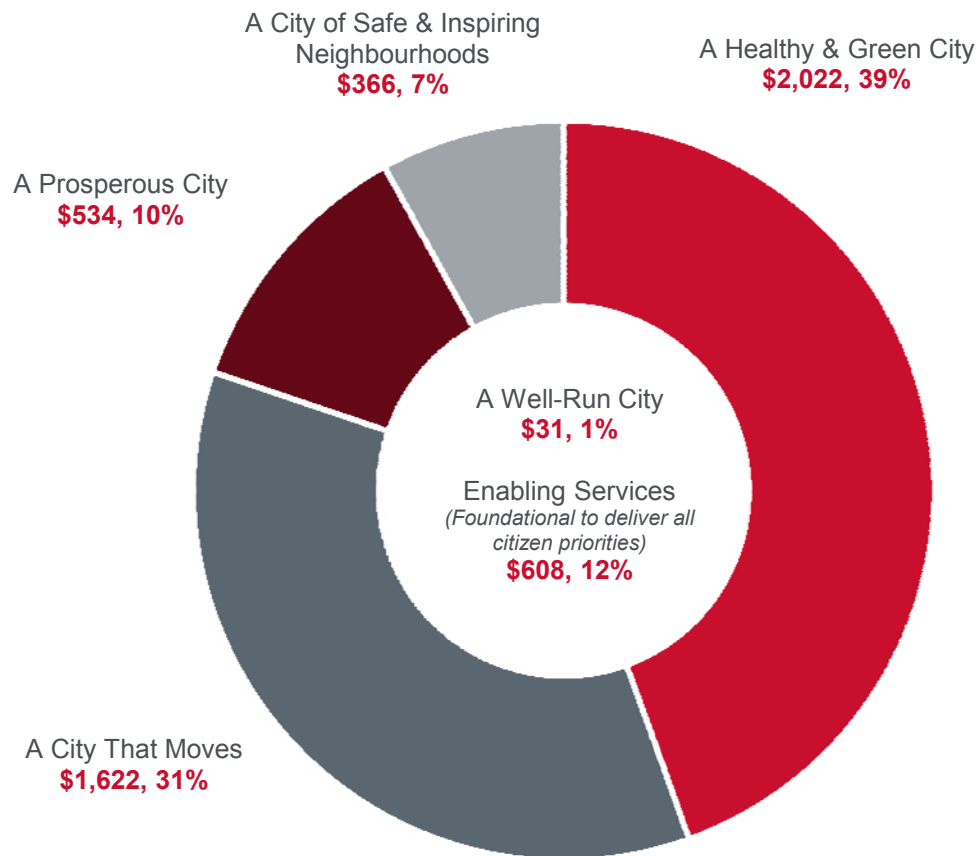
Note: TCA depreciation content is presented for information only. It represents an estimate of the depreciation on The City's infrastructure. Utilities, Calgary Building Services, Fleet Services have their TCA depreciation included in the operating budget.

	2019	2020	2021	2022
COUNCIL				
Audit Committee	1	1	1	1
City Auditor's Office	2	2	2	2
Office of the Councillors	41	53	54	54
Mayor's Office	5	5	5	5
TOTAL - COUNCIL	49	60	61	61
TOTAL CITY	623,660	638,808	649,030	654,866

FIGURE 21: 2019-2023+ capital budget (\$millions)

The 2019-2023+ capital investments include capital budget requests that are commencing during or before the four-year budget cycle (2019-2022). Recognizing the nature and impact of multi-year projects, it also contains requests that will be completed after the four-year budget cycle (2023+).

- The City's capital budget totals \$5,183 million for 2019-2023+. The tax-supported portion is \$3,479 million and the utilities portion is \$1,704 million.
- Growth capital related to actively developing and new communities is incorporated into The City's new capital investments (see Figure 33 for additional information). Growth capital totals \$446 million and it is incorporated into:
 - A City of Safe & Inspiring Neighbourhoods (\$8 million)
 - A City That Moves (\$209 million)
 - A Healthy & Green City (\$229 million)
- Excluded from the 2019-2023+ capital budget is \$13 million of capital funding previously transferred to the capital budget savings account residing in Corporate Programs and identified as capacity for Infrastructure Calgary. This funding has either been committed through Council reports or has restrictions that limit the ability to allocate to the 2019-2023+ proposed capital budget.



2019-2023+ Capital budget: \$5,183 million

FIGURE 22: 2019-2023+ capital budget by citizen priority and service (\$000s)

	2019	2020	2021	2022	2023+	TOTAL
A Prosperous City						
Affordable Housing	44,840	25,339	47,535	43,098	26,000	186,812
Arts & Culture	2,590	2,868	7,701	3,430	8,085	24,674
Business Licensing	123	310	150	50	-	633
Community Strategies	-	-	-	-	-	-
Economic Development & Tourism	15,950	10,842	8,520	7,539	-	42,851
Land Development & Sales	57,590	78,842	108,736	5,490	4,380	255,038
Library Services	2,024	11,974	7,819	2,352	-	24,170
Social Programs	-	-	-	-	-	-
TOTAL - A Prosperous City	123,117	130,175	180,461	61,960	38,465	534,178
A City of Safe & Inspiring Neighbourhoods						
Building Safety	3,281	4,000	8,000	8,000	-	23,281
Bylaw Education & Compliance	245	275	225	225	-	970
Calgary 9-1-1	2,900	3,100	2,900	2,500	-	11,400
City Cemeteries	10,008	2,483	2,884	1,800	-	17,175
City Planning & Policy	900	1,100	900	1,100	-	4,000
Development Approvals	3,580	4,000	2,790	2,630	-	13,000
Emergency Management & Business Continuity	1,704	2,403	1,761	1,615	-	7,483
Fire & Emergency Response	35,754	59,279	19,765	32,532	-	147,330
Fire Inspection & Enforcement	-	-	-	-	-	-
Fire Safety Education	-	-	-	-	-	-
Neighbourhood Support	5,767	5,534	5,534	5,534	-	22,367
Pet Ownership & Licensing	191	391	191	191	-	965
Police Services	34,956	14,579	53,308	14,817	-	117,660
TOTAL - A City of Safe & Inspiring Neighbourhoods	99,286	97,144	98,257	70,944	-	365,631

FIGURE 22: 2019-2023+ capital budget by citizen priority and service (\$000s)

	2019	2020	2021	2022	2023+	TOTAL
A City That Moves						
Parking	29,737	14,482	13,950	9,800	-	67,969
Public Transit	290,314	134,111	95,354	96,027	104,000	719,806
Sidewalks & Pathways	65,450	31,180	22,075	13,100	-	131,805
Specialized Transit	383	113	90	90	-	675
Streets	298,733	169,220	140,300	92,600	-	700,853
Taxi, Limousine & Vehicles-for-Hire	180	380	330	230	-	1,120
TOTAL - A City That Moves	684,796	349,485	272,099	211,847	104,000	1,622,228
A Healthy & Green City						
Environmental Management	595	540	335	245	-	1,715
Parks & Open Spaces	39,360	23,461	30,299	7,828	-	100,948
Recreation Opportunities	35,614	37,816	14,798	6,035	-	94,263
Stormwater Management	72,830	87,170	75,087	58,585	-	293,672
Urban Forestry	-	1,000	1,000	1,000	-	3,000
Waste & Recycling	29,242	29,347	29,937	29,656	-	118,182
Wastewater Collection & Treatment	267,939	293,869	194,377	163,053	-	919,238
Water Treatment & Supply	121,775	157,381	97,763	114,100	-	491,019
TOTAL - A Healthy & Green City	567,355	630,584	443,596	380,502	-	2,022,036

FIGURE 22: 2019-2023+ capital budget by citizen priority and service (\$000s)

	2019	2020	2021	2022	2023+	TOTAL
A Well-Run City						
Appeals & Tribunals	316	-	-	-	-	316
Citizen Engagement & Insights	1,038	-	-	-	-	1,038
Citizen Information & Services	4,690	2,408	958	958	-	9,012
City Auditor's Office	140	-	-	-	-	140
Corporate Governance	500	-	-	-	-	500
Council & Committee Support	-	-	-	-	-	-
Executive Leadership	-	-	-	-	-	-
Mayor & Council	200	100	-	-	-	300
Municipal Elections	1,020	2,200	380	-	-	3,600
Property Assessment	7,972	3,600	-	-	-	11,572
Records Management, Access & Privacy	750	892	280	500	-	2,420
Taxation	1,000	1,000	-	-	-	2,000
TOTAL - A Well-Run City	17,625	10,199	1,617	1,457	-	30,898

FIGURE 22: 2019-2023+ capital budget by citizen priority and service (\$000s)

	2019	2020	2021	2022	2023+	TOTAL
Enabling Services						
Corporate Security	3,738	1,899	1,176	2,254	-	9,066
Data Analytics & Information Access	2,450	2,298	1,527	2,456	-	8,730
Facility Management	47,521	31,455	23,426	20,622	-	123,024
Financial Support	683	460	348	280	-	1,770
Fleet Management	97,546	71,973	40,549	38,700	-	248,768
Human Resources Support	-	-	-	-	-	-
Infrastructure Support	5,661	3,988	1,989	1,372	-	13,011
Insurance & Claims	200	-	-	-	-	200
IT Solutions & Support	46,966	27,502	26,681	24,473	-	125,622
Legal Counsel & Advocacy	1	66	195	195	-	456
Organizational Health, Safety & Wellness	254	142	109	105	-	610
Procurement & Warehousing	1,935	2,240	1,065	459	-	5,699
Real Estate	25,405	15,545	14,778	14,325	-	70,053
Strategic Marketing & Communications	1,350	-	-	-	-	1,350
TOTAL - Enabling Services	233,709	157,567	111,842	105,241	-	608,359
TOTAL CITY	1,725,888	1,375,155	1,107,872	831,950	142,465	5,183,331

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
A Prosperous City							
Affordable Housing							
Previously Approved	26,309	36,709	-	-	-	-	63,018
One Calgary Requests for Approval							
Annual Investment Programs		8,131	21,777	44,682	40,263	26,000	140,853
Projects		-	-	-	-	-	-
Programs		-	3,562	2,853	2,835	-	9,250
Total for Approval		8,131	25,339	47,535	43,098	26,000	150,103
TOTAL - Affordable Housing	26,309	44,840	25,339	47,535	43,098	26,000	213,121
Arts & Culture							
Previously Approved	1,428	-	-	-	-	-	1,428
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		2,500	2,778	5,496	1,225	3,675	15,674
Programs		90	90	2,205	2,205	4,410	9,000
Total for Approval		2,590	2,868	7,701	3,430	8,085	24,674
TOTAL - Arts & Culture	1,428	2,590	2,868	7,701	3,430	8,085	26,102
Business Licensing							
Previously Approved	192	73	60	-	-	-	325
One Calgary Requests for Approval							
Annual Investment Programs		50	50	50	50	-	200
Projects		-	-	-	-	-	-
Programs		-	200	100	-	-	300
Total for Approval		50	250	150	50	-	500
TOTAL - Business Licensing	192	123	310	150	50	-	825

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Economic Development & Tourism							
Previously Approved	23,221	5,470	222	-	-	-	28,913
One Calgary Requests for Approval							
Annual Investment Programs		6,460	4,870	4,770	3,789	-	19,889
Projects		4,020	5,750	3,750	3,750	-	17,270
Programs		-	-	-	-	-	-
Total for Approval		10,480	10,620	8,520	7,539	-	37,159
TOTAL - Economic Development & Tourism	23,221	15,950	10,842	8,520	7,539	-	66,072
Land Development & Sales							
Previously Approved	33,544	44,227	56,402	103,986	-	-	238,159
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		13,363	22,440	4,750	5,490	4,380	50,423
Programs		-	-	-	-	-	-
Total for Approval		13,363	22,440	4,750	5,490	4,380	50,423
TOTAL - Land Development & Sales	33,544	57,590	78,842	108,736	5,490	4,380	288,582
Library Services							
Previously Approved	3,243	-	5,000	-	-	-	8,243
One Calgary Requests for Approval							
Annual Investment Programs		2,024	3,174	3,619	2,352	-	11,170
Projects		-	3,800	4,200	-	-	8,000
Programs		-	-	-	-	-	-
Total for Approval		2,024	6,974	7,819	2,352	-	19,170
TOTAL - Library Services	3,243	2,024	11,974	7,819	2,352	-	27,413
TOTAL - A Prosperous City	87,937	123,117	130,175	180,461	61,960	38,465	622,115

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
A City of Safe & Inspiring Neighbourhoods							
Building Safety							
Previously Approved	6,249	281	-	-	-	-	6,530
One Calgary Requests for Approval							
Annual Investment Programs		3,000	4,000	8,000	8,000	-	23,000
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		3,000	4,000	8,000	8,000	-	23,000
TOTAL - Building Safety	6,249	3,281	4,000	8,000	8,000	-	29,530
Bylaw Education & Compliance							
Previously Approved	848	20	-	-	-	-	868
One Calgary Requests for Approval							
Annual Investment Programs		225	225	225	225	-	900
Projects		-	-	-	-	-	-
Programs		-	50	-	-	-	50
Total for Approval		225	275	225	225	-	950
TOTAL - Bylaw Education & Compliance	848	245	275	225	225	-	1,818
Calgary 9-1-1							
Previously Approved	17,238	900	-	-	-	-	18,138
One Calgary Requests for Approval							
Annual Investment Programs		100	450	600	200	-	1,350
Projects		-	-	-	-	-	-
Programs		1,900	2,650	2,300	2,300	-	9,150
Total for Approval		2,000	3,100	2,900	2,500	-	10,500
TOTAL - Calgary 9-1-1	17,238	2,900	3,100	2,900	2,500	-	28,638

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
City Cemeteries							
Previously Approved	3,973	3,050	-	-	-	-	7,023
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		6,958	2,483	2,884	1,800	-	14,125
Programs		-	-	-	-	-	-
Total for Approval		6,958	2,483	2,884	1,800	-	14,125
TOTAL - City Cemeteries	3,973	10,008	2,483	2,884	1,800	-	21,148
City Planning & Policy							
Previously Approved	547	-	-	-	-	-	547
One Calgary Requests for Approval							
Annual Investment Programs		500	500	500	500	-	2,000
Projects		-	-	-	-	-	-
Programs		400	600	400	600	-	2,000
Total for Approval		900	1,100	900	1,100	-	4,000
TOTAL - City Planning & Policy	547	900	1,100	900	1,100	-	4,547
Development Approvals							
Previously Approved	3,000	-	-	-	-	-	3,000
One Calgary Requests for Approval							
Annual Investment Programs		3,080	1,500	790	630	-	6,000
Projects		-	-	-	-	-	-
Programs		500	2,500	2,000	2,000	-	7,000
Total for Approval		3,580	4,000	2,790	2,630	-	13,000
TOTAL - Development Approvals	3,000	3,580	4,000	2,790	2,630	-	16,000

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Emergency Management & Business Continuity							
Previously Approved	2,707	-	-	-	-	-	2,707
One Calgary Requests for Approval							
Annual Investment Programs		179	499	636	490	-	1,804
Projects		985	1,364	585	585	-	3,519
Programs		540	540	540	540	-	2,160
Total for Approval		1,704	2,403	1,761	1,615	-	7,483
TOTAL - Emergency Management & Business Continuity	2,707	1,704	2,403	1,761	1,615	-	10,190
Fire & Emergency Response							
Previously Approved	53,203	17,148	43,450	-	-	-	113,801
One Calgary Requests for Approval							
Annual Investment Programs		10,056	8,179	12,015	10,280	-	40,529
Projects		8,550	7,650	7,750	22,253	-	46,203
Programs		-	-	-	-	-	-
Total for Approval		18,606	15,829	19,765	32,532	-	86,732
TOTAL - Fire & Emergency Response	53,203	35,754	59,279	19,765	32,532	-	200,533
Neighbourhood Support							
Previously Approved	9,256	3,000	-	-	-	-	12,256
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		2,767	5,534	5,534	5,534	-	19,367
Total for Approval		2,767	5,534	5,534	5,534	-	19,367
TOTAL - Neighbourhood Support	9,256	5,767	5,534	5,534	5,534	-	31,623

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Pet Ownership & Licensing							
Previously Approved	131	-	-	-	-	-	131
One Calgary Requests for Approval							
Annual Investment Programs		191	191	191	191	-	765
Projects		-	-	-	-	-	-
Programs		-	200	-	-	-	200
Total for Approval		191	391	191	191	-	965
TOTAL - Pet Ownership & Licensing	131	191	391	191	191	-	1,096
Police Services							
Previously Approved	52,518	8,000	-	-	-	-	60,518
One Calgary Requests for Approval							
Annual Investment Programs		26,956	14,579	53,308	14,817	-	109,660
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		26,956	14,579	53,308	14,817	-	109,660
TOTAL - Police Services	52,518	34,956	14,579	53,308	14,817	-	170,178
TOTAL - A City of Safe & Inspiring Neighbourhoods	149,670	99,286	97,144	98,257	70,944	-	515,301
A City That Moves							
Parking							
Previously Approved	52,560	19,642	-	-	-	-	72,202
One Calgary Requests for Approval							
Annual Investment Programs		470	350	350	350	-	1,520
Projects		1,725	2,132	1,700	1,700	-	7,257
Programs		7,900	12,000	11,900	7,750	-	39,550
Total for Approval		10,095	14,482	13,950	9,800	-	48,327
TOTAL - Parking	52,560	29,737	14,482	13,950	9,800	-	120,529

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Public Transit							
Previously Approved	529,592	207,575	48,685	52,000	52,000	104,000	993,852
One Calgary Requests for Approval							
Annual Investment Programs		19,360	22,227	18,530	21,022	-	81,140
Projects		-	-	-	-	-	-
Programs		63,378	63,198	24,824	23,005	-	174,406
Total for Approval		82,739	85,426	43,354	44,027	-	255,546
TOTAL - Public Transit	529,592	290,314	134,111	95,354	96,027	104,000	1,249,398
Sidewalks & Pathways							
Previously Approved	41,992	54,825	9,105	-	-	-	105,922
One Calgary Requests for Approval							
Annual Investment Programs		6,875	6,875	6,875	6,875	-	27,500
Projects		-	-	-	-	-	-
Programs		3,750	15,200	15,200	6,225	-	40,375
Total for Approval		10,625	22,075	22,075	13,100	-	67,875
TOTAL - Sidewalks & Pathways	41,992	65,450	31,180	22,075	13,100	-	173,797
Specialized Transit							
Previously Approved	3,024	-	-	-	-	-	3,024
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		383	113	90	90	-	675
Total for Approval		383	113	90	90	-	675
TOTAL - Specialized Transit	3,024	383	113	90	90	-	3,699

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Streets							
Previously Approved	304,330	212,117	22,896	-	-	-	539,343
One Calgary Requests for Approval							
Annual Investment Programs		44,612	48,750	52,550	54,600	-	200,512
Projects		19,479	68,414	57,500	23,500	-	168,893
Programs		22,525	29,160	30,250	14,500	-	96,435
Total for Approval		86,616	146,324	140,300	92,600	-	465,840
TOTAL - Streets	304,330	298,733	169,220	140,300	92,600	-	1,005,183
Taxi, Limousine & Vehicles-for-Hire							
Previously Approved	84	-	-	-	-	-	84
One Calgary Requests for Approval							
Annual Investment Programs		80	80	80	80	-	320
Projects		100	100	150	150	-	500
Programs		-	200	100	-	-	300
Total for Approval		180	380	330	230	-	1,120
TOTAL - Taxi, Limousine & Vehicles-for-Hire	84	180	380	330	230	-	1,204
TOTAL - A City That Moves	931,582	684,796	349,485	272,099	211,847	104,000	2,553,809
A Healthy & Green City							
Environmental Management							
Previously Approved	305	50	-	-	-	-	355
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		545	540	335	245	-	1,665
Total for Approval		545	540	335	245	-	1,665
TOTAL - Environmental Management	305	595	540	335	245	-	2,020

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Parks & Open Spaces							
Previously Approved	35,823	34,740	15,000	19,300	-	-	104,863
One Calgary Requests for Approval							
Annual Investment Programs		3,574	4,000	6,500	4,000	-	18,074
Projects		-	-	-	-	-	-
Programs		1,046	4,461	4,499	3,828	-	13,834
Total for Approval		4,620	8,461	10,999	7,828	-	31,908
TOTAL - Parks & Open Spaces	35,823	39,360	23,461	30,299	7,828	-	136,771
Recreation Opportunities							
Previously Approved	169,175	14,939	4,412	-	-	-	188,526
One Calgary Requests for Approval							
Annual Investment Programs		13,425	25,654	6,298	6,035	-	51,412
Projects		7,250	7,750	8,500	-	-	23,500
Programs		-	-	-	-	-	-
Total for Approval		20,675	33,404	14,798	6,035	-	74,912
TOTAL - Recreation Opportunities	169,175	35,614	37,816	14,798	6,035	-	263,438
Stormwater Management							
Previously Approved	84,578	72,621	9,558	-	-	-	166,757
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		209	77,612	75,087	58,585	-	211,493
Total for Approval		209	77,612	75,087	58,585	-	211,493
TOTAL - Stormwater Management	84,578	72,830	87,170	75,087	58,585	-	378,250

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Urban Forestry							
Previously Approved	372	-	-	-	-	-	372
One Calgary Requests for Approval							
Annual Investment Programs		-	1,000	1,000	1,000	-	3,000
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		-	1,000	1,000	1,000	-	3,000
TOTAL - Urban Forestry	372	-	1,000	1,000	1,000	-	3,372
Waste & Recycling							
Previously Approved	43,155	7,579	-	-	-	-	50,734
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		21,663	29,347	29,937	29,656	-	110,603
Total for Approval		21,663	29,347	29,937	29,656	-	110,603
TOTAL - Waste & Recycling	43,155	29,242	29,347	29,937	29,656	-	161,337
Wastewater Collection & Treatment							
Previously Approved	195,949	223,852	240,577	-	-	-	660,378
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		44,087	53,292	194,377	163,053	-	454,809
Total for Approval		44,087	53,292	194,377	163,053	-	454,809
TOTAL - Wastewater Collection & Treatment	195,949	267,939	293,869	194,377	163,053	-	1,115,187

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Water Treatment & Supply							
Previously Approved	111,653	81,040	58,273	-	-	-	250,966
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		40,735	99,108	97,763	114,100	-	351,706
Total for Approval		40,735	99,108	97,763	114,100	-	351,706
TOTAL - Water Treatment & Supply	111,653	121,775	157,381	97,763	114,100	-	602,671
TOTAL - A Healthy & Green City	641,010	567,355	630,584	443,596	380,502	-	2,663,046
A Well-Run City							
Appeals & Tribunals							
Previously Approved	112	316	-	-	-	-	428
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		-	-	-	-	-	-
TOTAL - Appeals & Tribunals	112	316	-	-	-	-	428
Citizen Engagement & Insights							
Previously Approved	1,266	1,038	-	-	-	-	2,304
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		-	-	-	-	-	-
TOTAL - Citizen Engagement & Insights	1,266	1,038	-	-	-	-	2,304

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Citizen Information & Services							
Previously Approved	4,603	2,472	-	-	-	-	7,075
One Calgary Requests for Approval							
Annual Investment Programs		916	916	958	958	-	3,747
Projects		1,302	1,492	-	-	-	2,793
Programs		-	-	-	-	-	-
Total for Approval		2,218	2,408	958	958	-	6,540
TOTAL - Citizen Information & Services	4,603	4,690	2,408	958	958	-	13,616
City Auditor's Office							
Previously Approved	-	-	-	-	-	-	-
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		140	-	-	-	-	140
Programs		-	-	-	-	-	-
Total for Approval		140	-	-	-	-	140
TOTAL - City Auditor's Office	-	140	-	-	-	-	140
Corporate Governance							
Previously Approved	4,500	500	-	-	-	-	5,000
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		-	-	-	-	-	-
TOTAL - Corporate Governance	4,500	500	-	-	-	-	5,000

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Council & Committee Support							
Previously Approved	138	-	-	-	-	-	138
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		-	-	-	-	-	-
TOTAL - Council & Committee Support	138	-	-	-	-	-	138
Mayor & Council							
Previously Approved	-	-	-	-	-	-	-
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		200	100	-	-	-	300
Programs		-	-	-	-	-	-
Total for Approval		200	100	-	-	-	300
TOTAL - Mayor & Council	-	200	100	-	-	-	300
Municipal Elections							
Previously Approved	-	-	-	-	-	-	-
One Calgary Requests for Approval							
Annual Investment Programs		1,020	2,200	380	-	-	3,600
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		1,020	2,200	380	-	-	3,600
TOTAL - Municipal Elections	-	1,020	2,200	380	-	-	3,600

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Property Assessment							
Previously Approved	5,478	7,972	-	-	-	-	13,450
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		-	3,600	-	-	-	3,600
Total for Approval		-	3,600	-	-	-	3,600
TOTAL - Property Assessment	5,478	7,972	3,600	-	-	-	17,050
Records Management, Access & Privacy							
Previously Approved	535	470	392	-	-	-	1,397
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		280	500	280	500	-	1,558
Programs		-	-	-	-	-	-
Total for Approval		280	500	280	500	-	1,558
TOTAL - Records Management, Access & Privacy	535	750	892	280	500	-	2,955
Taxation							
Previously Approved	-	-	-	-	-	-	-
One Calgary Requests for Approval							
Annual Investment Programs		1,000	1,000	-	-	-	2,000
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		1,000	1,000	-	-	-	2,000
TOTAL - Taxation	-	1,000	1,000	-	-	-	2,000
TOTAL - A Well-Run City	16,632	17,625	10,199	1,617	1,457	-	47,530

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Enabling Services							
Corporate Security							
Previously Approved	5,995	180	-	-	-	-	6,175
One Calgary Requests for Approval							
Annual Investment Programs		1,702	743	540	1,748	-	4,733
Projects		-	-	-	-	-	-
Programs		1,856	1,156	636	506	-	4,154
Total for Approval		3,558	1,899	1,176	2,254	-	8,886
TOTAL - Corporate Security	5,995	3,738	1,899	1,176	2,254	-	15,061
Data Analytics & Information Access							
Previously Approved	5,621	-	-	-	-	-	5,621
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		2,450	2,298	1,527	2,456	-	8,730
Programs		-	-	-	-	-	-
Total for Approval		2,450	2,298	1,527	2,456	-	8,730
TOTAL - Data Analytics & Information Access	5,621	2,450	2,298	1,527	2,456	-	14,352
Facility Management							
Previously Approved	58,617	23,222	5,155	-	-	-	86,994
One Calgary Requests for Approval							
Annual Investment Programs		4,608	3,765	3,386	3,294	-	15,053
Projects		22	2,622	3,222	1,672	-	7,538
Programs		19,669	19,912	16,818	15,657	-	72,056
Total for Approval		24,299	26,300	23,426	20,622	-	94,647
TOTAL - Facility Management	58,617	47,521	31,455	23,426	20,622	-	181,641

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Financial Support							
Previously Approved	1,787	300	-	-	-	-	2,087
One Calgary Requests for Approval							
Annual Investment Programs		383	460	348	280	-	1,470
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		383	460	348	280	-	1,470
TOTAL - Financial Support	1,787	683	460	348	280	-	3,557
Fleet Management							
Previously Approved	24,766	49,146	37,473	2,249	-	-	113,634
One Calgary Requests for Approval							
Annual Investment Programs		46,700	33,800	37,600	38,000	-	156,100
Projects		-	-	-	-	-	-
Programs		1,700	700	700	700	-	3,800
Total for Approval		48,400	34,500	38,300	38,700	-	159,900
TOTAL - Fleet Management	24,766	97,546	71,973	40,549	38,700	-	273,534
Human Resources Support							
Previously Approved	1,889	-	-	-	-	-	1,889
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		-	-	-	-	-	-
TOTAL - Human Resources Support	1,889	-	-	-	-	-	1,889

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Infrastructure Support							
Previously Approved	8,906	987	941	-	-	-	10,834
One Calgary Requests for Approval							
Annual Investment Programs		20	20	20	20	-	80
Projects		604	733	669	65	-	2,071
Programs		4,050	2,294	1,301	1,287	-	8,932
Total for Approval		4,674	3,047	1,989	1,372	-	11,083
TOTAL - Infrastructure Support	8,906	5,661	3,988	1,989	1,372	-	21,916
Insurance & Claims							
Previously Approved	200	200	-	-	-	-	400
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		-	-	-	-	-	-
TOTAL - Insurance & Claims	200	200	-	-	-	-	400
IT Solutions & Support							
Previously Approved	39,733	20,364	974	-	-	-	61,071
One Calgary Requests for Approval							
Annual Investment Programs		26,602	26,528	26,681	24,473	-	104,284
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		26,602	26,528	26,681	24,473	-	104,284
TOTAL - IT Solutions & Support	39,733	46,966	27,502	26,681	24,473	-	165,355

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Legal Counsel & Advocacy							
Previously Approved	-	-	-	-	-	-	-
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		1	66	195	195	-	456
Programs		-	-	-	-	-	-
Total for Approval		1	66	195	195	-	456
TOTAL - Legal Counsel & Advocacy	-	1	66	195	195	-	456
Organizational Health, Safety & Wellness							
Previously Approved	45	115	-	-	-	-	160
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		139	142	109	105	-	495
Total for Approval		139	142	109	105	-	495
TOTAL - Organizational Health, Safety & Wellness	45	254	142	109	105	-	655
Procurement & Warehousing							
Previously Approved	2,077	940	931	196	-	-	4,144
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		250	450	250	-	-	950
Programs		745	859	619	459	-	2,682
Total for Approval		995	1,309	869	459	-	3,632
TOTAL - Procurement & Warehousing	2,077	1,935	2,240	1,065	459	-	7,776

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
Real Estate							
Previously Approved	12,785	525	450	403	-	-	14,163
One Calgary Requests for Approval							
Annual Investment Programs		24,100	14,100	14,100	14,100	-	66,400
Projects		780	995	275	225	-	2,275
Programs		-	-	-	-	-	-
Total for Approval		24,880	15,095	14,375	14,325	-	68,675
TOTAL - Real Estate	12,785	25,405	15,545	14,778	14,325	-	82,838
Strategic Marketing & Communications							
Previously Approved	1,322	1,350	-	-	-	-	2,672
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		-	-	-	-	-	-
Total for Approval		-	-	-	-	-	-
TOTAL - Strategic Marketing & Communications	1,322	1,350	-	-	-	-	2,672
TOTAL - Enabling Services	163,743	233,709	157,567	111,842	105,241	-	772,102
TOTAL CITY							
Previously Approved (Note 1)	1,990,574	1,157,955	559,956	178,134	52,000	104,000	4,042,619
One Calgary Requests for Approval							
Annual Investment Programs		256,399	252,464	305,580	258,623	26,000	1,099,065
Projects		70,957	133,915	103,682	65,564	8,055	382,174
Programs		240,577	428,820	520,476	455,763	4,410	1,650,046
Total for Approval		567,933	815,199	929,738	779,950	38,465	3,131,285
TOTAL - Total City	1,990,574	1,725,888	1,375,155	1,107,872	831,950	142,465	7,173,905

FIGURE 23: Capital budget by investment category (\$000s)

	2018	2019	2020	2021	2022	2023+	TOTAL
UTILITIES							
Previously Approved	392,180	377,513	308,408	-	-	-	1,078,101
One Calgary Requests for Approval							
Annual Investment Programs		-	-	-	-	-	-
Projects		-	-	-	-	-	-
Programs		85,031	230,012	367,227	335,738	-	1,018,008
Total for Approval		85,031	230,012	367,227	335,738	-	1,018,008
TOTAL - Utilities	392,180	462,544	538,420	367,227	335,738	-	2,096,109
TAX-SUPPORTED							
Previously Approved	1,598,394	780,442	251,548	178,134	52,000	104,000	2,964,518
One Calgary Requests for Approval							
Annual Investment Programs		256,399	252,464	305,580	258,623	26,000	1,099,065
Projects		70,957	133,915	103,682	65,564	8,055	382,174
Programs		155,546	198,808	153,249	120,026	4,410	632,039
Total for Approval		482,902	585,187	562,511	444,213	38,465	2,113,278
TOTAL - Tax-Supported	1,598,394	1,263,344	836,735	740,645	496,213	142,465	5,077,796

Note 1: Excluded from 2018 and 2019-2023+ previously approved budget is \$527 and \$12,900 respectively relating to capital funding previously transferred to the Capital Budget Savings Account residing in Corporate Programs and identified as capacity for Infrastructure Calgary. This funding has either been committed through Council reports or has restrictions that limit the ability to allocate to the 2019-2023+ proposed capital budget.

FIGURE 24: Operating cost of capital by Citizen Priority and service – incremental (\$000s)

	Operating costs of new capital requests				Operating costs of previously approved capital				Total operating costs of capital			
	Budget				Budget				Budget			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
A Prosperous City												
Affordable Housing	-	-	-	-	-	-	-	-	-	-	-	-
Arts & Culture	-	-	-	-	-	-	-	-	-	-	-	-
Business Licensing	-	30	-	-	-	-	-	-	-	30	-	-
Community Strategies	-	-	-	-	-	-	-	-	-	-	-	-
Economic Development & Tourism	-	-	-	-	-	-	-	-	-	-	-	-
Land Development & Sales	-	-	-	-	-	-	-	-	-	-	-	-
Library Services	-	-	-	-	-	-	-	-	-	-	-	-
Social Programs	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL - A Prosperous City	-	30	-	-	-	-	-	-	-	30	-	-
A City of Safe & Inspiring Neighbourhoods												
Building Safety	-	-	-	-	-	-	-	-	-	-	-	-
Bylaw Education & Compliance	30	120	-	-	-	-	-	-	30	120	-	-
Calgary 9-1-1	1,100	250	350	250	-	-	-	-	1,100	250	350	250
City Cemeteries	-	-	-	-	-	-	-	-	-	-	-	-
City Planning & Policy	-	-	-	-	-	-	-	-	-	-	-	-
Development Approvals	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Management & Business Continuity	-	-	-	-	-	-	-	-	-	-	-	-
Fire & Emergency Response	386	3,872	10,740	714	-	-	-	-	386	3,872	10,740	714
Fire Inspection & Enforcement	-	-	-	-	-	-	-	-	-	-	-	-
Fire Safety Education	-	-	-	-	-	-	-	-	-	-	-	-
Neighbourhood Support	-	-	-	-	-	-	-	-	-	-	-	-
Pet Ownership & Licensing	20	80	-	-	-	-	-	-	20	80	-	-
Police Services	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL - A City of Safe & Inspiring Neighbourhoods	1,536	4,322	11,090	964	-	-	-	-	1,536	4,322	11,090	964

FIGURE 24: Operating cost of capital by Citizen Priority and service – incremental (\$000s)

	Operating costs of new capital requests				Operating costs of previously approved capital				Total operating costs of capital			
	Budget				Budget				Budget			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
A City That Moves												
Parking	-	-	-	-	-	-	-	-	-	-	-	-
Public Transit	-	2,970	500	500	10,000	2,000	-	-	10,000	4,970	500	500
Sidewalks & Pathways	116	4,080	3,860	3,405	148	27	131	-	264	4,107	3,991	3,405
Specialized Transit	-	-	-	-	-	-	-	-	-	-	-	-
Streets	140	4,379	3,803	3,426	101	135	150	-	241	4,514	3,953	3,426
Taxi, Limousine & Vehicles-for-Hire	-	20	-	-	-	-	-	-	-	20	-	-
TOTAL - A City That Moves	255	11,449	8,163	7,331	10,249	2,162	281	-	10,504	13,611	8,444	7,331
A Healthy & Green City												
Environmental Management	-	-	-	-	-	-	-	-	-	-	-	-
Parks & Open Spaces	-	-	-	-	460	285	310	-	460	285	310	-
Recreation Opportunities	-	92	-	-	-	-	-	-	-	92	-	-
Stormwater Management	-	-	-	-	(499)	1,778	2,070	86	(499)	1,778	2,070	86
Urban Forestry	-	-	-	-	-	-	-	-	-	-	-	-
Waste & Recycling	541	665	5	1,180	(760)	(914)	(1)	(1)	(219)	(249)	4	1,179
Wastewater Collection & Treatment	-	-	-	-	3,796	11,565	10,543	5,066	3,796	11,565	10,543	5,066
Water Treatment & Supply	-	-	-	-	(1,244)	2,717	2,856	1,116	(1,244)	2,717	2,856	1,116
TOTAL - A Healthy & Green City	541	757	5	1,180	1,753	15,432	15,778	6,268	2,294	16,189	15,783	7,448

FIGURE 24: Operating cost of capital by Citizen Priority and service – incremental (\$000s)

	Operating costs of new capital requests				Operating costs of previously approved capital				Total operating costs of capital			
	Budget				Budget				Budget			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
A Well-Run City												
Appeals & Tribunals	-	-	-	-	-	-	-	-	-	-	-	-
Citizen Engagement & Insights	-	-	-	-	-	-	-	-	-	-	-	-
Citizen Information & Services	212	-	-	-	2,400	-	-	-	2,612	-	-	-
City Auditor's Office	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Governance	-	-	-	-	-	-	-	-	-	-	-	-
Council & Committee Support	-	-	-	-	-	-	-	-	-	-	-	-
Executive Leadership	-	-	-	-	-	-	-	-	-	-	-	-
Mayor & Council	-	-	-	-	-	-	-	-	-	-	-	-
Municipal Elections	37	-	-	-	-	-	-	-	37	-	-	-
Property Assessment	-	-	-	-	-	-	-	-	-	-	-	-
Records Management, Access & Privacy	-	-	215	-	-	-	-	-	-	-	215	-
Taxation	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL - A Well-Run City	249	-	215	-	2,400	-	-	-	2,649	-	215	-
Enabling Services												
Corporate Security	936	750	508	135	-	-	-	-	936	750	508	135
Data Analytics & Information Access	-	-	-	-	-	-	-	-	-	-	-	-
Facility Management	-	-	-	300	-	-	289	-	-	-	289	300
Financial Support	-	-	-	-	-	-	-	-	-	-	-	-
Fleet Management	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources Support	-	-	-	-	150	138	-	-	150	138	-	-
Infrastructure Support	1,578	1,015	1,015	885	-	-	-	-	1,578	1,015	1,015	885
Insurance & Claims	-	-	-	-	-	-	-	-	-	-	-	-
IT Solutions & Support	-	-	-	-	-	-	-	-	-	-	-	-
Legal Counsel & Advocacy	-	-	-	-	-	-	-	-	-	-	-	-
Organizational Health, Safety & Wellness	-	-	-	-	-	-	-	-	-	-	-	-
Procurement & Warehousing	-	-	-	-	-	-	-	-	-	-	-	-
Real Estate	-	-	-	-	-	-	-	-	-	-	-	-
Strategic Marketing & Communications	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL - Enabling Services	2,514	1,765	1,523	1,320	150	138	289	-	2,664	1,903	1,812	1,320

FIGURE 24: Operating cost of capital by Citizen Priority and service – incremental (\$000s)

	Operating costs of new capital requests				Operating costs of previously approved capital				Total operating costs of capital			
	Budget				Budget				Budget			
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
	2019	2020	2021	2022	2019	2020	2021	2022	2019	2020	2021	2022
TOTAL CITY	5,095	18,323	20,996	10,795	14,552	17,732	16,348	6,268	19,647	36,055	37,344	17,063
Less: UTILITIES	-	-	-	-	2,053	16,061	15,469	6,269	2,053	16,061	15,469	6,269
TOTAL TAX-SUPPORTED	5,095	18,323	20,996	10,795	12,499	1,671	879	(1)	17,594	19,994	21,875	10,794

FIGURE 25: Major sources of capital funding (\$millions)

Source or type of funding	Description	2019-2023+ Capital Budget
GOVERNMENT GRANTS		
Federal Gas Tax Fund	The Federal Gas Tax Fund is a program that provides predictable, long-term, stable funding for Canadian municipalities to help them build and revitalize their local public infrastructure while creating jobs and long-term prosperity.	\$293
Federal infrastructure funding	The Federal Government is investing in five main infrastructure priorities: <ul style="list-style-type: none"> - Public Transit Infrastructure - Green Infrastructure - Social Infrastructure - Trade and Transportation Infrastructure - Rural and Northern Communities Infrastructure 	\$0.4
Other federal grants	Various smaller federal grants other than the Federal Gas Tax Fund and federal infrastructure funding.	\$42
Green Transit Incentive Program (GreenTRIP)	The Green Transit Incentives Program (GreenTRIP) is a one-time funding program that supports new and expanded public transit throughout Alberta. GreenTRIP will only provide capital funding assistance for public transit infrastructure and technology.	\$39
Municipal Sustainability Initiative (MSI)	The Municipal Sustainability Initiative (MSI) is the Government of Alberta's commitment to work in partnership with municipalities to manage growth pressures, provide municipalities with sustainable funding and support infrastructure needs. The MSI program also includes the Basic Municipal Transportation Grant (BMTG).	\$555
Other provincial grants	Various smaller provincial grants other than GreenTRIP and MSI.	\$107

FIGURE 25: Major sources of capital funding (\$millions)

Source or type of funding	Description	2019-2023+ Capital Budget
RESERVES		
Capital Reserves	Many business units have established capital reserves with Council approval to hold funding for various purposes.	\$1,402
Community Investment Reserve (CIR)	The purpose of this reserve is to invest in priority community capital infrastructure, address emerging community needs and reduce the growing infrastructure gap.	\$24
Pay-As-You-Go (PAYG)	The City allocates a portion of the operating budget to capital to fund ongoing capital maintenance, projects with a relatively short life and ineligible costs of grant funded projects.	\$470
Lifecycle Maintenance & Upgrade Reserve (LMUR)	The lifecycle maintenance and upgrade reserve was established to maintain and upgrade capital assets.	\$658
Reserve for Future Capital (RFC)	Intended to fund various Council approved capital projects as well as hold contingency funds for unforeseen projects/emergency needs.	\$57
DEBT		
Tax-supported debt	Tax-supported debt is used to fund capital expenditures with previously approved budgets and borrowing bylaws already in place.	\$3
Self-supported debt	Self-supported debt is used to fund capital expenditures with approved budgets and bylaws in place.	\$1,131

FIGURE 25: Major sources of capital funding (\$millions)

Source or type of funding	Description	2019-2023+ Capital Budget
OTHER FUNDING		
Developer and other contributions	Developers, partners and private donors contribute to the costs of building infrastructure such as traffic signals, bus shelters, drainage trunks, arenas, parks, fire, police, public library and recreation facilities in both newly developed and established areas.	\$396
2013 Flood	Disaster Recovery Program (DRP) and Flood Recovery Erosion Control (FREC) funding resulting from the 2013 flood.	\$4

FIGURE 26: 2019-2023+ capital budget by funding sources (\$millions)

The City's 2019-2023+ capital budget totals \$5,183 million. The tax-supported portion is \$3,479 million and the utilities portion is \$1,704 million.

The 2019-2023+ capital budget that is tax-supported includes all services except for Stormwater Management, Wastewater Collection & Treatment and Water Treatment & Supply.

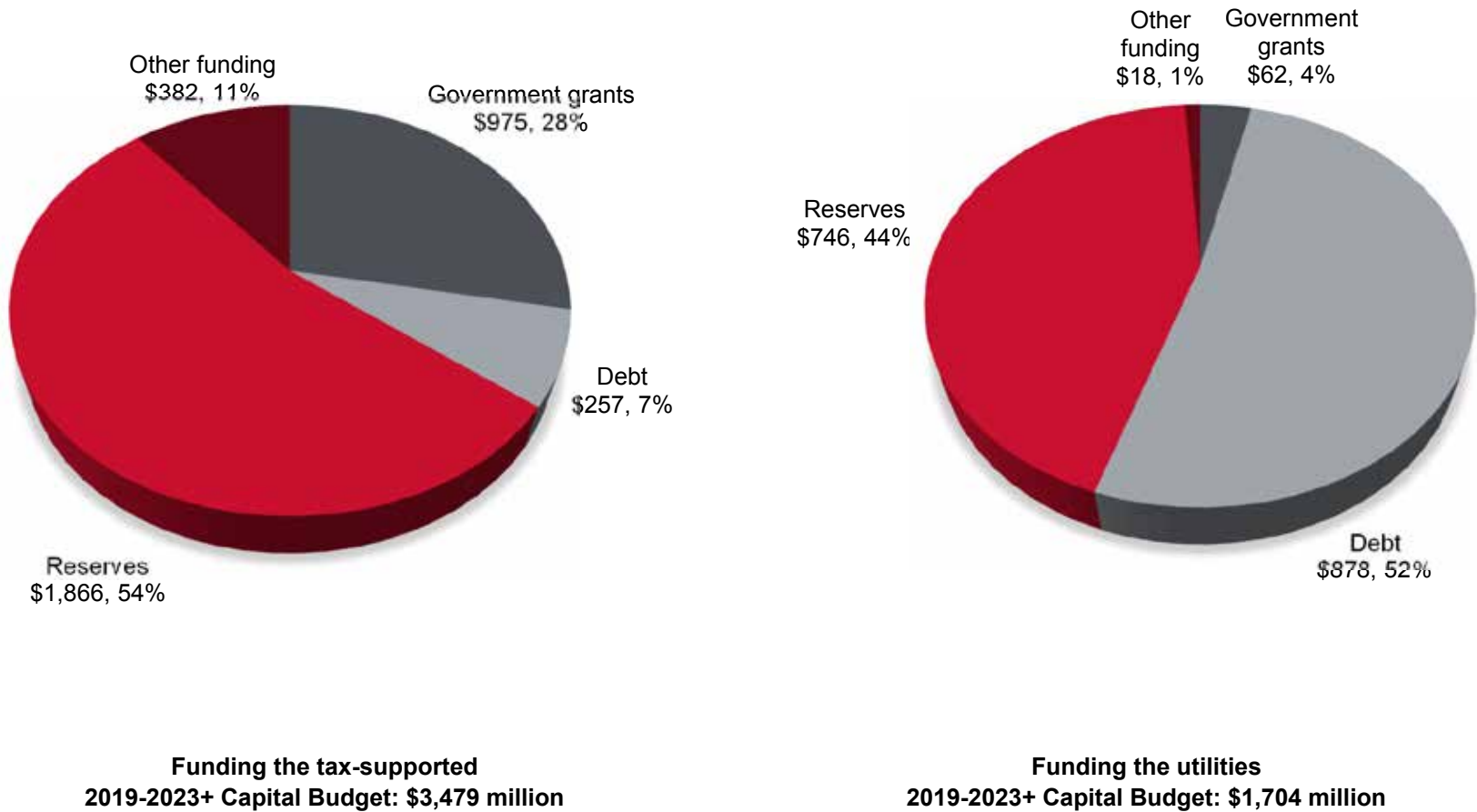
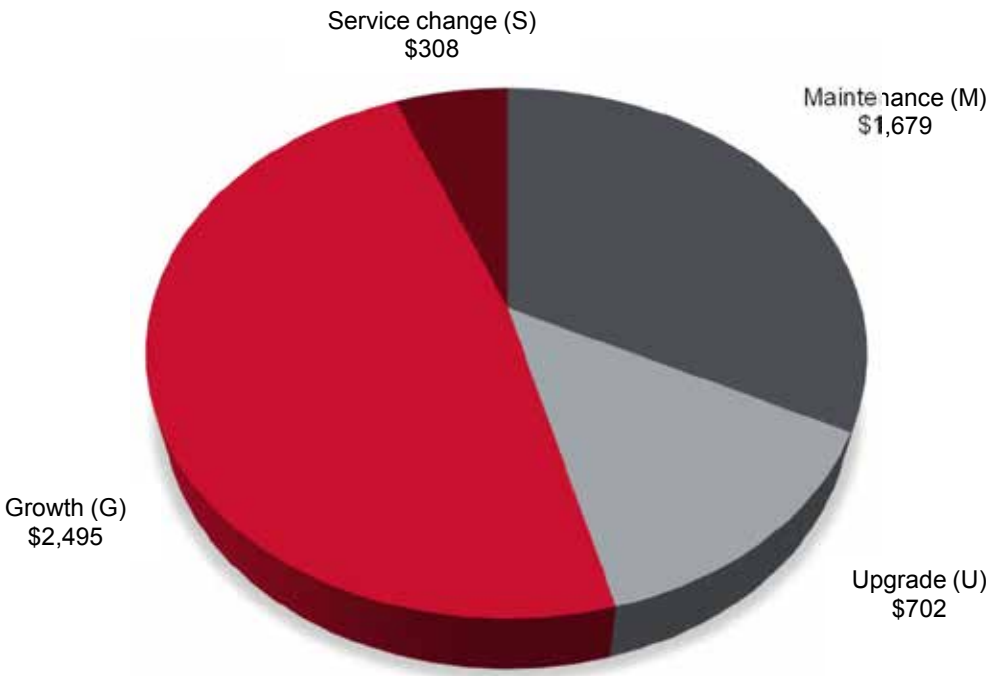


FIGURE 27: 2019-2023+ capital budget by classification (\$millions)

Classification provides a method, consistent with the 2015-2018 Action Plan, for communication of growth vs non-growth investments to Council. The 2019-2023+ capital budget has been classified according to the following definitions:

- M Capital maintenance/replacement** – Rehabilitation of existing infrastructure due to obsolescence, safety concerns, age, or condition of the infrastructure.
- U Capital upgrade** – Improvement of existing infrastructure with new assets that constitute improved functionality, reliability or compatibility. These changes are driven by legislation, technological innovations, changing public needs and expectations, change in the environment or changes in potential risk.
- G Capital growth** – Development of infrastructure to service Calgary’s growth, in both population and area, demographic changes, and economic expansion (not specific or exclusive to new and actively developing communities). It includes “downstream” projects such as transportation improvements that are necessitated primarily by growth at the periphery of the city.
- S Capital service change** – New infrastructure associated with a Council decision to provide a new or expanded level of service. This is driven primarily by changing public expectations or legislation.



2019-2023+ Capital budget: \$5,183 million

FIGURE 28: 2019-2023+ capital budget by business unit (\$000s)

DEPARTMENT/BUSINESS UNIT	2019	2020	2021	2022	2023+	TOTAL
COMMUNITY SERVICES						
Calgary Community Standards	3,639	4,456	3,796	3,196	-	15,088
Calgary Emergency Management Agency	1,704	2,403	1,761	1,615	-	7,483
Calgary Fire Department	35,754	59,279	19,765	32,532	-	147,330
Calgary Housing	42,123	22,623	44,818	41,740	26,000	177,304
Community Neighbourhoods	-	-	-	-	-	-
Calgary Parks	55,743	28,319	35,558	12,003	-	131,623
Calgary Recreation	43,721	45,240	27,087	14,999	8,085	139,130
TOTAL - COMMUNITY SERVICES	182,684	162,319	132,784	106,086	34,085	617,958
CIVIC PARTNERS	20,941	26,511	20,002	11,250	-	78,703
DEPUTY CITY MANAGER'S OFFICE						
Corporate Analytics & Innovation	8,091	6,266	3,497	3,807	-	21,661
Facility Management	47,521	31,455	23,426	20,622	-	123,024
Fleet Services	97,546	71,973	40,549	38,700	-	248,768
Real Estate & Development Services	82,995	94,387	123,514	19,815	4,380	325,091
Resilience & Infrastructure Calgary	520	20	20	20	-	580
Supply Management	1,935	2,240	1,065	459	-	5,699
TOTAL - DEPUTY CITY MANAGER'S OFFICE	238,608	206,340	192,070	83,424	4,380	724,823
PLANNING & DEVELOPMENT						
Calgary Approvals Coordination	-	-	-	-	-	-
Calgary Building Services	7,361	8,500	11,290	11,130	-	38,281
Calgary Growth Strategies	-	-	-	-	-	-
Community Planning	-	-	-	-	-	-
TOTAL - PLANNING & DEVELOPMENT	7,361	8,500	11,290	11,130	-	38,281

FIGURE 28: 2019-2023+ capital budget by business unit (\$000s)

DEPARTMENT/BUSINESS UNIT	2019	2020	2021	2022	2023+	TOTAL
URBAN STRATEGY	16,769	24,705	15,400	600	-	57,474
TRANSPORTATION						
Calgary Transit	117,001	85,538	43,444	44,117	-	290,101
Roads	73,840	70,785	75,675	67,975	-	288,275
Green Line	90,455	46,274	52,000	52,000	104,000	344,729
Transportation Infrastructure	350,839	106,546	70,325	36,350	-	564,060
Transportation Planning	-	-	-	-	-	-
TOTAL - TRANSPORTATION	632,135	309,143	241,444	200,442	104,000	1,487,165
UTILITIES & ENVIRONMENTAL PROTECTION						
Environmental & Safety Management	849	682	444	350	-	2,325
Waste & Recycling Services	29,242	29,347	29,937	29,656	-	118,182
<i>TOTAL - Environmental Protection</i>	30,091	30,029	30,381	30,006	-	120,507
Utilities (Water Resources & Water Services)	462,544	538,420	367,227	335,738	-	1,703,929
<i>TOTAL - Utilities</i>	462,544	538,420	367,227	335,738	-	1,703,929
TOTAL - UTILITIES & ENVIRONMENTAL PROTECTION	492,635	568,449	397,608	365,744	-	1,824,436
CALGARY POLICE SERVICE	34,956	14,579	53,308	14,817	-	117,660
LAW & LEGISLATIVE SERVICES						
City Clerk's Office	2,086	3,092	660	500	-	6,336
Corporate Security	3,738	1,899	1,176	2,254	-	9,066
Law	201	66	195	195	-	656
TOTAL - LAW & LEGISLATIVE SERVICES	6,024	5,057	2,030	2,948	-	16,058

FIGURE 28: 2019-2023+ capital budget by business unit (\$000s)

DEPARTMENT/BUSINESS UNIT	2019	2020	2021	2022	2023+	TOTAL
CHIEF FINANCIAL OFFICER'S DEPARTMENT						
Assessment	7,972	3,600	-	-	-	11,572
Customer Service & Communications	7,078	2,408	958	958	-	11,400
Finance	1,683	1,460	348	280	-	3,770
Human Resources	-	-	-	-	-	-
Information Technology	46,966	27,502	26,681	24,473	-	125,622
TOTAL - CHIEF FINANCIAL OFFICER'S DEPARTMENT	63,698	34,970	27,986	25,711	-	152,364
COUNCIL						
Audit Committee	-	-	-	-	-	-
City Auditor's Office	140	-	-	-	-	140
Mayor's Office	-	-	-	-	-	-
Office of the Councillors	200	100	-	-	-	300
TOTAL - COUNCIL	340	100	-	-	-	440
CALGARY PARKING AUTHORITY	29,737	14,482	13,950	9,800	-	67,969
TOTAL CITY	1,725,888	1,375,155	1,107,872	831,950	142,465	5,183,331
Less: UTILITIES	462,544	538,420	367,227	335,738	-	1,703,929
TOTAL TAX-SUPPORTED	1,263,344	836,735	740,645	496,213	142,465	3,479,402

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity	Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A PROSPEROUS CITY: Affordable Housing									
403994	Calgary Housing	Affordable Housing Redevelopment	AIP	200	12,800	32,800	34,400	26,000	106,200
403995	Calgary Housing	Lifecycle Maintenance	AIP	5,214	6,261	9,165	4,505	-	25,145
480350	Civic Partners	Silvera for Seniors -LMP	AIP	2,716	2,716	2,716	1,358	-	9,507
403980	Calgary Housing	Increase Affordable Housing Supply	Pgm	-	3,562	2,853	2,835	-	9,250
TOTAL - Affordable Housing				8,131	25,339	47,535	43,098	26,000	150,103
A PROSPEROUS CITY: Arts & Culture									
401482	Civic Partners	Pumphouse Theatre Project	Prj	-	228	946	-	-	1,174
480650	Calgary Recreation	ICFP - Arts & Culture Hub	Prj	-	50	50	1,225	3,675	5,000
480652	Calgary Recreation	Calgary Opera Arts Centre	Prj	2,500	2,500	2,500	-	-	7,500
480653	Calgary Recreation	ICFP – Symons Valley Centre	Prj	-	-	2,000	-	-	2,000
480651	Calgary Recreation	Community Cultural Spaces	Pgm	90	90	2,205	2,205	4,410	9,000
TOTAL - Arts & Culture				2,590	2,868	7,701	3,430	8,085	24,674
A PROSPEROUS CITY: Business Licensing									
462240	Calgary Community Standards	Compliance Services Equipment Lifecycle	AIP	50	50	50	50	-	200
480400	Calgary Community Standards	OneCity Coord RMS - BLic	Pgm	-	200	100	-	-	300
TOTAL - Business Licensing				50	250	150	50	-	500

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A PROSPEROUS CITY: Economic Development & Tourism								
414100 Civic Partners	Convention Centre - Lifecycle	AIP	180	180	180	180	-	720
414191 Civic Partners	Civic Partners Infrastructure Grant	AIP	6,280	4,690	4,590	3,609	-	19,169
480351 Civic Partners	Heritage Park - Wet Dock	Prj	270	2,000	-	-	-	2,270
480352 Civic Partners	TelusConvCentre - Improve	Prj	3,750	3,750	3,750	3,750	-	15,000
TOTAL - Economic Development & Tourism			10,480	10,620	8,520	7,539	-	37,159
A PROSPEROUS CITY: Land Development & Sales								
402010 Real Estate & Development Services Point Trotter		Prj	903	7,500	2,000	1,500	-	11,903
402550 Real Estate & Development Services Anderson Station TOD		Prj	8,960	11,080	750	2,250	4,380	27,420
480850 Real Estate & Development Services Heritage Station TOD		Prj	600	1,100	100	100	-	1,900
480851 Real Estate & Development Services Svc Connections&Driveways		Prj	1,000	1,200	1,200	1,400	-	4,800
480852 Real Estate & Development Services Centre St&16 Ave NW Stn TOD		Prj	400	100	-	-	-	500
480853 Real Estate & Development Services West Village Redevelopment		Prj	1,100	800	400	-	-	2,300
480854 Real Estate & Development Services South Hill Station TOD		Prj	-	260	300	240	-	800
480855 Real Estate & Development Services West Downtown Redevelopment		Prj	400	400	-	-	-	800
TOTAL - Land Development & Sales			13,363	22,440	4,750	5,490	4,380	50,423

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A PROSPEROUS CITY: Library Services								
413965 Civic Partners	Library Lifecycle Grant	AIP	2,024	3,174	3,619	2,352	-	11,170
413966 Civic Partners	ICFP - Symons Valley Community Library	Prj	-	3,800	4,200	-	-	8,000
TOTAL - Library Services			2,024	6,974	7,819	2,352	-	19,170
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Building Safety								
470140 Calgary Building Services	Business Technology Sustainment	AIP	3,000	4,000	8,000	8,000	-	23,000
TOTAL - Building Safety			3,000	4,000	8,000	8,000	-	23,000
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Bylaw Education & Compliance								
480405 Calgary Community Standards	CCS ByLaw Equip Lifecycle	AIP	225	225	225	225	-	900
480401 Calgary Community Standards	OneCity Coord RMS - Bylaw	Pgm	-	50	-	-	-	50
TOTAL - Bylaw Education & Compliance			225	275	225	225	-	950
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Calgary 9-1-1								
440007 Calgary Community Standards	Equipment Lifecycle	AIP	100	450	600	200	-	1,350
440009 Calgary Community Standards	Critical Technology Maintenance	Pgm	1,000	1,350	1,000	1,000	-	4,350
440013 Calgary Community Standards	NG911 Technology Upgrades	Pgm	500	500	500	500	-	2,000
440018 Calgary Community Standards	Computer-Aided Dispatch System Maintenance	Pgm	400	800	800	800	-	2,800
TOTAL - Calgary 9-1-1			2,000	3,100	2,900	2,500	-	10,500

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: City Cemeteries								
419810 Calgary Parks	Cemetery Development	Prj	6,958	2,483	2,884	1,800	-	14,125
TOTAL - City Cemeteries			6,958	2,483	2,884	1,800	-	14,125
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: City Planning & Policy								
481250 Calgary Building Services	CPP Service Improvements	AIP	500	500	500	500	-	2,000
463910 Urban Strategy	Downtown Improvements	Pgm	400	600	400	600	-	2,000
TOTAL - City Planning & Policy			900	1,100	900	1,100	-	4,000
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Development Approvals								
481251 Calgary Building Services	DA Service Improvements	AIP	3,080	1,500	790	630	-	6,000
470040 Calgary Building Services	Working Space Initiative	Pgm	500	2,500	2,000	2,000	-	7,000
TOTAL - Development Approvals			3,580	4,000	2,790	2,630	-	13,000

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity	Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Emergency Management & Business Continuity									
480450	Calgary Emergency Management Agency	EOC IT Lifecycle	AIP	179	499	636	490	-	1,804
480451	Calgary Emergency Management Agency	Common Op Picture Maint	Prj	400	350	-	-	-	750
480453	Calgary Emergency Management Agency	CanaTaskForce2 Muni Contri	Prj	585	585	585	585	-	2,340
480454	Calgary Emergency Management Agency	EOC Backup	Prj	-	429	-	-	-	429
480452	Calgary Emergency Management Agency	Disaster Preparedness	Pgm	540	540	540	540	-	2,160
TOTAL - Emergency Management & Business Continuity				1,704	2,403	1,761	1,615	-	7,483
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Fire & Emergency Response									
413020	Calgary Fire Department	Replace Emergency Units	AIP	3,080	3,080	3,080	3,080	-	12,319
413040	Calgary Fire Department	Fire Equipment Lifecycle	AIP	5,515	2,369	6,000	6,000	-	19,884
480500	Calgary Fire Department	CFD Technology Lifecycle	AIP	684	2,730	2,935	1,200	-	7,549
480503	Calgary Fire Department	Motorola Upgrade	AIP	777	-	-	-	-	777
411588	Calgary Fire Department	West Macleod Emerg Resp Stn	Prj	-	-	1,000	1,000	-	2,000
480501	Calgary Fire Department	ICFP Dwtm Core FireStn Repl	Prj	1,000	2,000	6,000	18,503	-	27,503
480502	Calgary Fire Department	Facilities Privacy Renos	Prj	750	750	750	750	-	3,000

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
480504 Calgary Fire Department	CFD Fleet 2019-2022	Prj	4,800	2,900	-	-	-	7,700
480505 Calgary Fire Department	Livingston Emerg Resp Stn	Prj	1,000	-	-	1,000	-	2,000
480506 Calgary Fire Department	Belvedere Emerg Resp Stn	Prj	1,000	-	-	1,000	-	2,000
480507 Calgary Fire Department	SouthShepard Emerg Resp Stn	Prj	-	2,000	-	-	-	2,000
TOTAL - Fire & Emergency Response			18,606	15,829	19,765	32,532	-	86,732
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Neighbourhood Support								
411292 Calgary Recreation	Capital Conservation Grant	Pgm	2,767	5,534	5,534	5,534	-	19,367
TOTAL - Neighbourhood Support			2,767	5,534	5,534	5,534	-	19,367
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Pet Ownership & Licensing								
462200 Calgary Community Standards	Equipment Lifecycle	AIP	191	191	191	191	-	765
480402 Calgary Community Standards	OneCity Coord RMS - PetL	Pgm	-	200	-	-	-	200
TOTAL - Pet Ownership & Licensing			191	391	191	191	-	965

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Police Services								
427300 Calgary Police Service	Police Equipment - Replacement	AIP	6,150	650	6,150	650	-	13,600
427400 Calgary Police Service	Red Light Enforcement Project	AIP	1,640	1,640	1,640	1,640	-	6,560
427603 Calgary Police Service	Telecom Equip. - Replacement	AIP	3,742	1,600	1,600	1,600	-	8,542
428000 Calgary Police Service	Vehicles - Replacement	AIP	12,000	8,000	8,000	8,000	-	36,000
428304 Calgary Police Service	Infrastructure Upgrade - Int./Ext.	AIP	1,250	1,250	33,750	1,250	-	37,500
429406 Calgary Police Service	Computer Equipment - Upgrades	AIP	2,174	1,439	2,168	1,677	-	7,458
TOTAL - Police Services			26,956	14,579	53,308	14,817	-	109,660
A CITY THAT MOVES: Parking								
426955 Calgary Parking Authority	Vehicles, Equipment and Other	AIP	470	350	350	350	-	1,520
426957 Calgary Parking Authority	ParkPlus and Technology Improvements	Prj	1,725	2,132	1,700	1,700	-	7,257
426956 Calgary Parking Authority	Facilities and Structural Improvements	Pgm	7,900	12,000	11,900	7,750	-	39,550
TOTAL - Parking			10,095	14,482	13,950	9,800	-	48,327

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A CITY THAT MOVES: Public Transit								
431435 Calgary Transit	LRV Refurbishment	AIP	6,800	6,800	6,800	6,800	-	27,200
481300 Calgary Transit	Rail System Life & Asset Mgmt	AIP	5,534	5,228	4,510	4,224	-	19,496
481301 Calgary Transit	LRT Lifecycle & Asset Mgmt	AIP	4,811	4,811	4,811	4,811	-	19,245
481302 Calgary Transit	Bldngs Lifecycle Asset Mgmt	AIP	1,897	5,070	2,091	4,870	-	13,928
481303 Calgary Transit	Fleet Equip & Tools Proc	AIP	318	318	318	318	-	1,271
430001 Calgary Transit	Primary Transit Network Optimization	Pgm	338	338	338	338	-	1,350
430007 Calgary Transit	Transit Customer Service Tech. (Lifecycle)	Pgm	1,800	1,800	1,193	1,193	-	5,985
431603 Calgary Transit	LRV Purchases	Pgm	37,766	37,766	-	-	-	75,532
431825 Calgary Transit	Fare Collection Equipment & System	Pgm	405	225	225	405	-	1,260
481304 Calgary Transit	Bus & Shuttle Procurement	Pgm	23,070	23,070	23,069	21,070	-	90,279
TOTAL - Public Transit			82,739	85,426	43,354	44,027	-	255,546

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A CITY THAT MOVES: Sidewalks & Pathways								
423080 Calgary Parks	Pathways & Trails Lifecycle	AIP	1,375	1,375	1,375	1,375	-	5,500
481354 Roads	Concrete Rehabilitation	AIP	4,000	4,000	4,000	4,000	-	16,000
481350 Roads	Plus 15 Rehabilitation	AIP	1,500	1,500	1,500	1,500	-	6,000
481400 Transportation Infrastructure	Comm Mobility Imp-Sidewalks	Pgm	3,750	6,200	6,200	6,225	-	22,375
481500 Urban Strategy	Main St Stscape Swalk	Pgm	-	9,000	9,000	-	-	18,000
TOTAL - Sidewalks & Pathways			10,625	22,075	22,075	13,100	-	67,875
A CITY THAT MOVES: Specialized Transit								
430006 Calgary Transit	Access Calgary Technology	Pgm	383	113	90	90	-	675
TOTAL - Specialized Transit			383	113	90	90	-	675
A CITY THAT MOVES: Streets								
432200 Roads	Streetlight - Upgrade & Maintenance	AIP	5,000	5,000	5,000	5,000	-	20,000
432240 Roads	New Traffic Signals and Pedestrian Corridors	AIP	3,000	3,000	3,000	3,000	-	12,000
432260 Roads	Traffic Signals/Ped Corridors Lifecycle	AIP	3,600	3,600	3,600	3,600	-	14,400
432271 Roads	Pavement Rehabilitation	AIP	12,500	13,500	13,500	14,000	-	53,500
432290 Roads	Roads Equipments & Systems	AIP	400	400	400	400	-	1,600
432300 Roads	Plants Capital	AIP	750	800	1,000	1,000	-	3,550
481356 Roads	Signal Communications	AIP	1,500	1,500	1,500	1,500	-	6,000

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
433095 Roads	Various Street Improvements	AIP	500	500	500	500	-	2,000
481357 Roads	Roads Facilities and Depots	AIP	880	3,950	7,550	9,100	-	21,480
433150 Roads	Bridge Rehabilitation and Protection	AIP	12,000	12,000	12,000	12,000	-	48,000
464170 Transportation Infrastructure	Major Road Reconstruction	AIP	4,000	4,000	4,000	4,000	-	16,000
481351 Roads	Sound Wall Lifecycle	AIP	482	500	500	500	-	1,982
481402 Transportation Infrastructure	Crowchild Tr Wide 24-32AVNW	Prj	2,779	114	-	-	-	2,893
481403 Transportation Infrastructure	Richmond-Sarcee Improvement	Prj	1,000	6,000	-	-	-	7,000
481405 Transportation Infrastructure	194 AV S-MacLeod TR Improvs	Prj	-	-	4,000	-	-	4,000
481406 Transportation Infrastructure	Stoney Trail Improvements	Prj	10,000	38,500	34,500	23,500	-	106,500
481407 Transportation Infrastructure	144 AV NW at W Nose Creek	Prj	1,000	5,000	19,000	-	-	25,000
481408 Transportation Infrastructure	88 Street SE Extension	Prj	4,700	18,800	-	-	-	23,500
432390 Roads	Slope Stabilization	Pgm	400	400	400	400	-	1,600
432514 Roads	Safety Improvements	Pgm	4,750	4,750	4,750	4,750	-	19,000
433160 Roads	Subdivision Construction	Pgm	725	725	725	725	-	2,900
481355 Roads	Operational Improvements	Pgm	250	250	250	250	-	1,000
481401 Transportation Infrastructure	Optimization	Pgm	500	500	500	500	-	2,000
481404 Transportation Infrastructure	Comm Mobility Imp - Streets	Pgm	1,250	2,125	2,125	2,125	-	7,625

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
481352 Roads	Dev Infrastructure - AD	Pgm	14,350	12,050	7,750	3,750	-	37,900
481353 Roads	Dev Infrastructure - NC	Pgm	300	2,360	7,750	2,000	-	12,410
481501 Urban Strategy	Main St Stscape Street	Pgm	-	6,000	6,000	-	-	12,000
TOTAL - Streets			86,616	146,324	140,300	92,600	-	465,840
A CITY THAT MOVES: Taxi, Limousine & Vehicles-for-Hire								
480403 Calgary Community Standards	CCS LTS Equip Lifecycle	AIP	80	80	80	80	-	320
462260 Calgary Community Standards	Livery Technology	Prj	100	100	150	150	-	500
480404 Calgary Community Standards	OneCity Coord RMS - LTS	Pgm	-	200	100	-	-	300
TOTAL - Taxi, Limousine & Vehicles-for-Hire			180	380	330	230	-	1,120
A HEALTHY & GREEN CITY: Environmental Management								
410713 Environmental & Safety Management	Environmental Programs	Pgm	545	540	335	245	-	1,665
TOTAL - Environmental Management			545	540	335	245	-	1,665
A HEALTHY & GREEN CITY: Parks & Open Spaces								
423440 Calgary Parks	Park Lifecycle	AIP	3,574	4,000	6,500	4,000	-	18,074
420300 Calgary Parks	Park Upgrades	Pgm	1,046	4,461	4,499	3,828	-	13,834
TOTAL - Parks & Open Spaces			4,620	8,461	10,999	7,828	-	31,908

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A HEALTHY & GREEN CITY: Recreation Opportunities								
447885 Calgary Recreation	Facility Lifecycle	AIP	13,425	25,654	6,298	6,035	-	51,412
480353 Civic Partners	Repsol Ctr Flood Res Prj	Prj	250	750	-	-	-	1,000
480654 Calgary Recreation	Vivo Expansion	Prj	7,000	7,000	8,500	-	-	22,500
TOTAL - Recreation Opportunities			20,675	33,404	14,798	6,035	-	74,912
A HEALTHY & GREEN CITY: Stormwater Management								
453429 Utilities (Water Resources & Water Services)	Drainage Facilities & Network	Pgm	209	77,612	75,087	58,585	-	211,493
TOTAL - Stormwater Management			209	77,612	75,087	58,585	-	211,493
A HEALTHY & GREEN CITY: Urban Forestry								
422195 Calgary Parks	UF Lifecycle	AIP	-	1,000	1,000	1,000	-	3,000
TOTAL - Urban Forestry			-	1,000	1,000	1,000	-	3,000
A HEALTHY & GREEN CITY: Waste & Recycling								
451799 Waste & Recycling Services	Landfill/Treatment Infrastructure	Pgm	6,354	6,190	8,794	8,329	-	29,667
452299 Waste & Recycling Services	Facilities & Equipment	Pgm	15,309	23,157	21,143	21,327	-	80,936
TOTAL - Waste & Recycling			21,663	29,347	29,937	29,656	-	110,603

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity	Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A HEALTHY & GREEN CITY: Wastewater Collection & Treatment									
455739	Utilities (Water Resources & Water Services)	Wastewater Treatment Plants	Pgm	(176)	19,851	123,218	96,546	-	239,439
456129	Utilities (Water Resources & Water Services)	Wastewater Collection Network	Pgm	44,263	33,441	71,159	66,507	-	215,370
TOTAL - Wastewater Collection & Treatment				44,087	53,292	194,377	163,053	-	454,809
A HEALTHY & GREEN CITY: Water Treatment & Supply									
459259	Utilities (Water Resources & Water Services)	Water Treatment Plants	Pgm	(4,011)	21,449	19,817	21,566	-	58,821
460940	Utilities (Water Resources & Water Services)	Water Distribution Network	Pgm	36,393	65,799	66,497	81,824	-	250,513
460989	Utilities (Water Resources & Water Services)	Facilities, Equipment & Technology	Pgm	8,353	11,860	11,449	10,710	-	42,372
TOTAL - Water Treatment & Supply				40,735	99,108	97,763	114,100	-	351,706
A WELL-RUN CITY: Citizen Information & Services									
401662	Customer Service & Communications	311 Software & Upgrades	AIP	916	916	958	958	-	3,747
401696	Customer Service & Communications	Online (calgary.ca) Upgrades & Maintenance	Prj	1,302	1,492	-	-	-	2,793
TOTAL - Citizen Information & Services				2,218	2,408	958	958	-	6,540

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
A WELL-RUN CITY: City Auditor's Office								
481150 City Auditor's Office	Upgrade Meeting Rooms	Prj	140	-	-	-	-	140
TOTAL - City Auditor's Office			140	-	-	-	-	140
A WELL-RUN CITY: Mayor & Council								
481200 Office of the Councillors	Relationship Mgmt Solution	Prj	200	100	-	-	-	300
TOTAL - Mayor & Council			200	100	-	-	-	300
A WELL-RUN CITY: Municipal Elections								
481000 City Clerk's Office	Census & Election Software	AIP	1,020	2,200	380	-	-	3,600
TOTAL - Municipal Elections			1,020	2,200	380	-	-	3,600
A WELL-RUN CITY: Property Assessment								
411080 Assessment	Assessment Systems Improvement	Pgm	-	3,600	-	-	-	3,600
TOTAL - Property Assessment			-	3,600	-	-	-	3,600
A WELL-RUN CITY: Records Management, Access & Privacy								
471997 City Clerk's Office	Content Suite (Phase 2) - EDM	Prj	280	500	280	500	-	1,558
TOTAL - Records Management, Access & Privacy			280	500	280	500	-	1,558
A WELL-RUN CITY: Taxation								
480200 Finance	Tax Management Sustainment	AIP	1,000	1,000	-	-	-	2,000
TOTAL - Taxation			1,000	1,000	-	-	-	2,000

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
ENABLING SERVICES: Corporate Security								
471000 Corporate Security	Physical Security	AIP	914	644	404	454	-	2,415
471030 Corporate Security	Information Security	AIP	788	99	136	1,294	-	2,317
481050 Corporate Security	Access Security Program	Pgm	485	485	-	-	-	970
481051 Corporate Security	People & Resource Mgmt	Pgm	678	498	169	169	-	1,513
481052 Corporate Security	Security Risk Management	Pgm	693	173	467	337	-	1,670
TOTAL - Corporate Security			3,558	1,899	1,176	2,254	-	8,886
ENABLING SERVICES: Data Analytics & Information Access								
411308 Corporate Analytics & Innovation	Corporate Imagery Program	Prj	928	824	824	1,660	-	4,236
480700 Corporate Analytics & Innovation	City Online Next Generation	Prj	1,075	885	285	285	-	2,530
480703 Corporate Analytics & Innovation	Corporate GIS Upgrades	Prj	446	589	419	511	-	1,965
TOTAL - Data Analytics & Information Access			2,450	2,298	1,527	2,456	-	8,730
ENABLING SERVICES: Facility Management								
480750 Facility Management	Asset Sustainment Program	AIP	4,608	3,765	3,386	3,294	-	15,053
480752 Facility Management	Public Building Exterior	Prj	-	-	-	400	-	400
480756 Facility Management	Logistics Facility Program	Prj	22	122	722	1,272	-	2,138
480760 Facility Management	Beltline YWCA Restoration	Prj	-	2,500	2,500	-	-	5,000

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
480751 Facility Management	Asset Assessment Program	Pgm	1,071	999	1,197	684	-	3,951
480753 Facility Management	Coordinated Operations	Pgm	2,733	2,733	1,867	-	-	7,333
480754 Facility Management	Facility Data & Technology	Pgm	114	114	114	114	-	457
480755 Facility Management	Ergonomic Furniture Program	Pgm	315	315	225	225	-	1,080
480757 Facility Management	Forest Lawn Civic Centre	Pgm	-	-	-	450	-	450
480758 Facility Management	Heritage Planning Program	Pgm	468	191	1,211	1,573	-	3,443
480759 Facility Management	Heritage Asset Sustainment	Pgm	495	405	1,575	2,070	-	4,545
480761 Facility Management	Facility Portfolio Planning	Pgm	3,093	2,297	2,297	2,297	-	9,984
480762 Facility Management	Northeast Site Development	Pgm	2,000	2,863	-	-	-	4,863
480763 Facility Management	Workspace Planning Program	Pgm	450	450	450	450	-	1,800
480764 Facility Management	Workspace Sustainment	Pgm	2,076	2,616	2,371	2,426	-	9,489
480765 Facility Management	Bylaw Services Sustainment	Pgm	450	675	-	180	-	1,305
480766 Facility Management	Whitehorn 911 Renovation	Pgm	1,500	-	-	-	-	1,500
480767 Facility Management	Fire Facility Sustainment	Pgm	3,304	1,954	1,461	1,108	-	7,827
480768 Facility Management	Parks Facility Sustainment	Pgm	900	900	1,300	1,330	-	4,430
480769 Facility Management	Livery Services Relocation	Pgm	-	600	-	-	-	600
480770 Facility Management	Business Licensing Space	Pgm	200	800	-	-	-	1,000

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
480771 Facility Management	Build- Symons Valley Multi-Service Centre	Pgm	500	2,000	2,750	2,750	-	8,000
TOTAL - Facility Management			24,299	26,300	23,426	20,622	-	94,647
ENABLING SERVICES: Financial Support								
413905 Finance	Treasury Capital	AIP	135	235	235	235	-	840
413910 Finance	Finance Capital	AIP	248	225	113	45	-	630
TOTAL - Financial Support			383	460	348	280	-	1,470
ENABLING SERVICES: Fleet Management								
414450 Fleet Services	Replacements	AIP	46,700	33,800	37,600	38,000	-	156,100
414350 Fleet Services	Growth	Pgm	1,700	700	700	700	-	3,800
TOTAL - Fleet Management			48,400	34,500	38,300	38,700	-	159,900

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
ENABLING SERVICES: Infrastructure Support								
480900 Resilience & Infrastructure Calgary	Indigenous Consultation	AIP	20	20	20	20	-	80
480701 Corporate Analytics & Innovation	CROWM Phase II	Prj	475	475	475	-	-	1,425
480704 Corporate Analytics & Innovation	Base Mapping Improvements	Prj	129	258	194	65	-	646
461812 Corporate Analytics & Innovation	Sustainable Infrastructure Capital Program (SICP)	Pgm	500	500	500	500	-	2,000
480702 Corporate Analytics & Innovation	Survey Control Program	Pgm	130	400	400	400	-	1,330
480705 Corporate Analytics & Innovation	Project and Portfolio Mgmt	Pgm	2,655	980	-	-	-	3,635
480706 Corporate Analytics & Innovation	Corporate AM Technology	Pgm	765	414	401	387	-	1,967
TOTAL - Infrastructure Support			4,674	3,047	1,989	1,372	-	11,083
ENABLING SERVICES: IT Solutions & Support								
415200 Information Technology	Network Infrastructure (Hardware and Cabling)	AIP	300	300	300	300	-	1,200
415250 Information Technology	IT-Enterprise Storage Units	AIP	2,535	2,232	1,821	684	-	7,271
415770 Information Technology	IT Communications Infrastructure	AIP	934	1,112	974	1,179	-	4,198
415802 Information Technology	IT-Enterprise Servers	AIP	1,688	2,792	2,457	1,413	-	8,350
415803 Information Technology	IT -Lifecycle Replace-Desktop	AIP	3,500	2,800	2,700	4,000	-	13,000
415806 Information Technology	Data Centre Environmentals (Lifecycle Replacement)	AIP	400	504	874	304	-	2,082
415810 Information Technology	IT-Calgary City Net	AIP	2,218	1,993	1,978	1,204	-	7,392
415890 Information Technology	Enterprise Software Licensing	AIP	5,796	6,000	6,168	6,018	-	23,981

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
415891 Information Technology	Software Lifecycle Replacement	AIP	1,785	1,740	1,775	1,710	-	7,010
415894 Information Technology	IT Service Resiliency and Disaster Recovery	AIP	406	217	343	316	-	1,282
415970 Information Technology	PeopleSoft FSCM	AIP	530	283	283	283	-	1,378
415990 Information Technology	PeopleSoft HCM	AIP	325	325	685	685	-	2,020
417570 Information Technology	IT-Development Pool	AIP	5,000	5,000	5,000	5,000	-	20,000
418960 Information Technology	Fibre Optics	AIP	1,000	1,000	1,000	1,000	-	4,000
480300 Information Technology	Enterprise Info Management	AIP	186	231	325	379	-	1,120
TOTAL - IT Solutions & Support			26,602	26,528	26,681	24,473	-	104,284
ENABLING SERVICES: Legal Counsel & Advocacy								
481100 Law	Software Sustainment	Prj	1	66	195	195	-	456
TOTAL - Legal Counsel & Advocacy			1	66	195	195	-	456
ENABLING SERVICES: Organizational Health, Safety & Wellness								
410717 Environmental & Safety Management	Technology	Pgm	139	142	109	105	-	495
TOTAL - Organizational Health, Safety & Wellness			139	142	109	105	-	495

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
ENABLING SERVICES: Procurement & Warehousing								
480950 Supply Management	Qualification/Perform Mgmt	Prj	250	450	250	-	-	950
414301 Supply Management	Warehouse	Pgm	90	180	90	180	-	540
414302 Supply Management	Business Applications and Technology Maintenance U	Pgm	250	400	250	-	-	900
414310 Supply Management	Fueling Systems	Pgm	405	279	279	279	-	1,242
TOTAL - Procurement & Warehousing			995	1,309	869	459	-	3,632
ENABLING SERVICES: Real Estate								
401850 Real Estate & Development Services	Land Acquisition Other Civic	AIP	20,000	10,000	10,000	10,000	-	50,000
402050 Real Estate & Development Services	Longterm Leases	AIP	1,250	1,250	1,250	1,250	-	5,000
402070 Real Estate & Development Services	Land Inventory	AIP	125	125	125	125	-	500
403000 Real Estate & Development Services	General Land Improvements	AIP	1,500	1,500	1,500	1,500	-	6,000
403371 Real Estate & Development Services	Corporate Land Management Framework 2	AIP	250	250	250	250	-	1,000
480856 Real Estate & Development Services	Enhanced Rationalization	AIP	975	975	975	975	-	3,900
403350 Real Estate & Development Services	Business Systems	Prj	155	445	125	125	-	850
403781 Real Estate & Development Services	Technology Advancement	Prj	625	550	150	100	-	1,425
TOTAL - Real Estate			24,880	15,095	14,375	14,325	-	68,675

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 29: 2019-2023+ new capital investments (\$000s)

Activity	Business unit	Description	Invest. Cat.	2019	2020	2021	2022	2023+	TOTAL
TOTAL CITY				567,933	815,199	929,738	779,950	38,465	3,131,285
Less: Utilities				85,031	230,012	367,227	335,738	-	1,018,008
TOTAL TAX-SUPPORTED				482,902	585,187	562,511	444,213	38,465	2,113,278

Investment Category (Invest. Cat.): AIP = Annual Investment Program, Pgm = Program, Prj = Project

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A PROSPEROUS CITY: Affordable Housing		
Calgary Housing	Green Line - Increase Affordable Housing	7,110
Calgary Housing	ICFP - Increase Affordable Housing	12,000
Calgary Housing	One Window Project	2,200
Civic Partners	Silvera for Seniors	2,566
Calgary Housing	Heritage Housing Regen _FI	4,900
Calgary Housing	Housing Lifecycle Maintenance_FI	12,300
TOTAL - Affordable Housing		41,076
A PROSPEROUS CITY: Economic Development & Tourism		
Civic Partners	Aerospace Museum - Collections Annex	362
Civic Partners	Heritage Park - Natural Resources Area Interpretive Centre	1,947
Civic Partners	TELUS Spark Expansion	9,319
Civic Partners	Aero Space Museum - Expansion Concept Plan	25
Civic Partners	Corporate CRM IT Project	750
Civic Partners	Civic Partners Infrastructure Grant	48,035
Civic Partners	CTCC Improvements	35,231
Civic Partners	Arts Commons - ACT Project Expansion Phase 1 and 2	69,500
Urban Strategy	CENTRE CITY & Olympic Plaza	84,050
TOTAL - Economic Development & Tourism		249,219

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A PROSPEROUS CITY: Library Services		
Civic Partners	Library Lifecycle Grant	32,445
Civic Partners	ICFP - Judith Umbach Library Revitalization	14,375
Civic Partners	ICFP - Skyview Ranch Community Library	10,874
Civic Partners	ICFP - Forest Lawn Library Revitalization	14,375
Civic Partners	Southwood Library Revitalization	9,201
Civic Partners	Louise Riley Library Revitalization	10,350
Civic Partners	ICFP - West Macleod Community Library	12,082
Civic Partners	Bowness Community Library Revitalization	4,600
Civic Partners	Giuffre Family (formerly Alexander Calhoun) Library Revitalization	9,200
TOTAL - Library Services		117,502
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Building Safety		
Calgary Building Services	Capital Asset Lifecycle	1,679
TOTAL - Building Safety		1,679
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Bylaw Education & Compliance		
Calgary Community Standards	CCS ByLaw Equip Lifecycle	300
Calgary Community Standards	CCS Coordinated RMS - Bylaw_FI	1,150
TOTAL - Bylaw Education & Compliance		1,450
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: City Cemeteries		
Calgary Parks	Cemetery Development	9,700
TOTAL - City Cemeteries		9,700

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Emergency Management & Business Continuity		
Calgary Emergency Management Agency	Vehicle Interdiction Prevention	350
Calgary Emergency Management Agency	Backup Emergency Operations Centre_FI	6,351
Calgary Emergency Management Agency	CEMA Fleet Lifecycle	405
TOTAL - Emergency Management & Business Continuity		7,106

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Fire & Emergency Response		
Calgary Fire Department	Training Academy Live Fire Facilities Phase 2, 3 & Satellites – Calgary Fire Department	29,580
Calgary Fire Department	Training Academy Live Fire Facilities (Phase 1)	6,000
Calgary Fire Department	CFD Protective Equipment Lifecycle	9,516
Calgary Fire Department	CFD Protective Equipment Lifecycle	1,021
Calgary Fire Department	CFD Fleet 2019-2022	12,570
Calgary Fire Department	Fleet Lifecycle	19,341
Calgary Fire Department	ICFP Station 12 Replacement	18,200
Calgary Fire Department	ICFP Station 36 Replacement	18,200
Calgary Fire Department	ICFP Station 9 Replacement	18,200
Calgary Fire Department	Training Academy Transformer	760
Calgary Fire Department	ICFP Downtown Core Fire Station Replacement	30,566
Calgary Fire Department	GREENLINE Green Line Construction Emergency Response	5,296
Calgary Fire Department	CFD IT	12,135
TOTAL - Fire & Emergency Response		181,385
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Neighbourhood Support		
Calgary Recreation	Capital Conservation Grant	6,673
Calgary Parks	GL City Shaping	2,450
TOTAL - Neighbourhood Supports		9,123

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Pet Ownership & Licensing		
Calgary Community Standards	Equipment Lifecycle	235
Calgary Community Standards	CCS Coordinated RMS - PetL_FI	600
TOTAL - Pet Ownership & Licensing		835
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS: Police Services		
Calgary Police Service	Police Communications	5,375
Calgary Police Service	POLICE EQUIP REPL	800
Calgary Police Service	Sentry Phase 2 and Phase 3	1,000
Calgary Police Service	COMMUNICATIONS LC	5,254
Calgary Police Service	Records Center	1,500
Calgary Police Service	Information Delivery	1,250
Calgary Police Service	SECURITY CPS FACILITIES	4,500
Calgary Police Service	Cyber Crime HW	925
Calgary Police Service	Cybersecurity AI	675
Calgary Police Service	Computing - Lifecycle	1,183
Calgary Police Service	WW Parking Garage	15,000
Calgary Police Service	Centralized Data Warehouse	1,000
Calgary Police Service	HAWCs AREOCENTRE 2	6,500
Calgary Police Service	ARREST PROCESSING CENTRE	4,000
Calgary Police Service	Voice to Text	300
Calgary Police Service	DEERFOOT CAMPUS VEH STORAGE	2,750
Calgary Police Service	Facilities LC	7,740
Calgary Police Service	SERVER & STORAGE UPGRADE	3,415

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
Calgary Police Service	CPS ALARM BYLAW REVIEW PROJ	300
Calgary Police Service	FACIAL RECOGNITION	400
Calgary Police Service	E-Ticketing at CPS	900
Calgary Police Service	HR INTELLIGENCE SYSTEM	2,000
Calgary Police Service	HR SYSTEM (PEAKS)	150
TOTAL - Police Services		66,917
A CITY THAT MOVES: Public Transit		
Calgary Transit	Buildings LCAM	30,856
Calgary Transit	Bus_Shuttle Procmt	91,651
Calgary Transit	Bus Refurbishment	24,000
Calgary Transit	CT Cust Serv Centre Reloc	1,000
Calgary Transit	CT Cust Srvc Tech	35,640
Calgary Transit	Fare Collctn Systm	440
Calgary Transit	Flt Eqp_Tools Proc	1,953
Calgary Transit	LRV Proc - Rplcmt	120,031
Calgary Transit	LRV Refurbishment	4,800
Calgary Transit	LRT Crossing Safety Program	2,000
Calgary Transit	LRT LCAM	14,256
Calgary Transit	LRT Stn & Aux Bldgs Rehab	15,920
Calgary Transit	LRT Station Refurbishment	17,500
Calgary Transit	Major Maint Facil - Growth	54,600
Calgary Transit	Major Maint Facil - Rehab	12,557
Calgary Transit	Ops Management Tech	4,450

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
Calgary Transit	Outside Maint Program	4,641
Calgary Transit	Prov Summons Conversion	350
Calgary Transit	Public Safety - Records Mgmt	1,450
Calgary Transit	Rail System LCAM	42,346
Calgary Transit	RA Tran Corridors - NW Hub	4,000
Calgary Transit	Toughbooks & Text Line App	175
Calgary Transit	Net Opt_Bus Zones	4,650
Calgary Transit	Trans Net Opt - Reliability	15,500
Calgary Transit	Reliability Impr-Fleet&Infr	12,777
Calgary Transit	LRV Proc - Growth	37,250
Calgary Transit	Anderson TOD - Coordination	45,000
Transportation Infrastructure	SG CNG Rated Body Shop	45,500
TOTAL - Public Transit		645,293

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A CITY THAT MOVES: Sidewalks & Pathways		
Calgary Parks	PathwayMissingLink	6,937
Calgary Parks	Pathways&Trails LC	6,401
Calgary Parks	GreenwayMissingLink	7,500
Roads	Concrete Rehab	47,000
Roads	Plus 15 Rehab	18,500
Roads	Eau Claire Bridges - Jaipur Bridge Replacement and 2 ST Bridge Raising	9,600
Roads	SNIC - Service Levels 2018-19	7,000
Roads	SNIC - Lane Aprons	5,000
Roads	SNIC - Pedestrian Areas	12,000
Roads	SNIC - Walkways	6,500
Transportation Infrastructure	Com Mob Imps Sidew	500
Urban Strategy	Centre City Mobility SWalk	25,290
Urban Strategy	Main St Stscape Swalk	161,932
TOTAL - Sidewalks & Pathways		314,160
A CITY THAT MOVES: Specialized Transit		
Calgary Transit	CTA Cust Serv Tech	4,175
Calgary Transit	CTA Eligibility Assess Site	500
TOTAL - Specialized Transit		4,675

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A CITY THAT MOVES: Streets		
Roads	Various Street Imp	2,800
Roads	Bridge Rehab	12,000
Roads	Development Infrastructure	59,450
Roads	ITS Network Improvements	600
Roads	New Traf_Ped Sigs	2,000
Roads	Signal Comms	2,250
Roads	Operationl Improvs	8,250
Transportation Infrastructure	Optimization	8,000
Roads	Pavement Rehab	56,500
Transportation Infrastructure	Major Rd Reconstrc	24,000
Roads	Rds Equip_Systems	1,400
Roads	Rds Faclyts_Depots	12,850
Roads	Safety Improvs	23,600
Roads	Slope Stabilizatn	400
Roads	Sound Wall Lifecyc	2,818
Roads	Str Lt Lfcyc_Upgds	4,000
Roads	Subdivision Constn	3,100
Roads	Tr Signal Lifecycl	1,600
Transportation Infrastructure	Crow Tr Widening	152
Transportation Infrastructure	Future Land	18,750
Transportation Infrastructure	Peigan Widening Barlw-Stony	43,000
Transportation Infrastructure	Pre-Engineering Studies	20,000

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
Transportation Infrastructure	Crowchild Trail Corridor - Land	12,000
Transportation Planning	Data Collection Equipment	987
Transportation Planning	Functional Planning Studies	8,400
Transportation Planning	Noise Barrier Retrofit Program	7,200
Transportation Planning	Regional Travel Model	827
Transportation Infrastructure	Rich-Sarcee Improv	99,000
Urban Strategy	Main St Stscape Street	139,108
Urban Strategy	Centre City Mobility Street	16,860
TOTAL - Streets		591,902
A HEALTHY & GREEN CITY: Environmental Management		
Environmental & Safety Management	EM Investments	1,660
Environmental & Safety Management	MOBS-ESM	500
TOTAL - Environmental Management		2,160

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A HEALTHY & GREEN CITY: Parks & Open Spaces		
Calgary Parks	CulturalLandscape	3,462
Calgary Parks	RiverAccessUpgrade	10,901
Calgary Parks	Infra&UCLifecycle	39,526
Calgary Parks	InvestmentOpt T1	2,591
Calgary Parks	EauClairePlaza	11,808
Calgary Parks	Park Redevelopment	12,293
Calgary Parks	LeveragedPartnerPr	21,074
Calgary Parks	Parks Service Gap	23,030
Calgary Parks	MOBS-Parks	500
Calgary Parks	AssetMngtSystem	2,286
Calgary Parks	InvestmentOpt T2	2,082
TOTAL - Parks & Open Spaces		129,553

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A HEALTHY & GREEN CITY: Recreation Opportunities		
Calgary Recreation	Glenmore Twin Ice Arena	82,457
Calgary Recreation	Foothills Twin Ice Arena	118,830
Calgary Recreation	ICFP - Forest Lawn Complex	119,284
Calgary Recreation	Multisport Fieldhouse	285,800
Calgary Recreation	ICFP - Skyview Ranch Complex	59,124
Calgary Recreation	ICFP - Rec Design Initiation	340,687
Calgary Recreation	Recreation Essential Service	71,643
Calgary Recreation	Recreation Current Service	204,413
Calgary Recreation	ICFP - Renfrew Rec Complex	6,340
Calgary Recreation	ICFP - Thornhill Complex	144,988
Calgary Recreation	Glenmore AP Redevelopment	140,841
Calgary Recreation	Glenmore Multi-Use Facility	97,563
Calgary Recreation	Recreation Amenity Design	133,528
Civic Partners	Repsol Sport Centre Legacy Project	15,000
TOTAL - Recreation Opportunities		1,820,498
A HEALTHY & GREEN CITY: Urban Forestry		
Calgary Parks	Urban Forestry LC	10,118
Calgary Parks	UF MDP Target	14,992
Calgary Parks	Greening the GL	157
TOTAL - Urban Forestry		25,267

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A WELL-RUN CITY: Appeals & Tribunals		
City Clerk's Office	Quasi-Judicial Boards Premises and Technology	420
City Clerk's Office	Municipal Tribunal Program Initiation	4,960
TOTAL - Appeals & Tribunals		5,380
A WELL-RUN CITY: Citizen Engagement & Insights		
Customer Service & Communications	Citizen Insight&Engagement	1,520
Customer Service & Communications	Online Research Tool	200
Customer Service & Communications	Research & Engage Library	1,320
TOTAL - Citizen Engagement & Insights		3,040
A WELL-RUN CITY: Citizen Information & Services		
Customer Service & Communications	311 Customer Tools and Tech	1,070
Customer Service & Communications	311 Software and Upgrades	416
Customer Service & Communications	Calgary.ca Online Services	347
Customer Service & Communications	Calgary.ca Online Services Portal	3,360
TOTAL - Citizen Information & Services		5,193
A WELL-RUN CITY: City Auditor's Office		
City Auditor's Office	Redesign and Refurbish Office	490
TOTAL - City Auditor's Office		490
A WELL-RUN CITY: Council & Committee Support		
City Clerk's Office	Council and Committee Technology and Infrastructure	2,340
TOTAL - Council & Committee Support		2,340

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
A WELL-RUN CITY: Mayor & Council		
Office of the Councillors	Cust Relationship Mgmt Solution	450
TOTAL - Mayor & Council		450
A WELL-RUN CITY: Property Assessment		
Assessment	ASMT SYS IMP PRGM	800
Assessment	Provide ASMT PRGM	3,100
TOTAL - Property Assessment		3,900
A WELL-RUN CITY: Taxation		
Finance	Tax Management Sustainment	1,750
TOTAL - Taxation		1,750
ENABLING SERVICES: Corporate Security		
Corporate Security	Essential Information Security Program	11,927
Corporate Security	Essential Access Security Program	4,725
Corporate Security	Physical Security Program	9,700
Corporate Security	People_Resource Mgmt	2,729
Corporate Security	Essential Security Risk Management Program	10,650
TOTAL - Corporate Security		39,731

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
ENABLING SERVICES: Data Analytics & Information Access		
Corporate Analytics & Innovation	City Online Next Generation	870
Corporate Analytics & Innovation	CAI Digital Library Project	1,250
Corporate Analytics & Innovation	OneCity Dashboard	500
Corporate Analytics & Innovation	Cognitive Analytics System	750
Corporate Analytics & Innovation	Corporate GIS Upgrades	1,625
Corporate Analytics & Innovation	Spatial Reference Systems	2,300
Corporate Analytics & Innovation	Corporate Imagery Program	855
Corporate Analytics & Innovation	Business Equipment	600
TOTAL - Data Analytics & Information Access		8,750
ENABLING SERVICES: Facility Management		
Facility Management	Asset Sustainment Prgrm	32,522
Facility Management	Asset Assessment Prgrm	5,069
Facility Management	Public Building Rehab	4,446
Facility Management	Coordinated Maintenance	815
Facility Management	Facility Data & Tech	3,472
Facility Management	Downtown Fire Stations	800
Facility Management	Ergonomic Furniture Prgrm	620
Facility Management	Logistics Facility Design	113
Facility Management	Forest Lawn Civic Ctr	50
Facility Management	Heritage Asset Planning	608
Facility Management	Heritage Asset Lifecycle	505
Facility Management	Beltline YWCA Rehabilitation	16,540

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
Facility Management	Optimize Manchester Site	13,700
Facility Management	Facility Data _ Technology	13,936
Facility Management	Northeast Site Expansion	18,687
Facility Management	North Hill Civic Centre	3,500
Facility Management	Skyview Ranch Civic Centre	500
Facility Management	South Mcleod Multi-Service	250
Facility Management	Symons Valley MS	2,000
Facility Management	Workspace Planning Prgm	200
Facility Management	Workspace Sustainment Prgm	11,046
Facility Management	Bylaw Services Lifecycle	1,145
Facility Management	Whitehorn 911 Renovation	800
Facility Management	Fire Facility Sustainment	27,110
Facility Management	Parks Facility Sustainment	33,826
Facility Management	Livery Services Relocation	200
Facility Management	Business Licesnsing Space	1,200
TOTAL - Facility Management		193,659
ENABLING SERVICES: Financial Support		
Finance	Treasury Bus Compliancy	960
Finance	Finance Business Sustainment	2,470
TOTAL - Financial Support		3,430

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
ENABLING SERVICES: Fleet Management		
Fleet Services	Replacements	23,900
Fleet Services	Growth	16,200
TOTAL - Fleet Management		40,100
ENABLING SERVICES: Human Resources Support		
Human Resources	Talent Management System	1,400
TOTAL - Human Resources Support		1,400
ENABLING SERVICES: Infrastructure Support		
Corporate Analytics & Innovation	CROWM Phase II	1,375
Corporate Analytics & Innovation	Survey Control Program	1,770
Corporate Analytics & Innovation	JUMP Data Retrofit	510
Corporate Analytics & Innovation	Asset Information Support	1,999
Corporate Analytics & Innovation	CAI BIM Strategic Framework	250
Corporate Analytics & Innovation	Base Mapping Improvements	1,536
Corporate Analytics & Innovation	Project and Portfolio Mgmt	8,535
Corporate Analytics & Innovation	Corporate AM Technology	11,574
Corporate Analytics & Innovation	Asset Mgmt Initiatives	5,500
Corporate Analytics & Innovation	Sustainable Infrastructure Capital Pgm	2,000
Resilience & Infrastructure Calgary	Indigenous Consultation	1,120
TOTAL - Infrastructure Support		36,168

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
ENABLING SERVICES: IT Solutions & Support		
Information Technology	Software Licenses	2,665
Information Technology	Network Infrastructure	1,200
Information Technology	Enterprise Storage	3,988
Information Technology	Communications	2,578
Information Technology	Enterprise Servers	2,400
Information Technology	Calgary City Net	2,932
Information Technology	Software Lifecycle	5,870
Information Technology	Client Access	7,025
Information Technology	Service Resiliency	1,698
Information Technology	PeopleSoft FSCM	1,098
Information Technology	PeopleSoft HCM	780
Information Technology	Digital Strategy	2,500
Information Technology	Fibre Optics	20,000
Information Technology	Identity Management	1,100
Information Technology	Business Intelligence	3,700
Information Technology	City Network of Things-RPA	3,685
Information Technology	Enterprise Info Management	680
TOTAL - IT Solutions & Support		63,898

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
ENABLING SERVICES: Legal Counsel & Advocacy		
Law	Software Sustainment	144
TOTAL - Legal Counsel & Advocacy		144
ENABLING SERVICES: Organizational Health, Safety & Wellness		
Environmental & Safety Management	OHSW Capital	1,123
TOTAL - Organizational Health, Safety & Wellness		1,123
ENABLING SERVICES: Procurement & Warehousing		
Supply Management	Procurement Compliance Tech2	550
Supply Management	Warehouse Safety Compliance2	260
Supply Management	Fuel Safe_Enviro Compliance2	138
Supply Management	Qualification_Perform Mgmt2	225
Supply Management	PS_M5 Inven Integration	1,000
TOTAL - Procurement & Warehousing		2,173

FIGURE 30: 2019-2023+ unfunded capital investments by service and business unit (\$000s)

Business unit	Description	2019-2023+ Capital Budget
ENABLING SERVICES: Strategic Marketing & Communications		
Customer Service & Communications	Diverse Audience Channels	720
Customer Service & Communications	Channels and Social Media	2,755
Customer Service & Communications	Comms Equipment Replacement	830
Customer Service & Communications	Corporate Brand Governance	1,200
Customer Service & Communications	Video Image Data	400
Customer Service & Communications	Employee Communications	1,350
TOTAL - Strategic Marketing & Communications		7,255
TOTAL CITY		4,639,874

FIGURE 31: Capital infrastructure investment principles

Council approved an update to an infrastructure investment strategy and identified Capital Infrastructure Investment Principles (CIIP) in 2018 March. The CIIP emphasize intentional management of capital. Service owners identified that more than half of the recommended value of capital investments have a primary function to support the delivery of City of Calgary services. Many investments were also identified as supportive of delivering more than one service.

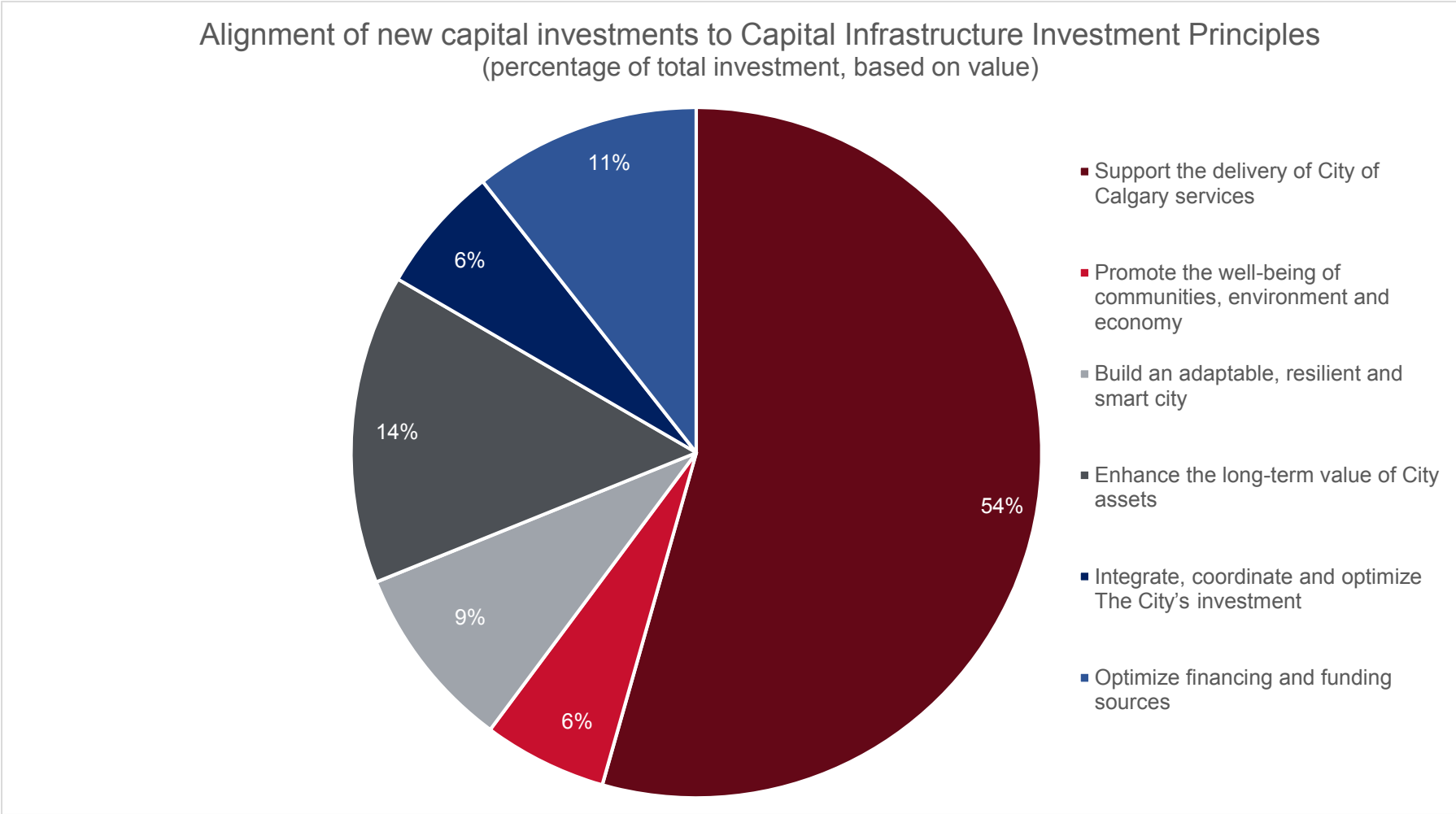


FIGURE 32: City resiliency framework

The City of Calgary was named part of the 100 Resilient Cities (100RC) – Pioneered by The Rockefeller Foundation in May 2016. 100RC is a global network of cities working to address some of the biggest challenges facing cities. The City Resilience Framework provides a lens to understand the complexity of cities and the drivers that contribute to their resilience. Consistent with The City's capital prioritization focusing on essential capital, the majority of new capital investments for 2019-2022 focus on critical infrastructure and asset risk mitigation.

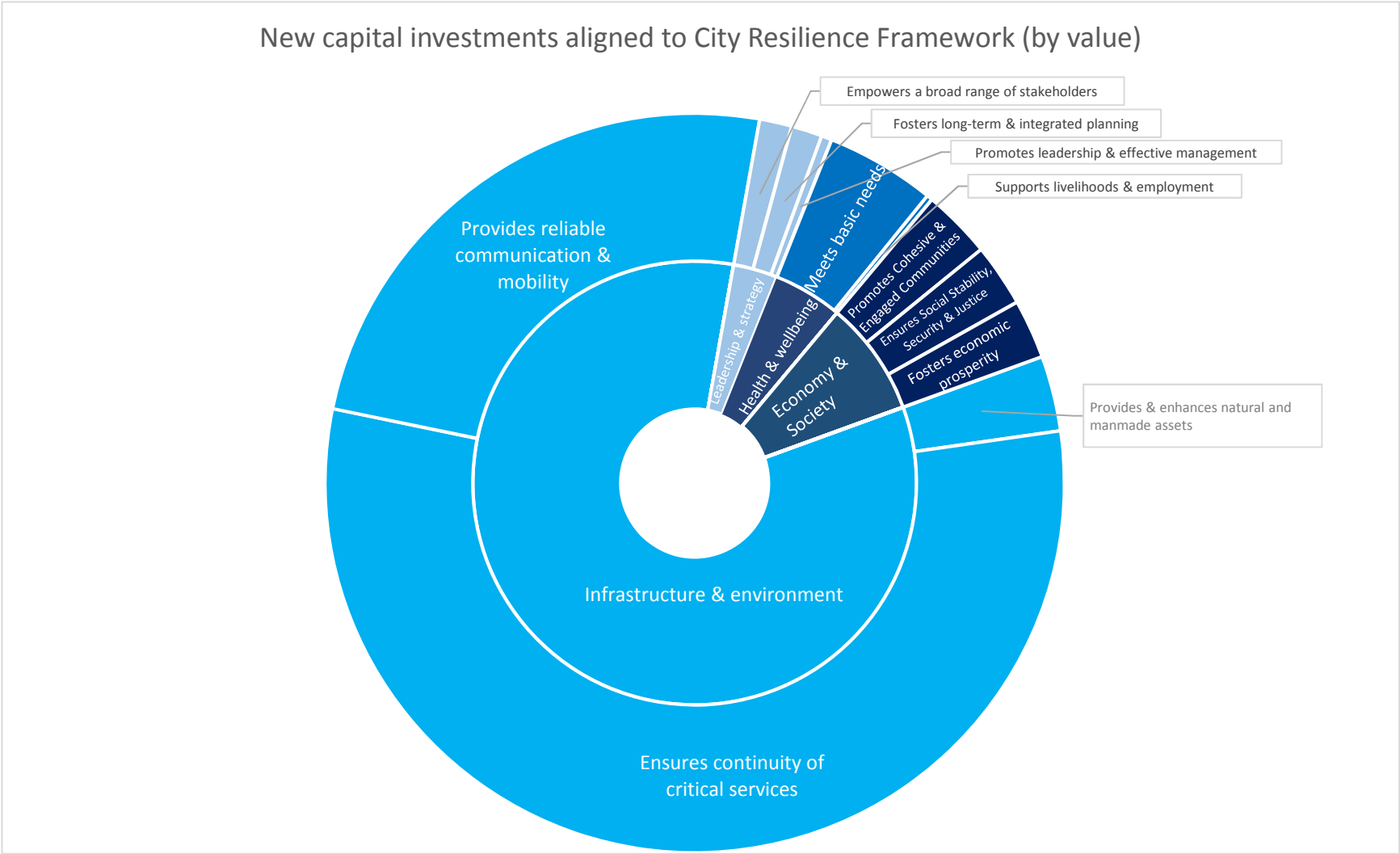


FIGURE 33: 2019-2022 growth-related investments by service (\$000s)

This summary represents the investments related to actively developing and new community growth that have received an allocation of the property tax rate approved by Council.

Activity Description	2019	2020	2021	2022	TOTAL
ACTIVELY DEVELOING COMMUNITIES (1)					
Fire & Emergency Response					
411588 West Macleod Emerg Resp Stn			1,000	1,000	2,000
480505 Livingston Emerg Resp Stn	1,000			1,000	2,000
TOTAL - Fire & Emergency Response	1,000	-	1,000	2,000	4,000
Streets					
481405 Macleod Trail and 194 Ave Improvements			4,000		4,000
481406 14 St NW / Stoney Tr I/C	7,500	11,000	11,500		30,000
481406 11 St NE / Stoney Tr I/C - Ramps to the North	500	4,500			5,000
481406 Centre St / Stoney Tr I/C	1,000	10,000	9,000		20,000
481406 Shaganappi Tr / Stoney Tr I/C	1,000	10,000	9,000		20,000
481352 Traffic Signals	3,750	3,750	3,750	3,750	15,000
481352 12 Mile Coulee (Connxn / Missing Links)		1,500			1,500
481352 75 St South of 14 AV SW		400			400
481352 Sarcee Tr NW (Arterial Rd Connxn / Missing Links)	850				850
481352 Symons Valley Rd NW (Arterial Rd Connxn / Missing Links)	215				215
481352 128 AV Missing Link (Arterial Rd Connxn / Missing Links)		1,900			1,900
481352 210 AV SW (Arterial Rd Connxn / Missing Links)	6,000	4,000	4,000		14,000
481352 130 AV SE (Arterial Rd Connxn / Missing Links)	3,500	500			4,000
481352 144 AV Missing Links / CHB Missing Links (Arterial Rd Connxn / Missing Links)	35				35
TOTAL - Streets	24,350	47,550	41,250	3,750	116,900
TOTAL - Actively Developing Communities	25,350	47,550	42,250	5,750	120,900

FIGURE 33: 2019-2022 growth-related investments by service (\$000s)

This summary represents the investments related to actively developing and new community growth that have received an allocation of the property tax rate approved by Council.

Activity Description	2019	2020	2021	2022	TOTAL
NEW COMMUNITIES (2)					
Fire & Emergency Response					
480506 Belvedere Emerg Resp Stn	1,000			1,000	2,000
480507 SouthShepard Emerg Resp Stn		2,000			2,000
TOTAL - Fire & Emergency Response	1,000	2,000	-	1,000	4,000
Streets					
481353 Traffic Signals	300	700	2,000	2,000	5,000
481406 Memorial DR Design work		1,000	1,000		2,000
481353 17 AV SE widening		1,660	700		2,360
481406 80 AV NE / Stoney Tr I/C		2,000	3,000	3,500	8,500
481407 144 AV / West Nose Creek Bridge	1,000	5,000	19,000		25,000
481353 Sarcee Trail extension			1,000		1,000
481353 144 AV NW, 3 lanes (37 ST to SV RD NW)			2,450		2,450
481353 Sage Hill Dr, 4 lanes (144 AV to subdiv)			1,000		1,000
481353 Symons Valley RD NW, 2 lanes (144 AV to subdiv)			600		600
481406 11 St NE / Stoney Tr I/C			1,000	20,000	21,000
481408 88 ST SE extension	4,700	18,800		-	23,500
TOTAL - Streets	6,000	29,160	31,750	25,500	92,410
Stormwater Management					
453429 Glacier Ridge ASP Stormwater Servicing - Phase 2 West Basin			380	3,420	3,800
453429 Haskayne ASP Stormwater Trunk			200	1,800	2,000
453429 Keystone ASP Industrial SE (144 Ave NE Storm Trunk)	400	10,000			10,400
453429 Providence ASP Phase 2 Stormwater Trunk and Outfall			775	6,975	7,750
453429 Rangeview Seton Storm Trunk Phase 1 + Phase 2	600	6,400			7,000
TOTAL - Stormwater Management	1,000	16,400	1,355	12,195	30,950
Wastewater Collection & Treatment					
456129 Belvedere Phase 1 Sanitary Trunk	600	5,400			6,000
456129 Glacier Ridge - San Trunk - East Basin	401	3,609			4,010

FIGURE 33: 2019-2022 growth-related investments by service (\$000s)

This summary represents the investments related to actively developing and new community growth that have received an allocation of the property tax rate approved by Council.

Activity Description	2019	2020	2021	2022	TOTAL
Wastewater Collection & Treatment					
456129 Glacier Ridge ASP - San Trunk - West Basin	300	2,700	517	4,653	8,170
456129 Haskayne ASP - Sanitary Trunk	390	3,510			3,900
456129 Rangeview Sanitary Trunk Phase 1, Phase 2 456012, Phase 3 laterals XXX013	3,600	15,000	15,550	3,150	37,300
TOTAL - Wastewater Collection & Treatment	4,290	21,210	16,067	7,803	49,370
Water Treatment & Supply					
460940 Belvedere East Feedermain	1,600	7,200	7,200		16,000
460940 Northridge FM Ph 1 and 2	20,198	15,300			18,498
460940 Northridge FM Ph 1 and 2					17,000
460940 Northridge Reservoir	3,200	1,204	10,885		12,089
460940 Northridge Reservoir					3,200
460940 Northridge FM West Leg	930	8,370	1,150	10,350	20,800
460940 Haskayne Feedermain	1,130	10,170			11,300
460940 Providence ASP Phase 1 Water Servicing - Starlight East Pump Station; Phase 2 Water Servicing - Westview Pressure Zone	2,866	15,890	1,233	11,090	31,079
460940 WW - Ogden FM	1,392	6,940			8,332
TOTAL - Water Treatment & Supply	31,316	65,074	20,468	21,440	138,298
TOTAL - New Communities	44,607	142,853	69,640	67,938	325,038
TOTAL GREENFIELD GROWTH	69,957	190,403	111,890	73,688	445,938

Note:

- 1) Actively Developing Communities are the 27 greenfield communities that are in the process of developing prior to 2019.
- 2) New Communities are greenfield communities that will begin development within the 2019-2022 budget cycle.

FIGURE 34: Actual and estimated debt outstanding**Debt obligations**

Debt is mainly obtained from Alberta Capital Finance Authority (ACFA); it includes tax-supported, self-sufficient tax-supported, and self-supported (including utilities and local improvement). The City manages debt attributed to ENMAX, but as a government business enterprise of The City this debt is appropriately excluded from The City's total debt. The City has provided guarantees for certain loans to The Calgary Exhibition & Stampede Ltd and The Calgary Zoo as civic partners having fiscal relationships with The City but for which control lies outside of Calgary City Council, as well as for The City's related authority Attainable Homes Calgary Corporation.

Tax-supported debt is repaid using tax revenue. Currently, there is no new tax-supported debt capacity approved beyond 2006 (Reference: FCS2008-24), and all tax-supported debt capacity is fully committed. However, Council has approved tax-supported debt for specific projects such as Green Line with a dedicated funding source identified for repayment. Therefore, The City is operating within its established debt capacity limits.

Self-sufficient tax-supported debt (SSTS) is issued for The Calgary Municipal Land Corporation (CMLC), a City-owned company, and can be issued to finance City projects with a defined revenue source. For CMLC, the interest and principal payments are funded by revenues resulting from its own operations, i.e. the Community Revitalization Levy (FCS2007-14) and land sales. SSTS debt also includes short term debt that will be funded from future grant receipts from the Alberta Government's Municipal Sustainability Initiative (MSI), which provides bridge financing for MSI-funded projects.

Self-supported debt is funded through user fees. Self-supported debt including utilities debt is growing in recent years primarily resulting from infrastructure requirements. Local improvement debt is considered self-supported, with principal and interest payment funded by local improvement levies that are collectible from the property owners. Other self-supported debt in Figure 34 below includes debt for Fleet Services, Real Estate & Development Services, Calgary Housing Company, and Waste & Recycling Services.

Figure 34: Actual and estimated debt outstanding
(\$millions)

2016 and 2017 are actual debts outstanding. 2018 to 2024 include estimated borrowings.

YEAR	TAX-SUPPORTED DEBT	SELF-SUFFICIENT TAX-SUPPORTED		SELF-SUPPORTED			TOTAL
		CMLC	MSI debt	Utilities	Local improvement	Other self-supported debt	
2016	450.5	193.4	360.5	1,917.3	70.3	311.0	3,303.1
2017	406.9	208.0	140.5	1,905.9	67.9	420.7	3,150.0
2018 E	366.8	213.8	70.5	1,910.1	68.4	391.2	3,020.8
2019 E	440.1	218.2	235.0	2,022.0	60.2	428.7	3,404.2
2020 E	453.9	218.7	535.9	2,190.7	52.4	431.3	3,882.9
2021 E	777.1	212.9	535.9	2,189.2	44.9	386.5	4,146.5
2022 E	1,139.5	198.1	0.0	2,201.3	38.1	349.7	3,926.7
2023 E	1,494.5	155.3	0.0	2,191.9	31.9	347.2	4,220.8
2024 E	1,683.3	112.4	0.0	2,212.8	26.0	342.6	4,377.0

FIGURE 35: Actual and estimated debt repayment (principal and interest)**Debt repayment**

The current regular amortizing debt program consists of equal, semi-annual payment with blended principal and interest which are funded through user fees, the debt servicing reserve, and the community investment reserve. The structured debt program includes repayment terms of interest only for the first half of the debt term and blended, amortized principal and interest payment over the remaining term, also funded through the debt servicing reserve. The bullet debt (mainly for MSI-funded debt) consists of semi-annual payments on interest only, principal payment is payable at the last payment date.

Principal and interest payments for existing and estimated borrowing are broken down by debt type in the table below.

Figure 35: Actual and estimated debt payments (principal and interest)
(\$millions)

YEAR	TAX-SUPPORTED DEBT	SELF-SUFFICIENT TAX-SUPPORTED		SELF-SUPPORTED			TOTAL
		CMLC	MSI debt	Utilities	Local improvement	Other Self-supported debt	
2016	61.1	26.7	0.0	200.3	9.3	58.3	355.6
2017	55.9	26.1	0.0	205.5	9.7	65.2	362.3
2018 E	51.2	31.3	0.0	203.5	9.7	58.4	354.0
2019 E	57.0	35.9	0.0	215.8	9.0	70.2	388.0
2020 E	80.4	40.6	378.7	230.6	8.4	77.9	816.6
2021 E	110.7	45.1	546.6	239.7	7.4	77.6	1,027.3
2022 E	137.0	48.9	0.0	242.5	6.7	75.0	510.1
2023 E	149.5	47.7	0.0	250.4	6.1	74.0	527.7
2024 E	117.8	43.4	0.0	261.7	4.9	70.1	497.8

FIGURE 36: Debt limit vs. total debt

Municipal debt and debt service limits are defined in Section 271 of the Municipal Government Act (MGA) and Alberta Regulation #255/2000. These regulations specify that The City of Calgary's total debt can be no more than twice its revenue (Figure 36), and debt servicing can be no more than 35 per cent of revenue (Figure 37). Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

The City's total debt is below Council's debt limit threshold of 2.0 times revenue.

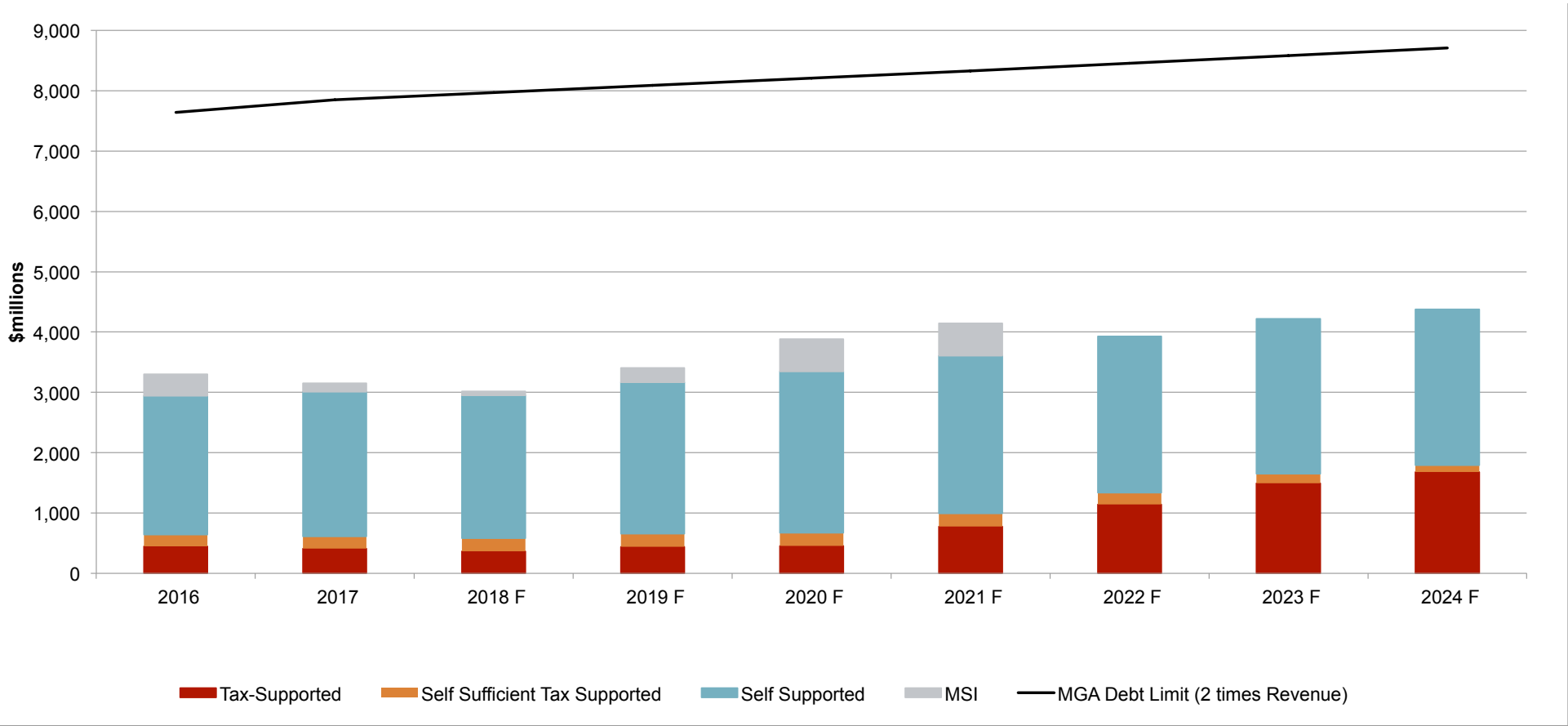


FIGURE 37: Debt service limit vs. debt servicing charges (principal & interest)

(\$millions)
The City's debt servicing is below the threshold of 0.35 times revenues.

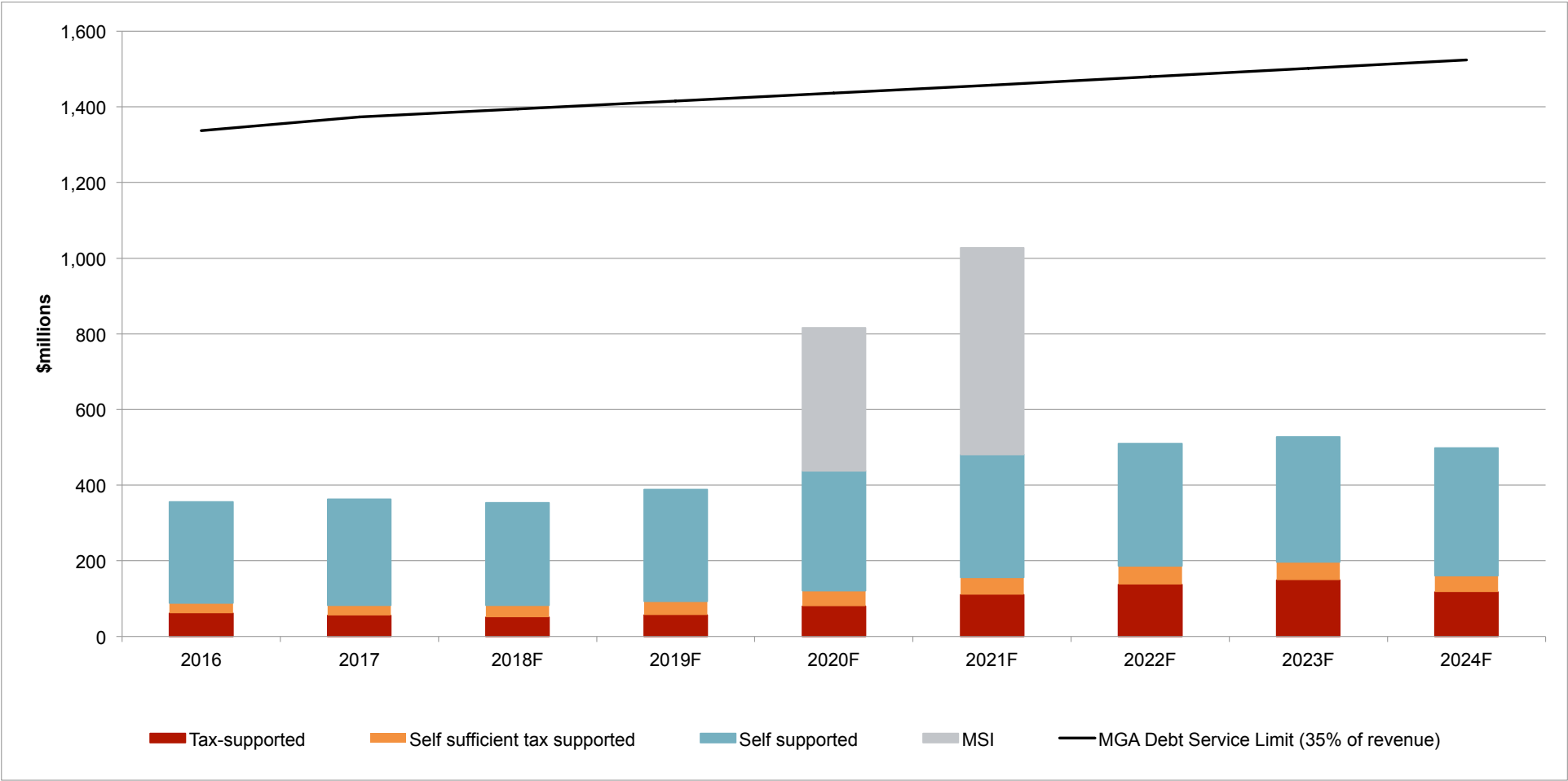


FIGURE 38: Actual and estimated debt service ratio

In addition to the legislated debt limits noted earlier, Council approved (FB2002-11) a tax-supported debt service ratio of 10 per cent of City's tax-supported gross expenditures (net of recoveries).

The City's tax-supported debt servicing is below the 10 per cent ratio approved by Council. The ratio begins to increase in 2021 primarily due to estimated increases in tax-supported borrowings for Council approved projects with a dedicated funding source for repayment.

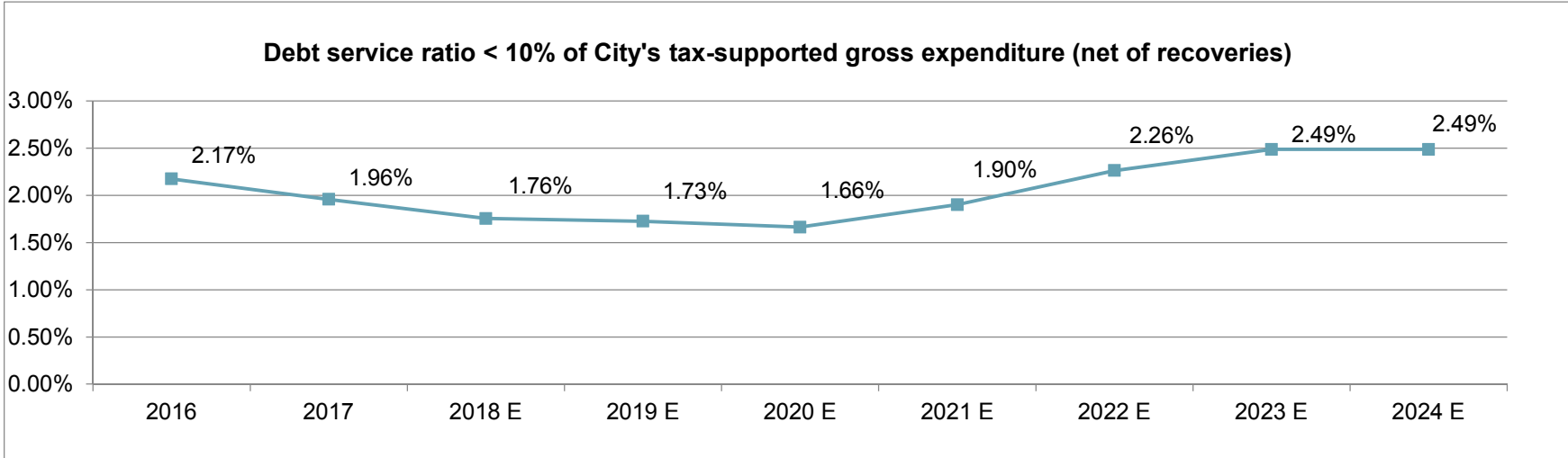


FIGURE 39: Actual and estimated debt outstanding per capita

The increase in total debt per capita in 2019 onward is driven largely by Council approved tax-supported debt for specific projects such as Green Line with a dedicated funding source identified for repayment.

Year	Tax-supported	Self-sufficient tax-supported	Self-supported	Total
2016	364.8	448.5	1,861.0	2,674.2
2017	326.5	279.7	1,921.3	2,527.4
2018 E	289.4	224.4	1,869.8	2,383.6
2019 E	340.8	351.0	1,944.6	2,636.5
2020 E	344.5	572.7	2,029.9	2,947.2
2021 E	577.7	556.8	1,948.4	3,082.9
2022 E	830.4	144.4	1,886.6	2,861.4
2023 E	1,068.5	111.0	1,838.1	3,017.7
2024 E	1,181.8	78.9	1,812.4	3,073.1

Financial policies

Balanced budget: As currently required by the Municipal Government Act (MGA), The City's budget is balanced, with no projection of either a deficit or a surplus in any of the four years. Any year-end surplus remaining, after specific projects' carry-forwards are approved by Council, is transferred to the Budget Savings Account or Fiscal Stability Reserve. Any departmental deficits must be recovered within the four-year cycle.

User fees and charges: The User Fees and Subsidies policy (CFO010) was established in 2008, and further amended in 2012, to provide a consistent approach for services to determine user fees and align the process, rationale and information needed to support the recommended user fees.

On May 16, 2018, Council approved the long-term tax support rates of user fees as part of the 2019 – 2022 business plans and budgets. The long-term "tax support rate" is the proportion of the full costs of a service (or service output) that is funded from municipal tax revenues. The following factors were considered when developing the long-term tax support rates:

- The full costs of providing the good or service.
- A societal benefits assessment to estimate the extent to which the public (i.e., society as a whole) benefits from the consumption of the good or service.
- The market demand and an individual's willingness to pay for the good or service.

Use of volatile revenues: In November 2004, Council approved the Franchise Fee and Municipal Consent and Access Fee (MCAF) Revenue Budgets and Variances Policy (CFO003) to ensure that a consistent methodology is applied when using variances in franchise fees revenue that result from changes in the demand and pricing of commodities such as natural gas and electricity. The base budgeted revenue figure is determined by the projected one-time revenue based on forecasted short-term price increases. Any revenue received above the budgeted figure will first be allocated to offset the City's higher costs for utilities and fuel, then allocated to the Reserve for Future Capital.

Use of one-time revenues: Provisions regarding extraordinary revenues from other sources, include:

- **Dividends from ENMAX** (The City's wholly-owned electricity utility): Council approved 50 per cent of the ENMAX dividend received in excess

of the annual budget to be transferred to the ENMAX Dividend Stabilization Reserve to a maximum of \$20 million.

- **Extraordinary revenue from the development industry:** Council approved in 2003 the creation of the Calgary Building Service Sustainment Reserve (formerly named Development & Building Approvals Sustainment Fund). The reserve is used to manage fluctuations in the level of activity in the development and building industry, supporting Calgary Building Service's plan to be a sustainable self-supporting business unit without requiring mill-rate support. The reserve's specific uses are to stabilize the operating budget, fund one-time operating expenditures and to fund capital expenditures.

Investments: The MGA and Regulations delineate the authorized investments for Alberta municipalities. In addition, The City has Council approved Investment Policy (CFO007), updated most recently in July 2016, and The City's Investment Governance Policy (CFO001) updated most recently in July 2012.

Reserves: Reserves are used to accumulate funds over time to provide funding for operations and capital, and to provide a measure of financial flexibility to react to budget shortfalls or the financial impact of significant unexpected issues in a timely manner. In December 2010, Council approved a new policy (CFO013) that defines and delineates how reserves are created, amended, closed, administered and reviewed.

Capital funding: Council approved updates to policies on capital funding in 2008. Current policies include:

- The ratio of tax-supported debt-servicing to tax-supported gross expenditures (net of recoveries) shall not exceed 10 per cent.
- No new (non-self sufficient) tax-supported debt capacity will be approved at this time.
- One hundred million annually in self-sufficient tax-supported debt capacity is approved between 2009 and 2013.
- The property tax contribution to the Debt Servicing Reserve (DSR) will be combined with the annual property tax contribution to the Lifecycle Maintenance and Upgrade Reserve (LMUR) such that the annual contribution to the LMUR represents 2.6 per cent of annual property taxes.
- A minimum of \$10 million per year will be transferred from the DSR to the LMUR, provided no new tax-supported debt is issued, and funds are not needed for the interest payments for bridge financing for projects funded through the Municipal Sustainability Initiative (MSI).

Supplemental budget analysis and information: Background information

- Increase the Pay-As-You-Go (PAYG) five-year funding envelope to \$400 million by 2013 through annual transfers from the DSR of \$10 million in 2009, escalating by \$5 million per year to \$30 million by 2013.
- Increase PAYG funding every three-year planning period beyond 2009-2011 based on population and non-residential construction inflation.
- PAYG funding will be targeted to capital maintenance and upgrade, projects with a relatively short useful life and ineligible costs of grant programs.
- The first priority in the use of debt is for utility and self-sustaining projects.
- Debt is to be used primarily as a financing source for growth-related projects.
- The maximum debt term for tax-supported operations is 20 years for longer-life assets and 10 years for all other borrowing; for utilities, the maximum debt term is 25 years.
- Council also adopted in 2008 the Public-Private Partnership (P3) policy (CFO011) that outlines the consideration of P3s as a capital financing tool.

Financial planning: The City's long-range financial plan projection was updated in 2018. It incorporates longer-term revenue and expenditure projections into the context of the key financial strategies The City wishes to pursue. The long-range financial plan ties into several other major policy reviews and reports conducted within the organization, such as:

- Council's Priorities
- The 2020 Sustainability Direction
- The asset management strategy, including the Asset Management Policy
- Infrastructure Status Report
- The Municipal Development Plan
- User Fee and Subsidy Policy

Multi-year business planning and budgeting: Council approved Multi-year Business Planning and Budgeting Policy (CFO004) in January 2005 to:

- Provide longer term funding plan so longer term goals would be identified and achieved.
- Provide citizens with more certainty about the direction of City services, finances, and tax levels.
- Instill discipline to control spending plan changes.

Some significant policies approved relate to:

- Council's approval of multi-year business plans and budgets that include measures of performance.

- Multi-year rates and fees recommendations for Council approval.
- An annual opportunity for adjusting future years' commitments made in the business plans and budgets.
- The use of the Fiscal Stability Reserve as a contingency fund and for certain one-time expenditures based on investment income generated by the reserve.
- The ability of departments to carry forward year-end variances in exceptional circumstances, and the provision of semi-annual accountability reports to Council on performance.

Budget basis and control

Budget context

The City's budget is prepared in accordance with principles and standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, as required by the MGA, using the accrual basis of accounting. It is a set of four annual operating budgets, approved at one time by Council. The one-year capital budget is based on a five-year plan. Tax rate bylaws are passed annually, as required by the MGA.

During past budget cycles, The City has reported its budget on a program basis to align each program's budget with the organizational structure. For the 2019 – 2022 budget cycle, The City has transitioned to a service-based view.

The City budgets for operating, capital and reserve transactions.

Operating budget

The City's budgets for revenues, recoveries and expenditures that pertain to ongoing operations for the next four years. Services budget for their direct revenue sources, including user fees, revenue from licenses, permits and other sales of goods and services, as well as any grants from other orders of government. Operating revenue that cannot be specifically allocated to individual services is referred to as common revenues and is budgeted at the corporate level. This includes property taxes, grants-in-lieu of taxes, contributions from reserves, government grants, dividends, investment income and local access fees (franchise fees).

Capital budget

Capital budgets include estimated expenditures for the complete cost of long-term

Supplemental budget analysis and information: Background information

additions or improvements forecast to begin within four years. Capital budget programs are divided into separate projects. Major funding sources for capital include government grants and revenue sharing, cost-shared programs, developer and other third-party contributions (such as acreage assessments), contributions from the operating budget (PAYG funding), reserves, and debentures.

Reserves

Reserves are primarily used to fund unexpected expenditures, emergencies, or planned, large capital expenditures. Contributions to and from reserves are approved through the operating and capital budgets and through other policies. All reserves are reported to Council in the Annual Reserves Report, as well as in the Annual Report. Reserves are also reviewed at least once every three years through the Triennial Reserve Review. See Figure 41 below for a summary of the 2017 reserves.

A few of the most significant reserves are described below.

Fiscal Stability Reserve (FSR)

The purpose of this reserve is to provide a contingency fund for operational emergencies, urgent or contingency capital expenditures, and to compensate for unplanned revenue reductions with significant financial impacts. Investment income earned from this reserve is also used to fund one-time operating budget expenditures.

The reserve must maintain a minimum balance of five per cent (with the target balance set at 15 per cent) of The City's annual tax-supported gross expenditures (net of recoveries).

As The City projects a balanced budget, any favourable tax-supported corporate variances at year end are transferred to the FSR, as well as any Council-approved, previously committed one-time contingent funds that are no longer required for their original purpose.

The FSR balance at Dec. 31, 2017 was \$573.7 million, of which \$135.1 million was committed. This resulted in a closing balance ratio to tax-supported gross expenditures (net of recoveries) after committed amounts of 11.2 per cent.

Reserve for Future Capital (RFC)

The purpose of this reserve is to fund various projects as per Council approval, to hold contingency funds for unforeseen projects or new emergency needs, and to hold PAYG funding which helps pay for City

maintenance and upgrade projects, projects producing assets with a useful life of five years or less, and, for grant-funded costs, costs ineligible to be paid for using grant funding.

The reserve has a target balance for contingency purposes of 10 per cent of the previous year's capital spending less Municipal Sustainability Initiative (MSI) funding and less self-funded capital projects.

Funding sources include lease/sales revenue and space provision funds for new employees, franchise fees in excess of budgeted amounts, contributions from the DSR for PAYG funding, PAYG funding from operations, transfers from Provincial Disaster Recovery for reimbursement of 2013 flood costs, and other funding sources as directed by Council.

The RFC balance at Dec. 31, 2017 was \$308.4 million, of which \$73.3 million is the capital contingency required to be held unallocated by the terms of the reserve.

Budget Savings Account Reserve (BSA)

This reserve is made up of the Budget Savings Account and the Community Economic Resiliency Fund (CERF). The purpose of the BSA is to encourage and provide incentives for business units to seek annual savings, innovation and efficiencies, within their operating and capital budgets. The CERF is used to set aside funding from Corporate surplus/intentional savings for initiatives that support Calgarians and local businesses affected by the challenging economic conditions in Calgary.

The BSA is funded with savings generated by business units through the management of their operating and capital budget. Savings transferred to the BSA are allocated 50 per cent to initiatives at the business unit level and 50 per cent to initiatives at the corporate level. During an economic downturn, 100 per cent of savings are allocated to initiatives at the corporate level.

The BSA balance at Dec. 31, 2017 was \$157.3 million, of which \$73.1 million is the Operating BSA, \$4.9 million is the Capital BSA and \$79.3 million is the CERF. As at Dec. 31, 2017, \$102.4 million is committed.

Debt Servicing Reserve (DSR)

In 2004, the Transportation Capital Financing Reserve, Major Project Reserve and Structured Debt Retirement Reserve were combined to create the Debt Servicing Reserve. The reserve is primarily used to fund the

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principal and interest payments for tax-supported debt, and is funded through investment income and the annual allocation of 84 per cent of the debt charge savings. The DSR also makes specified contributions to the LMUR and PAYG annually.

The DSR balance at Dec. 31, 2017 was \$52.6 million.

Lifecycle Maintenance and Upgrade Reserve (LMUR)

The purpose of this reserve is to fund the maintenance and upgrade of capital assets. Ongoing funding for this reserve is based on 2.6 per cent of the annual property taxes, as well as annual transfers of \$10 million from the DSR provided no new tax-supported debt is issued and funds are not needed for the interest payments for MSI related bridge financing. Any available funding in the DSR not committed to tax-supported debt payments will also be transferred to the LMUR annually.

The LMUR balance at Dec. 31, 2017 was \$174.7 million, of which \$122.9 million is committed.

Projected Ending Fund Balance

Projected ending fund balance are expected to be used in the future by City Council direction.

Fund accounting

The City of Calgary includes three major funds within its consolidated financial statements, as defined below. Transactions between funds are recorded as inter-fund transfers and are eliminated for financial reporting purposes. Figure 40 shows projections for each fund balance over the next four years.

General Operating Fund

The operating fund reflects the financial activities associated with the provision of general municipal and utility services during the year.

Capital Fund

The capital fund reflects the financial activities associated with the acquisition, construction and funding of capital assets.

Reserves Fund

The reserves fund reflects funds authorized by City Council to be set aside for the funding of future operating or capital expenditures.

FIGURE 40: Statement of projected fund balances (\$millions)

	2019			2020			2021			2022		
	General operating fund	Capital fund	Reserves fund	General operating fund	Capital fund	Reserves fund	General operating fund	Capital fund	Reserves fund	General operating fund	Capital fund	Reserves fund
Projected opening balance		145.2	2,262.9		145.2	3,024.0		145.2	3,813.0		145.2	4,626.1
Sources of fund												
Sales of goods and services Franchise fees, dividends Investment and other income Licences, permits and fines	1,233.1			1,275.4			1,313.3			1,349.8		
Grants and subsidies	354.8			358.1			371.1			371.5		
Developer and other contributions	202.5			224.1			244.4			251.1		
Property tax - Residential	183.7			189.9			195.3			200.7		
Property tax - Non-residential	88.4	460.6		88.4	222.1		88.4	173.2		88.4	154.3	
		156.1			108.3			107.9			27.7	
	878.8			919.6			960.5			1,004.1		
	1,072.6			1,115.4			1,157.9			1,203.3		
Subtotal	4,013.9	616.6	-	4,170.9	330.4	-	4,330.9	281.1	-	4,468.9	182.0	-
Uses of fund												
Police	505.5	35.0		507.6	14.6		517.4	53.3		527.2	14.8	
Fire	236.3	37.5		243.2	61.7		253.6	21.5		254.0	34.1	
Public Transit	474.5	207.5		493.6	131.8		507.1	95.4		521.5	96.1	
Roads and Traffic	205.1	454.4		234.0	191.8		233.0	160.0		240.7	114.1	
Water Services and Resources	516.0	462.5		539.5	538.4		563.4	367.2		579.3	335.7	
Waste and Recycling Services	148.2	29.2		151.4	29.3		155.4	29.9		160.5	29.7	
Community and Social Development	75.6	-		75.9	-		77.3	-		76.4	-	
Social Housing	18.6	42.1		12.7	22.6		12.6	44.8		12.6	41.7	
Parks and Recreation Facilities	206.4	99.5		210.1	73.6		213.6	62.6		216.3	27.0	
Societies and Related Authorities	104.3	20.9		105.9	26.5		107.2	20.0		108.6	11.2	
General Government	511.5	70.1		547.9	40.1		588.7	30.0		641.4	28.7	
Public Works	289.7	184.2		298.6	150.3		301.2	99.5		303.8	78.9	
Real Estate Services	40.8	83.0		42.7	94.4		44.4	123.5		46.0	19.8	
Subtotal	3,332.5	1,725.9	-	3,463.2	1,375.2	-	3,574.9	1,107.9	-	3,688.4	832.0	-
Financing activities												
Debt financing		346.0			391.0			189.3			208.2	
Contributions from reserves	79.7	763.3		81.3	653.8		57.2	637.5		48.7	441.7	
Contributions to reserves	(761.1)		761.1	(789.0)		789.0	(813.1)		813.1	(829.2)		829.2
Subtotal	(681.4)	1,109.3	761.1	(707.7)	1,044.7	789.0	(755.9)	826.8	813.1	(780.5)	650.0	829.2
Change in fund balance	-	-	761.1	-	-	789.0	-	-	813.1	-	-	829.3
Projected ending fund balance	-	145.2	3,024.0	-	145.2	3,813.0	-	145.2	4,626.1	-	145.2	5,455.4

Notes:

1) The total sources of funds and uses of funds have not been adjusted to remove double counting of franchise fees and dividends paid by utilities to The City's operating fund.

FIGURE 41: Reserves balances (\$000s)**Operating Reserves**

Fiscal Stability Reserve	573,721
Tax Loss Provision Reserve	37,398
ENMAX Dividend Stabilization Reserve	20,000
Health, Safety and Wellness Reserve	18,813
Snow and Ice Control (SNIC) Reserve	12,482
Self - Insurance Reserve	7,000
Children's Reserve Fund	4,723
Family & Community Support Service Stabilization Fund	4,361
Calgary Police Service Court Fine Revenue Operating Reserve	4,000
Parks Foundation Reserve	2,407
Calgary Police Service Helicopter Maintenance Reserve	2,352
Parking Revenue Reinvestment Reserve	2,133
Calgary Heritage Authority Reserve	1,772
Group Life Reserve	1,725
Heritage Incentive Reserve	1,205
Mall Programming Fund	813
	694,905

Capital Reserves

Reserve for Future Capital	308,440
Lifecycle Maintenance and Upgrade Reserve	174,747
Revolving Fund Reserve for General Land Purchases	102,118
Debt Servicing Reserve	52,570
Parking Land Acquisition Reserve	41,719
Calgary Police Service Capital Reserve	40,209
Community Investment Reserve	39,407
Corporate Housing Reserve	30,383
Information Technology Reserve	27,711
911 Communications Centre Capital Financing Reserve	26,243
Fleet Services Capital Reserve	10,933
LED Street Light Re-Lamping Reserve	9,123
Legacy Parks Reserve	7,195
Asphalt and Crusher Plant Lifecycle Capital Reserve	6,443
Artificial Turf Field Lifecycle Reserve	3,271
Downtown Improvement Fund	3,050
TELUS Convention Centre Reserve	20
	883,582

Sustainment Reserves*(Combined Operating and Capital Reserves)*

Budget Savings Account	157,334
Utility Sustainment Reserve	142,392
CBS and CCS - Business License Sustainment Reserve	96,335
Real Estate Services	70,796
Waste and Recycling Sustainment Reserve	64,802
Economic Development Investment Fund	55,000
Perpetual Care of the Municipal Cemetery System Reserve	18,221
Public Art Reserve	5,883
Parks Endowment and Sustainment Reserve	4,494
Livery Transport Services	4,145
Golf Course Levy Reserve	2,777
Community Sustainability Reserve	2,119
Millican-Ogden Community Enhancement	-
	624,298

Total Reserves**2,202,785**

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FIGURE 42: Budget to actual reconciliation (\$000s)

Note: This summary reconciles The City of Calgary's 2018 - 2022 operating and capital budgets to the revenues and expenditures reported in the 2017 Annual Report. Assumptions have been made to project the excess revenues over expenditures under Public Sector Accounting Standards (PSAS).

	2017 ACTUALS (Note 1 & 2)	2018 BUDGET (Note 3, 4)	2019 BUDGET (Note 4)	2020 BUDGET (Note 4)	2021 BUDGET (Note 4)	2022 BUDGET (Note 4)
REVENUES						
Property taxes	1,921,178	2,255,983	2,358,345	2,444,598	2,540,371	2,628,713
Sales of goods and services	1,117,372	1,191,914	1,233,089	1,275,372	1,313,284	1,349,797
Investment and other operating Income	101,281	77,423	87,545	90,015	91,459	93,202
Licences, permits and fines	195,587	172,590	183,709	189,913	195,285	200,735
Grants and subsidies	806,230	982,431	548,947	310,517	261,558	242,663
Developer and other contributions	343,032	215,115	218,908	190,950	209,977	135,749
Debt financing	-	255,698	346,002	390,963	189,338	208,230
TOTAL REVENUES	4,484,680	5,151,155	4,976,545	4,892,326	4,801,271	4,859,088
EXPENDITURES						
Police	508,953	555,001	540,422	522,228	570,740	542,032
Fire	325,180	305,514	273,732	304,845	275,159	288,159
Public Transit	554,680	827,625	681,910	625,428	602,586	617,590
Roads and Traffic	404,624	746,190	659,485	425,780	392,962	354,791
Water Services and Resources	514,187	900,704	978,562	1,077,957	930,587	915,072
Waste and Recycling Services	136,910	195,293	177,480	180,759	185,290	190,182
Community and Social Development	82,965	78,062	75,638	75,927	77,304	76,418
Social Housing	11,562	41,952	60,694	35,319	57,370	54,309
Parks and Recreation Facilities	320,900	430,976	305,870	283,634	276,271	243,350
Societies and Related Authorities	35,253	123,270	125,263	132,461	127,217	119,854
General Government	292,912	555,584	581,595	588,066	618,676	670,097
Public Works	293,561	406,754	473,943	448,885	400,721	382,649
Real Estate Services	19,663	103,799	123,831	137,106	167,915	65,804
TOTAL EXPENDITURES	3,501,350	5,270,724	5,058,426	4,838,396	4,682,798	4,520,306
EXCESS REVENUES OVER EXPENDITURES	983,330	(119,569)	(81,881)	53,931	118,473	338,783
2018 - 2022 PSAS Adjustments:						
Contributions from reserves	-	784,235	842,975	735,100	694,639	490,462
Contributions to reserves	-	(664,664)	(761,094)	(789,030)	(813,112)	(829,245)
Tangible capital asset adjustments	-	1,484,484	1,287,092	1,025,531	826,203	620,432
Amortization	-	(505,139)	(623,660)	(638,808)	(649,030)	(654,866)
Projected debt repayments	-	1,098,915	745,313	332,792	58,699	(373,216)
EXCESS REVENUES OVER EXPENDITURES IN ACCORDANCE WITH PSAS	983,330	979,346	663,432	386,722	177,173	(34,433)

FIGURE 42: Budget to actual reconciliation (\$000s)

Note: This summary reconciles The City of Calgary's 2018 - 2022 operating and capital budgets to the revenues and expenditures reported in the 2017 Annual Report. Assumptions have been made to project the excess revenues over expenditures under Public Sector Accounting Standards (PSAS).

	2017 ACTUALS (Note 1 & 2)	2018 BUDGET (Note 3, 4)	2019 BUDGET (Note 4)	2020 BUDGET (Note 4)	2021 BUDGET (Note 4)	2022 BUDGET (Note 4)
Adjustments Required to Reconcile to 2017 Annual Report:						
Loss in earnings of ENMAX Corporation	70,692	-	-	-	-	-
Related Authorities	36,665	-	-	-	-	-
EXCESS REVENUES OVER EXPENDITURES PER ANNUAL REPORT	1,090,687	979,346	663,432	386,722	177,173	(34,433)

Notes:

(1) 2017 Actuals are based on the amounts reported in the Consolidated Statement of Operations and Accumulated Surplus of the 2017 Annual Report. Both revenues and expenditures have been adjusted to remove all Related Authorities (Figure 21 of the 2017 Annual Report).

(2) Consolidation adjustments have not been eliminated from the 2017 Actuals for comparison purposes as the allocation of these adjustments are only available by expense function in the 2017 Annual Report.

(3) The 2018 operating budget is as at March 31, 2018.

(4) The previously approved 2018-2022 capital budget is as at June 30, 2018.

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FIGURE 43: Municipal information

- Area: 848km² (2017)
- Building permit value: \$4.6 billion (2017)
- Housing starts: 9,500 (2017)
- Key industries: Energy (mining, oil and gas) - Canada's global energy centre; professional, scientific and technical services; and transportation and warehousing industries (2017)
- Vacancy rates: Downtown office vacancy rate (including head lease and sublease) 21.3 per cent; apartment vacancy rate as of April 2017 9.1 per cent (civic census)
- Total taxable assessed value: \$208.5 billion residential taxable assessment value; \$69.2 billion non-residential (industrial, land, office, other, retail) taxable assessment value (2017 Roll)
- Personal disposable income per capita: \$44,096 (2017)

FORECAST (Fall 2018 Economic Outlook)

Corporate	2015	2016	2017	2018	2019	2020	2021	2022
Calgary Municipal Price Index (MPI) - inflation rate								
Budget basis - Spring 2018 (1)	2.6%	1.8%	2.3%	2.4%	1.4%	2.1%	2.0%	2.1%
Fall 2018	2.6%	1.8%	2.3%	1.1%	1.1%	2.0%	2.3%	2.4%

Population	2015	2016	2017	2018	2019	2020	2021	2022
Total population (000s) - Spring 2018 (1)	1,230.9	1,235.2	1,246.3	1,258.7	1,271.6	1,285.0	1,302.7	1,323.0
Total population (000s) - Fall 2018	1,230.9	1,235.2	1,246.3	1,267.3	1,291.2	1,317.5	1,345.0	1,372.3
Total net migration (000s)	24.9	(6.5)	1.0	11.6	14.0	16.3	17.2	16.8
Total natural increase (000s)	10.8	10.8	10.2	9.4	9.9	10.1	10.3	10.5
Total population growth rate - Spring 2018 (1)	3.0%	0.3%	0.9%	1.0%	1.0%	1.1%	1.4%	1.6%
Total population growth rate - Fall 2018	3.0%	0.3%	0.9%	1.7%	1.9%	2.0%	2.1%	2.0%

Economy	2015	2016	2017	2018	2019	2020	2021	2022
Housing starts (000s units)	10.1	7.5	9.5	12.0	9.2	10.2	10.6	10.5
Total building permits - midpoint (\$ billions)	6.3	4.7	4.6	4.5	4.5	4.6	4.6	4.8
Crude oil price - WTI (US\$/bbl)	48.7	43.3	50.8	67.3	68.7	66.3	64.9	63.9
Alberta natural gas price - AECO/NIT (Can\$/GJ)	2.6	2.0	2.3	1.8	2.1	2.5	2.8	2.9
Alberta average wage rate increase for all industries	(3.0%)	(4.1%)	1.8%	1.9%	2.6%	2.6%	2.5%	2.6%
Consumer Price Index (CPI) - inflation rate	1.2%	1.0%	1.7%	2.0%	2.0%	2.0%	1.7%	1.8%

Note:

- 1) The Spring 2018 Economic Outlook has also been provided for the Municipal Price Index rate, total population and total population growth rate because these formed the assumptions under which the Service Plans and Budgets were prepared.