



## AGENDA

### AUDIT COMMITTEE

April 20, 2020, 8:30 AM  
IN THE COUNCIL CHAMBER  
Members

Councillor E. Woolley, Chair  
Councillor J. Farkas, Vice-Chair  
Councillor D. Colley-Urquhart  
Councillor J. Gondek  
Citizen Representative L. Caltagirone  
Citizen Representative M. Dalton  
Citizen Representative M. Lambert  
Mayor N. Nenshi, Ex-Officio

### SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream  
<http://video.isilive.ca/calgary/live.html>  
Members will be participating remotely.*

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
  - 4.1 Minutes of the Regular Meeting of the Audit Committee, 2020 March 12
5. CONSENT AGENDA
  - 5.1 DEFERRALS AND PROCEDURAL REQUESTS  
None
  - 5.2 BRIEFINGS  
None

6. POSTPONED REPORTS  
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 2019 Annual Investment Report, AC2020-0442

7.2 The City of Calgary 2019 Annual Report, AC2020-0432

7.3 2019 External Auditor Year-End Report, AC2020-0433

7.4 COVID-19 Financial Update (Verbal), AC2020-0444

7.5 City Auditor's Office 1st Quarter 2020 Report, AC2020-0438

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS  
None

8.2 NOTICE(S) OF MOTION  
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Audit Forum (Verbal), AC2020-0395  
Held confidential pursuant to sections 24 (advice from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Privacy Act*.

10.1.2 External Auditor (Verbal), AC2020-0397  
Held confidential pursuant to sections 16 (disclosure harmful to business interests of a third party), 24 (advice from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Privacy Act*.

10.1.3 City Auditor (Verbal), AC2020-0398  
Held confidential pursuant to sections 18 (disclosure harmful to individual or public safety), 24 (advice from officials) and 25 (disclosure harmful to economic and other interests of a public body) of the *Freedom of Information and Privacy Act*.

10.1.4 External Auditor Annual Renewal (Verbal), AC2020-0399  
Held confidential pursuant to sections 19 (confidential evaluations) and 24 (advice from officials) of the *Freedom of Information and Privacy Act*.

10.2 URGENT BUSINESS

11. ADJOURNMENT





**MINUTES**  
**AUDIT COMMITTEE**

**March 12, 2020, 9:30 AM**  
**IN THE COUNCIL CHAMBER**

**PRESENT:** Councillor E. Woolley, Chair  
Councillor J. Farkas, Vice-Chair  
Councillor D. Colley-Urquhart  
Citizen Representative M. Dalton  
Citizen Representative M. Lambert

**ABSENT:** Councillor J. Gondek (Personal)  
Citizen Representative L. Caltagirone

**ALSO PRESENT:** Chief Financial Officer C. Male  
City Auditor K. Palmer  
External Auditor T. Nakka  
Executive Assistant C. Smillie  
Deputy City Clerk K. Martin  
Legislative Advisor G. Chaudhary

1. **CALL TO ORDER**

Councillor Woolley called the Meeting to order at 9:32 a.m.

2. **OPENING REMARKS**

Councillor Woolley provided opening remarks.

3. **CONFIRMATION OF AGENDA**

**Moved by** Councillor Farkas

That the Agenda for the 2020 March 12 Regular Meeting of the Audit Committee be confirmed.

**MOTION CARRIED**

4. **CONFIRMATION OF MINUTES**

4.1 Minutes of the Regular Meeting of the Audit Committee, 2020 February 13

**Moved by** Citizen Representative Lambert

That the Minutes of the 2020 February 13 Regular Meeting of the Audit Committee be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Solutions for Achieving Value and Excellence (SAVE) Program Q1 2020 Update (Verbal), AC2020-0323

A printed presentation entitled "AC2020-0323 Solutions for Achieving Value and Excellence (SAVE) Program Q1 2020 Update", dated 2020 March 12 was distributed with respect to Report AC2020-0323.

**Moved by** Councillor Colley-Urquhart

That with respect to Report AC2020-0323, the following be approved:

That the Audit Committee:

Receive the distributed presentation for the Corporate Record.

**MOTION CARRIED**

7.2 Operating Budget Management Audit, AC2020-0343

**Moved by** Citizen Representative Dalton

That with respect to Report AC2020-0343, the following be approved:

That the Audit Committee:

1. Receive this Report for the Corporate Record; and
2. Recommend that Council receive this Report for the Corporate Record.

**MOTION CARRIED**

7.3 Corporate Issue Management Program Audit, AC2020-0297

**Moved by** Citizen Representative Lambert

That with respect to Report AC2020-0297, the following be approved:

That the Audit Committee:

1. Receive this Report for the Corporate Record; and
2. Recommend that Council receive this Report for the Corporate Record.

**MOTION CARRIED**

Councillor Colley-Urquhart, on behalf of Councillor Demong, introduced a group of grade 5/6 students from Midnapore School, along with their teacher, Christine Peterson.

7.4 Code of Conduct Annual Report, AC2020-0250

**Moved by** Citizen Representative Dalton

That with respect to Report AC2020-0250, the following be approved:

That the Audit Committee:

1. Receive this Report, Attachments and Presentation for the Corporate Record; and
2. Forward this Report and Attachments to Council for the Corporate Record.

**MOTION CARRIED**

7.5 Audit Committee Bylaw Review Working Group Update (Verbal), AC2020-0281

Administration was thanked for their verbal presentation.

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

**Moved by** Councillor Farkas

That Audit Committee:

1. Move into Closed Meeting, at 11:36 a.m., in the Council Lounge, to consider confidential matters with respect to the following items subject to Sections 24 (advice from officials), 25 (disclosure harmful to economic and other interests of a public body) and 29 (information that is or will be available to the public) of the *Freedom of Information and Protection of Privacy Act*:

- 10.1.1. Progress Update on 2019 City of Calgary Annual Report (Verbal), AC2020-0337

- 10.1.2. Audit Forum (Verbal), AC2020-0330
- 10.1.3. External Auditor (Verbal), AC2020-0331
- 10.1.4. City Auditor (Verbal), AC2020-0332

2. That Harman Gill and Trevor Nakka, External Auditors (Deloitte LLP), be invited to attend the Closed Meeting; and

3. That Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, as amended, that Audit Committee suspend Section 78(2)(a) in order to complete the remainder of today's Agenda.

**MOTION CARRIED**

Committee moved into Public Meeting at 12:27 p.m. with Councillor Woolley in the Chair.

**Moved by** Citizen Representative Lambert

That Committee rise and report.

**MOTION CARRIED**

#### 10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

##### 10.1.1 Progress Update on 2019 City of Calgary Annual Report (Verbal), AC2020-0337

People in attendance during the Closed Meeting discussion with respect to Report AC2020-0337:

Clerks: K. Martin. Advice: C. Male, G. Weibe. Observer: H. Gill, T. Nakka, K. Palmer, and C. Smillie.

**Moved by** Councillor Colley-Urquhart

That with respect to Report AC2020-0337, the following be approved:

That Audit Committee keep the closed meeting discussions confidential pursuant to Sections 24 (advice from officials) and 29 (information that is or will be available to the public) of the *Freedom of Information and Protection of Privacy Act*.

**MOTION CARRIED**

##### 10.1.2 Audit Forum (Verbal), AC2020-0330

People in attendance during the Closed Meeting discussion with respect to Report AC2020-0330:

Clerks: K. Martin. Advice: S. Brandt, C. Male, and G. Weibe. Observer: D. Corbin, H. Gill, T. Nakka, K. Palmer, and C. Smillie.

**Moved by** Citizen Representative Dalton

That with respect to Report AC2020-0330, the following be approved:



That the Audit Committee direct the Closed Meeting discussions remain confidential pursuant to Sections 24 (advice from officials), 25 (disclosure harmful to economic and other interests of a public body) and 29 (information that is or will be available to the public) of the *Freedom of Information and Protection of Privacy Act*.

**MOTION CARRIED**

10.1.3 External Auditor (Verbal), AC2020-0331

No report was given.

10.1.4 City Auditor (Verbal), AC2020-0332

People in attendance during the Closed Meeting discussion with respect to Report AC2020-0332:

Clerks: K. Martin. Advice: K. Palmer. Observer: C. Smillie.

**Moved by** Citizen Representative Lambert

That with respect to Report AC2020-0332, the following be approved:

That the Audit Committee direct that the Closed Meeting discussions remain confidential pursuant to Section 24 (advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

**MOTION CARRIED**

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

**Moved by** Citizen Representative Lambert

That this meeting adjourn at 12:30 p.m.

**MOTION CARRIED**

The following items have been forwarded on to the 2020 April 06 Combined Meeting of Council:

**CONSENT:**

- Operating Budget Management Audit, AC2020-0343
- Corporate Issue Management Program Audit, AC2020-0297
- Code of Conduct Annual Report, AC2020-0250

The next Regular Meeting of the Audit Committee is scheduled to be held on 2020 April 20 at 8:30 a.m.

CONFIRMED BY COMMITTEE ON

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CHAIR

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ACTING CITY CLERK

UNCONFIRMED

**Chief Financial Officer's Report to  
Audit Committee  
2020 April 20**

**ISC: UNRESTRICTED  
AC2020-0442**

## **2019 Annual Investment Report**

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### **EXECUTIVE SUMMARY**

The 2019 Annual Investment Report outlined in Attachment 1 provides an overview of investment activity, asset balances, and portfolio returns for City investments during the year. It also reports on compliance with investment policy and regulatory requirements, and risk management practices.

#### **ADMINISTRATION RECOMMENDATION:**

That the Audit Committee:

1. Recommends Council approval of The City of Calgary 2019 Annual Investment Report, and
2. Forward report AC2020-0442 to the 2020 April 27 Regular Meeting of Council as an item of Urgent Business.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

Pursuant to The City of Calgary Investment Governance Policy (CFO001), Administration reports to Council annually, through the Audit Committee, regarding the investments of The City during the year.

### **BACKGROUND**

City funds are invested in a diversified portfolio of financial assets consisting of money market securities, short- and long-term government and corporate bonds, global and Canadian equity investments, and direct infrastructure equity investments, to meet the investment objectives of City funds. This includes return and liquidity requirements as well, to match funds with longer-term time horizons.

The Annual Investment Report is an integral component of The City's investment governance structure and risk oversight to ensure investments are optimally managed. This report provides a summary of 2019 investment activity, asset mix, asset class and investment manager performance, as well as compliance information for Audit Committee.

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

In 2019, The City of Calgary's total portfolio (including internally and externally managed portfolios), returned 6.5 per cent after fees on a market value basis. The 2019 net portfolio return beat the benchmark return of 5.6 per cent, and the 2019 the annual inflation rate for Canada of 2.2 per cent. On a four-year annualized basis, the total portfolio return of 3.2 per cent exceeded the benchmark return of 2.9 per cent.

City investments are managed by a combination of investment managers; internally by the Treasury division within Finance business unit and externally by several specialty managers retained to manage bond and equity portfolio mandates.

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

The Investment Advisory Committee ("IAC") provides oversight of City investments and monitors compliance with all applicable policies and regulations. The 2019 Annual Investment

**Chief Financial Officer's Report to  
Audit Committee  
2020 April 20**

**ISC: UNRESTRICTED  
AC2020-0442**

## **2019 Annual Investment Report**

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Report on investment holdings and performance was reviewed and approved by the IAC at its meeting on 2020 April 2.

### **Strategic Alignment**

The management of The City's investment portfolios follows industry best practice and aligns with prudent stewardship of financial resources and sustainability of The City.

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

#### **Social**

Prudent and responsible investment of The City's investments provides necessary financial resources and generates sustainable investment income in support of City operations and objectives.

#### **Environmental**

Prudent investment in companies and governments that follow environmental and social principles supports sustainable risk/return performance of City investments to meet City goals and objectives.

#### **Economic (External)**

Financial and economic market conditions impact both investment income earned, as well as the market valuation of The City's investment portfolios.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Total investment income earned in 2019 was \$211.4 million compared to budget of \$91.8 million. There are no specific financial implications associated with this report.

#### ***Current and Future Capital Budget:***

There are no specific financial implications associated with this report.

### **Risk Assessment**

The City of Calgary mitigates risk within its investment portfolios through a sound governance structure, adherence to government regulations, and The City's Investment Policy. Investment managers retained by The City, manage risk by investing in quality investments and ensuring sufficient diversification among holdings in their portfolios. The IAC oversees investment strategy and regularly reviews the investment activity, compliance and risk mitigation practices of both internal and external managers to meet City's investment objectives.

### **Subsequent Events**

In the first quarter of 2020 the coronavirus epidemic became a global pandemic with far-reaching effects for global economies and financial markets. As of March 20, 2020, the TSX was down 30.5% and the S&P 500, 28.7%, year-to-date. The WTI oil price had fallen from a

Chief Financial Officer's Report to  
Audit Committee  
2020 April 20

ISC: UNRESTRICTED  
AC2020-0442

### **2019 Annual Investment Report**

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2020 high of \$63.27 down to \$22.43 as a result of the Saudi-Russia price war and the demand shock from COVID-19. The Canadian dollar had weakened from 1.2965 to 1.4511 per US dollar. Bond returns have thus far been positive though credit has done poorly. The Bank of Canada cut its overnight rate from 1.75% to 0.75% while the US Federal Reserve cut rates even deeper to between 0% and 0.25%. Governments had also begun rolling out fiscal stimulus measures to prop up demand. Despite the sell-off, markets have been functioning well for the most part though there have been some liquidity issues in the credit markets. Indications are that central banks will intervene to ensure the smooth functioning of these markets and the Bank of Canada has already announced measures to do so. Indications are that there will be more pain to come in both equity and fixed income markets, but most experts are still confident in a strong bounce back for the economy and markets once the pandemic has subsided.

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

As part of a sound governance practice, the Annual Investment Report provides the Audit Committee and Council with the reporting of The City's investment activity, asset class holdings, and performance during 2019 to meet investment objectives.

#### **ATTACHMENT(S)**

Attachment 1 – 2019 Annual Investment Report





# 2019 Annual Investment Report

Chief Financial Officer's Department





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# Capital Market Review

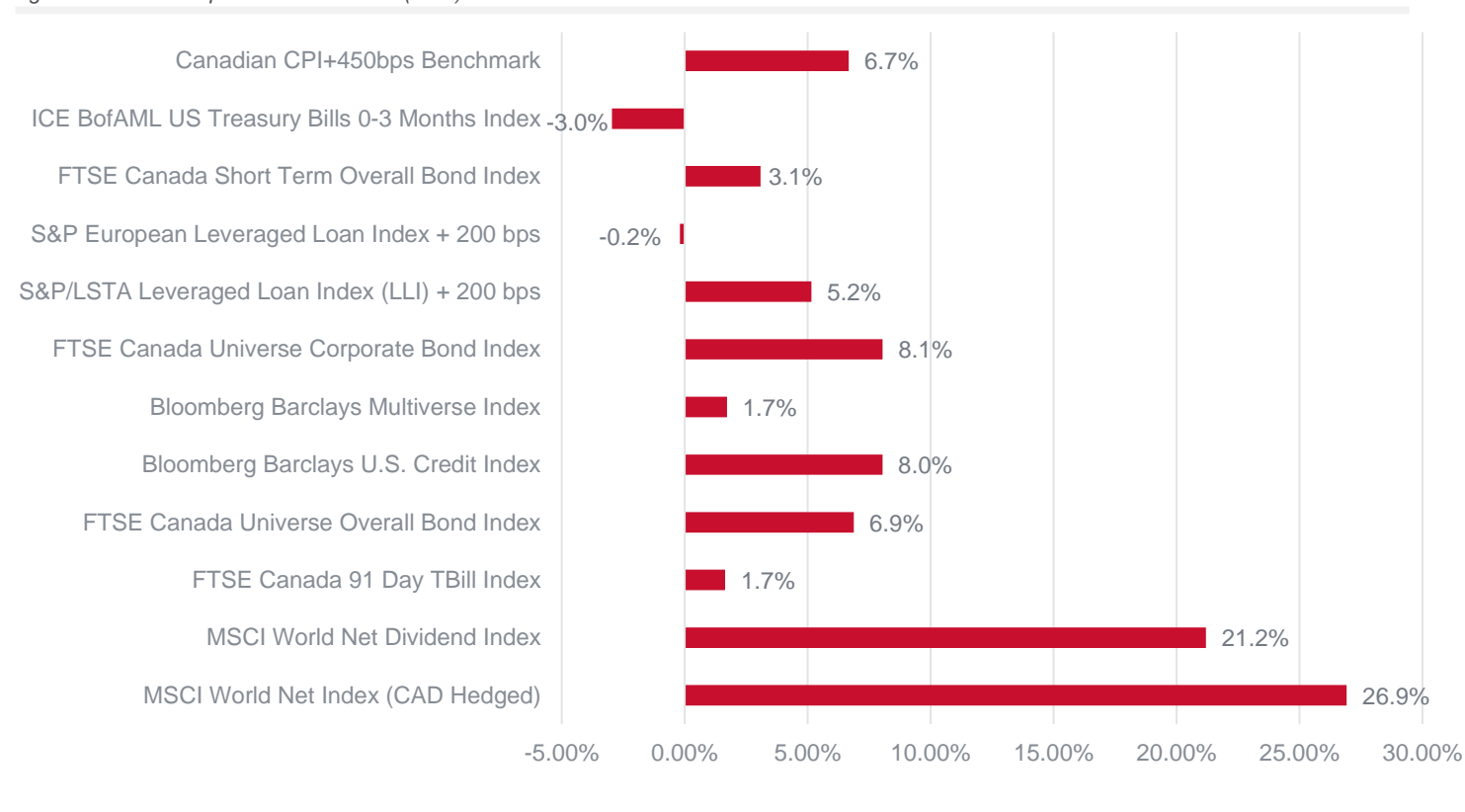
Equity markets had a great year in 2019 as macroeconomic risks subsided. Progress was made on U.S.–China trade relations and a Brexit deal was agreed. Many indices ended the year at (or near) all-time highs as the S&P/TSX Composite Index returned 22.9 per cent, which was its highest return in a decade. The Bank of Canada (BOC) kept its overnight rate at 1.75 per cent, the highest policy rate across developed markets.

As showcased in Figure 1.0, equities significantly outperformed fixed income assets, with the MSCI World Net Index returning 26.9 per cent and the FTSE Canada Universe Overall Bond Index returning 6.9 per cent. The bond market saw an increase in yields in Q4 across most maturities.

Crude oil prices increased more than 12 per cent in Q4 partly due to increased geopolitical tensions between the U.S and Iran. OPEC announced deeper production cuts in 2020 to ease oversupply concerns. The crude index WTI started the year at USD 45.41 and ended the year at USD 61.06, an increase of 34 per cent.

Throughout 2019, The Bank of Canada kept the overnight rate constant at 1.75 per cent, leaving it with one of the highest policy rates across developed market economies. To address the slowdown in growth of the U.S. economy, the Federal Reserve lowered its rate three times, ending the year with an overnight rate of 1.75 per cent.

Figure 1.0 – 2019 Capital Market Returns (CAD)



# Investment Objectives

The City of Calgary's investment objectives are outlined in the *Investment Policy (CFO007)*. The City has three core investment objectives that drive all strategic investment decisions:

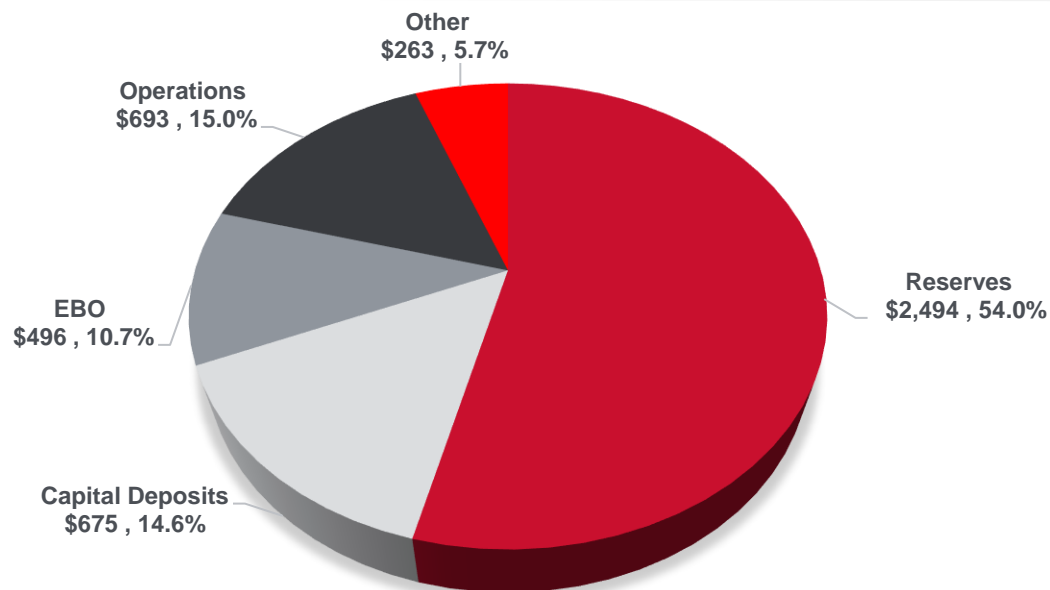
1. **Preservation of Capital**
  - a. Primary objective for total investment portfolio
2. **Risk Mitigation**
  - a. Diversification of asset class and security holdings by sectors, geography, and style.
  - b. Policy constraints and limits
3. **Investment Returns**
  - a. Maximization of returns, relative to risk
  - b. Key considerations related to liquidity and investment time horizon requirements

## Sources of Investments

The City of Calgary invests funds that stem from the following sources:

- **Reserves:** operating, capital and sustainment
- **Capital Deposits:** off-site levies and government grants
- **Funded Employee Benefit Obligations (EBO)**
- **General Operations**
- **Other:** trusts and affiliated entities

Figure 2.0 – 2019 Sources of Investments (\$ millions)



The above funds are invested in a diversified portfolio of financial assets consisting of money market securities, short- and long-term government and corporate bonds, global and Canadian equities, and infrastructure investments. The allocation of source funds is executed in accordance with the investment objectives of The City.

# Investment Governance

The City's *Investment Governance Policy (CFO001)* articulates the governance framework for the management of City investments. It sets out the accountability, reporting, and disclosure requirements for all investment activity. The Governance Policy establishes the roles and responsibilities of Council, the Investment Advisory Committee (IAC), Administration, and investment managers regarding management of portfolio investments.

The IAC oversees The City's investment program to ensure that investments are effectively managed in accordance with legislation, Council-approved policies, and industry best practices. In 2015, The City completed a comprehensive investment strategy review which resulted in a new *Investment Policy*, approved by Council in July 2016. The review entailed a major examination of City funds and obligations including operating and capital requirements, capital deposits, and working capital to fully understand the characteristics, including risk tolerance, time horizon, and liquidity requirements of these funds. This policy provided an opportunity to diversify and gain exposure to additional asset classes and portfolio investments including global bonds, private credit, direct infrastructure, and active foreign currency management. This change in policy has the potential to increase sector and global diversification of assets to mitigate investment risks and increase risk-adjusted returns.

## Environmental, Social, and Governance (ESG) Considerations

ESG refers to three key factors in the investment process that can impact the financial value and sustainability of an investment. These factors are environmental, social, and corporate governance.

Factoring good governance and sustainable business practices into the investment process is becoming common practice in the institutional investment industry. Studies of stock returns indicate a positive correlation between stock price performance and a company's rating on an ESG index. More recent studies show that as ESG factor screens become more prevalent in the industry, companies with poor governance do not attract wide-scale investment and returns may suffer as a result.

Good governance takes many forms. It includes following local environmental regulations, labour and safety standards, as well as sound corporate board and executive management structures. An important component of ESG and sustainable investing is engagement with company management. Institutional investors can exercise influence over companies by engaging in dialogue with them and taking an active role in proxy voting. Shareholders can use their influence and voting authority to modify a company's ESG practices to enhance long-term value.

When The City of Calgary is selecting or reviewing an external investment manager The City monitors how ESG is implemented not only in the execution of investment management decisions but also how the investment manager implements ESG in its own operations. Most of The City's investment mandates include fundamental analysis where The City's managers meet directly with external investment managers to gain a thorough understanding of their structure and business practices. By partnering with like-minded investment managers, The City can ensure its corporate values are reflected in its investment holdings.

## Risk Management and Compliance

The City manages investment risk through a sound governance framework and a comprehensive *Investment Policy (CFO007)*. The *Investment Policy* defines investment objectives, appropriate diversification requirements, eligible asset classes and security instruments, investment strategies, and quality and quantity constraints.

The City's primary risk management tool is effective governance of funds with strategic implementation and diversification at both the security and portfolio level. Investment managers apply rigorous investment analysis and practices to select securities and construct portfolios that are diversified among security types, maturity dates, issuers, industry sectors, and geographically by country and region. Additionally, The City constructs a total portfolio of diverse strategies, asset classes, and investment manager styles. A prudently diversified portfolio should reduce the overall impact if performance from any one security, asset class, or investment manager underperforms.

When investing in the capital markets some risk is inevitable. This includes liquidity, market, credit, and interest rate risk from inflation and rising interest rates. The key is to identify and understand the risks being accepted. The City monitors advanced risk metrics at both the manager and total portfolio level to ensure that the level of risk taken is in line with The City's risk tolerance and that The City is meeting its investment objectives.

The City's investments are held electronically at a securities custodian. One control the custodian provides is independent, third-party settling and reporting of all trades which protects The City's investable assets. As well, the custodian provides independent verification of all accounting information and security holdings. The City also receives third-party performance measurement and reporting. Return performance reported by The City's investment managers is verified and compared against both market benchmarks and peers which allows The City to effectively evaluate manager performance.

Compliance statements from investment managers are received quarterly. Compliance statements are verified and maintained by Treasury. During the year, all investments complied with the Municipal Government Act and The City of Calgary Investment Policy.

## Expense Management

The City uses external investment managers to manage much of its investments. These managers are carefully selected and monitored by its own team of internal investment managers. External managers can provide expertise in more specialized asset classes and have a great deal of resources in terms of investment personnel, other professionals, and systems that The City does not. The size of The City's portfolio and allocations is such that it can receive very favourable pricing when investing in these funds. In 2019, The City spent approximately \$6 million on external manager fees.

As part of the governance framework, cost effectiveness is assessed through annual participation in surveys conducted by CEM Benchmarking and Municipal Benchmarking Network (MBN) Canada. Participation in cost benchmarking services provides The City with a comparison of investment management costs against the average comparably-sized fund on an asset class equivalent basis.

In 2018<sup>1</sup>, external investment manager costs were 30.7 basis points (bps), 8.0 bps higher than the benchmark cost of 22.7 bps.

<sup>1</sup> CEM Benchmarking data for 2019 will become available in Q3 of 2020.

# Summary of Investments

As at December 31, 2019 the market value of The City's total investment portfolio was \$4.6 billion, up \$0.26 billion from \$4.3 billion in 2018.

Figure 3.0 – Market Value of Assets Under Management as at December 31, 2019 (\$ millions)

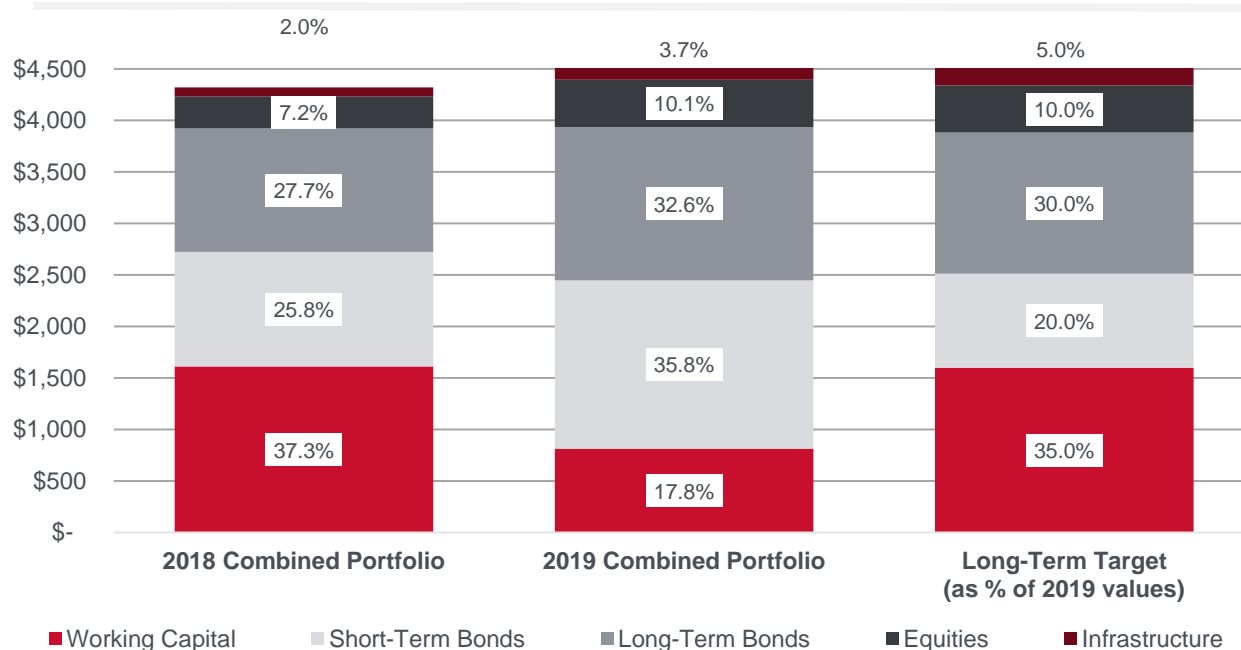
	2019	2018
<b>Internal Management</b>	<b>815</b>	<b>1,611</b>
Working Capital	815	1,611
<b>External Management</b>	<b>3,769</b>	<b>2,712</b>
Short-Term Bonds	1,634	1,113
Long-Term Bonds	1,487	1,198
Equities	459	312
Infrastructure	171	87
FX Overlay	18	2
<b>Total Assets Under Management*</b>	<b>4,584</b>	<b>4,323</b>

\*Trust Investments valued at \$37 million on December 31, 2019 are excluded from total assets under management.

The City's investment structure consists of internally and externally managed portfolios. Internal portfolios are managed to provide short-term liquidity for City funds, and as such, are invested primarily in money market securities, term deposits and short-term bonds.

Funds that are suitable for longer-term investment horizons are allocated to the externally managed Short-term Bond, Long-term Bond, Equity, and Infrastructure portfolios.

Figure 4.0 – Asset Mix as at December 31, 2019 (\$ millions)



Note: All performance measures included in this report are after fees

## Investment Policy Constraints

Investment policy constraints ensure that risk levels do not exceed a pre-determined risk tolerance.

Council Approved Investment Policy <sup>1</sup>			
Constraint	Approved Maximum (% of total portfolio)	Current Allocation	Compliance Check
Equities	10%	10.0%	YES
Infrastructure	5%	3.7%	YES
Fixed Income - Mortgages and mortgage-backed securities	20%	15.2%	YES
Fixed Income - Global foreign denominated issuers	20%	18.6%	YES

<sup>1</sup> Required constraints per Approved Council Policy CFO007 (Investment Policy) and CFO001 (Investment Governance Policy)

Internal Investment Policy <sup>2</sup>			
Constraint	Policy Mix Range	Current Allocation	Long-Term Target
Working Capital	30 - 50%	17.8%	35%
Short-Term Bonds	0 - 30%	35.6%	20%
Long-Term Bonds	25 - 40%	32.4%	30%
Equities	5 - 10%	10.0%	10%
Infrastructure	0 - 5%	3.7%	5%

<sup>2</sup> Recommended constraints per Investment Advisory Committee

## Investment Performance

In 2019, The City of Calgary's total portfolio (including internally and externally managed portfolios), returned 6.5 per cent after fees on a market value basis. The 2019 net portfolio return outperformed the benchmark return of 5.6 per cent, and the the annual inflation rate for Canada of 2.25 per cent.

Figure 5.1 – 2019 Annual Returns

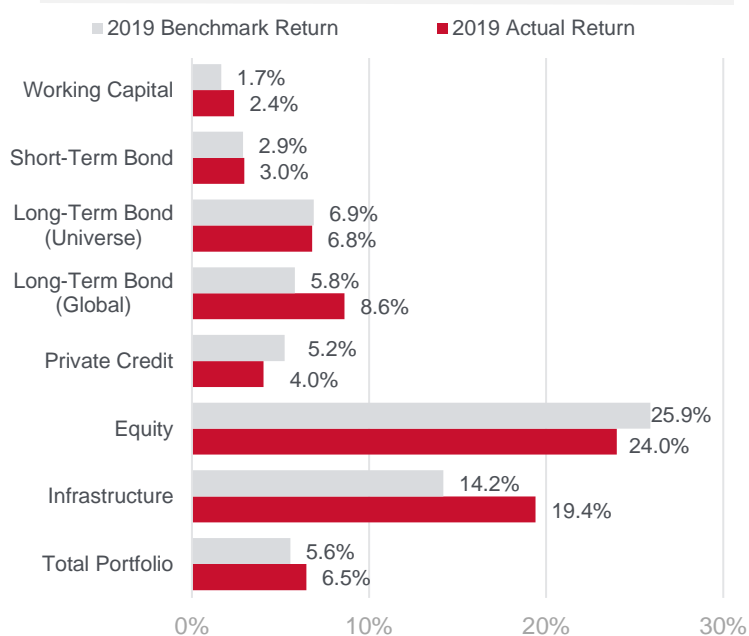
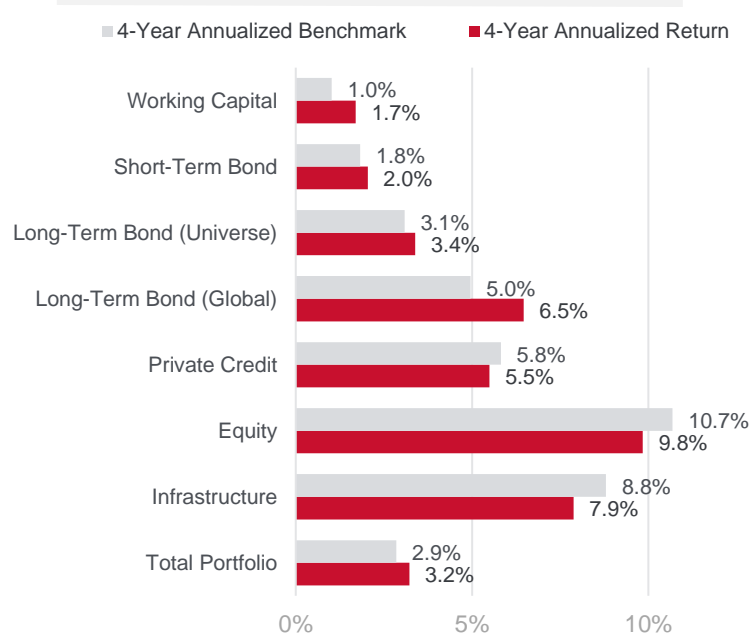


Figure 5.2 – 4-Year Annualized Returns



Note: 4-year data was not available for Global Long-Term bonds, Private Credit and Infrastructure asset classes as mandates within the classification have inception dates in 2019.

## Performance Measurement Benchmarks

The investment performance of all funds is reported to the Investment Advisory Committee on a quarterly basis and presented annually to The City's Audit Committee. Investment benchmarks are used for comparison purposes to assess the actual performance of The City's investment managers versus their respective performance benchmarks. Investment managers are expected to generate higher returns than the benchmark measure over a business cycle.

**Short-Term Bonds:** FTSE TMX Canada Short-Term Bond Index (Addenda, Connor, Clark & Lunn (CC&L), Phillips, Hager & North (PH&N), Sun Life)  
ICE BofAML US Treasury Bills 0-3 Months Index (Blackrock)

**Long-Term Bonds:** Bloomberg Barclays US Credit Index (PIMCO)  
Bloomberg Barclays Capital Multiverse Index Unhedged (\$ CAD) (Manulife)  
Bloomberg Barclays Global Aggregate Bond Index (BlackRock)  
FTSE TMX Canada Universe Bond Index (BlackRock, PH&N, CC&L)  
FTSE TMX Canada Universe Corporate Bond Index (Sun Life)  
S&P/LSTA Leveraged Loan Index (LLI) + 200 bps (Crestline)  
S&P European Leveraged Loan Index + 200 bps (EQT)

**Equity:** MSCI ACWI ex-US (CC&L)  
S&P 500 (Vanguard VOO)  
MSCI EM (Ashmore)  
MSCI World Small Cap (Fisher)

**Infrastructure:** CPI + 450 bps (Northleaf)  
MSCI World Hedged Canada Net Index (Brookfield)

## Investment Income

In 2019, The City of Calgary's total portfolio generated \$211.5 million of investment income. Funds were moved from internal working capital to fixed income mandates resulting in higher income earned in the bond portfolio. Fidelity equity mandate was liquidated and proceeds were invested into more global funds. In doing so, this triggered the previously unrealized gains and increased income from equity portfolio.

Investment Income (\$ '000s) as at December 31, 2019	Budget	Actual
Allocations to Self-Supporting Business Units and Capital Deposits	29,439	43,097
Transfers to Reserves from Operations	22,030	41,019
Expenditures (net of receivables)	8,322	6,957
General Investment Income	32,000	120,389
<b>Corporate Total Investment Income</b>	<b>91,790</b>	<b>211,462</b>



# Working Capital

The Working Capital portfolio is invested in a combination of corporate and bank paper, term deposits, and short-term government and corporate bonds. All investments in the Working Capital portfolio mature in less than two years.

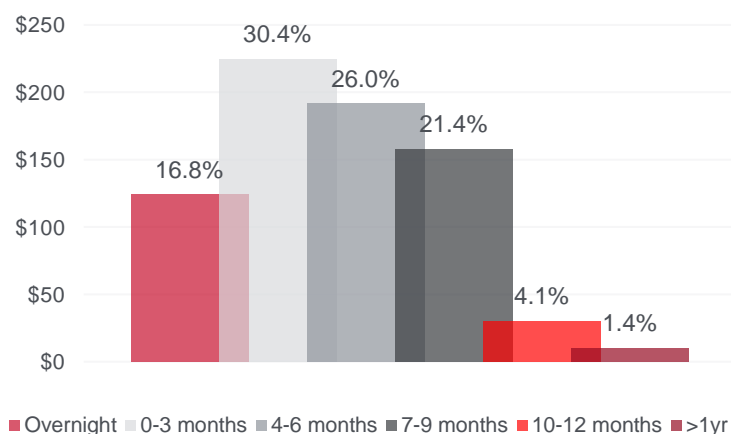
**Manager:** The City of Calgary, Treasury

**Mandate:** To generate investment income while preserving capital and providing liquidity for the cash flow requirements of all City funds.

## Cash Flow Management Strategy

Forecasting of short- and long-term cash flows is a critical input in the investment management process. In order to meet The City's investment objectives, the cash flow forecast is utilized for liquidity management purposes and investment decision making. The cash management strategy is largely influenced by interest rate environments. Treasury continuously assesses the benefit of holding overnight balances with the bank against returns available through short-term investment vehicles, while also taking into account liquidity requirements. By maintaining high overnight cash balances, The City can take advantage of favorable interest rates offered by our bank. With overnight cash balances between \$25 million and \$150 million, The City is able to access the top tier overnight interest rate, while also maintaining certainty of cash availability.

Figure 6.1 – Maturity Ladder as at December 31, 2019



## Working Capital Portfolio Returns

The internally managed portfolio returned 2.4 per cent in 2019, outperforming the benchmark of 1.7 per cent, and showing a significant improvement over the 1.9 per cent return in 2018 (Figure 6.2).

The excess return achieved by the internal portfolio is largely attributed to intentional selection of a longer term to maturity, credit exposure, and the illiquidity premium received on the term deposits held.

Figure 6.2 – 2019 Annual Portfolio Return vs Benchmark

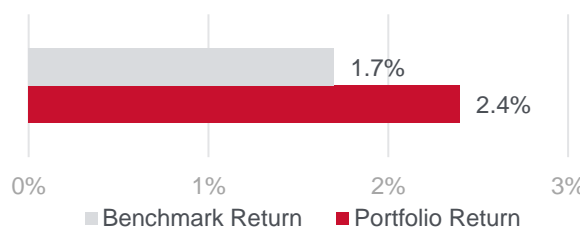


Figure 6.3 – Portfolio Asset Type as at December 31, 2019

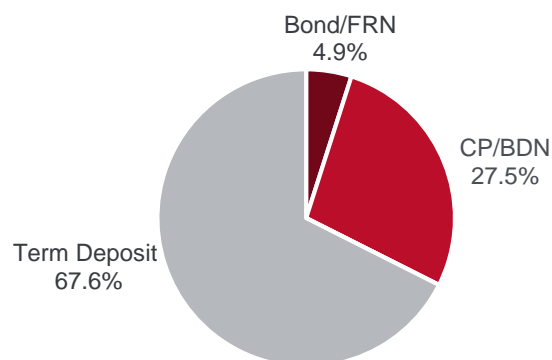
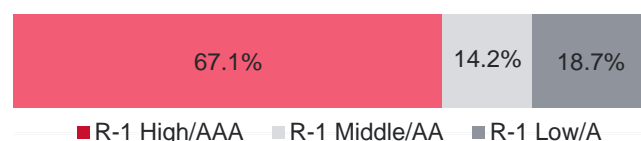


Figure 6.4 – Credit Quality of Assets in Portfolio as at December 31, 2019





# Fixed Income

Global Long-Term bonds and Canadian Short-Term bonds beat their benchmarks with Global Long-Term bonds returning 8.6 per cent and Short-Term bonds returning 3.0 per cent. The Canadian Long-Term (Universe) portfolio returned 6.8 per cent compared to the benchmark of 6.9 per cent (Figure 7.1). Private Credit underperformed its benchmark return of 5.2 per cent by returning 4.0 per cent. Private credit mandates are still calling capital, resulting in lower yields as capital is being deployed.

## Short-Term Bond Portfolio

### Managers: (AUM \$millions)

Addenda Capital (\$114.7)  
BlackRock (\$30.6)  
Connor Clark & Lunn (\$581.6)  
Phillips, Hager & North (\$804.1)  
Sun Life (\$103.1)

**Mandate:** Investment in a diversified portfolio of short-term fixed income securities with an average term to maturity of three to five years. This portfolio includes commercial mortgage mandates.

## Long-Term Bond Portfolio

### Managers: (AUM \$millions)

BlackRock (\$291.8)  
Connor Clark & Lunn (\$222.3)  
Crestline (\$33.5)  
EQT (\$22.5)  
Manulife (\$153.3)  
Phillips, Hager & North (\$235.1)  
PIMCO (\$375.1)  
Sun Life (\$153.1)

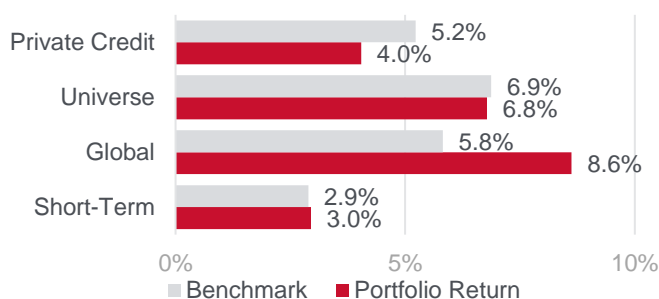
**Mandate:** Investment in a diversified portfolio of fixed income securities with an average term to maturity of seven to ten years. This portfolio includes private credit mandates (2-3-year terms).

### Private Credit Portfolio average credit ratings<sup>1</sup>:

Crestline: Ba/B  
EQT: B/B-  
Sun Life: A

<sup>1</sup> Estimated average portfolio credit rating

Figure 7.1 – 2019 Annual Portfolio Return vs Benchmark



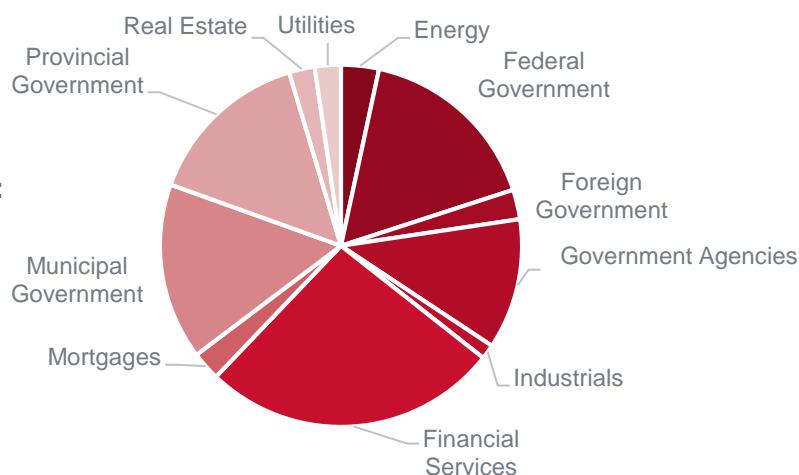
Geographic Exposure – Top Five (\$millions)

1. Canada	\$ 2,298.7
2. United States	\$ 774.9
3. Europe	\$ 21.4
4. United Kingdom	\$ 14.4
5. Australia	\$ 5.5

Name Exposure – Top Five (\$millions)

1. Province of Ontario	\$ 204.9
2. Government of Canada	\$ 182.3
3. Province of Quebec	\$ 165.7
4. Canada Housing Trust No.1	\$ 90.7
5. Royal Bank of Canada	\$ 89.8

Figure 7.2 – Industry Exposure of Top 20 Fixed Income Names by Market Value



Note: All figures reflect values as at December 31, 2019 unless otherwise specified

# Equity

The City's Total Equity portfolio generated returns of 24.0 per cent versus the benchmark return of 25.9 per cent in (Figure 8.1). Equity returns were impacted by the cost and timing effects of transitioning from Fidelity's Canadian and Global mandates into CC&L, Vanguard, Ashmore and Fisher.

## Equity Portfolio

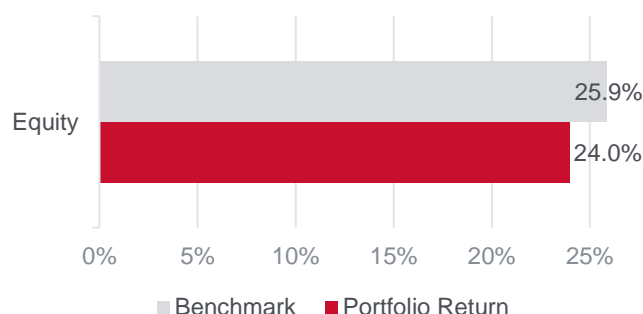
### Managers: (AUM \$millions)

Ashmore EM (\$64.9)  
 Connor Clark & Lunn Intl. (\$94.4)  
 TD Asset Management Global (\$135.5)  
 Vanguard VOO U.S. (\$97.2)  
 Fisher Global Small Cap (\$67.3)

**Mandate:** Investment in a diversified portfolio of Global equities located in developed and emerging markets to achieve long-term capital appreciation and inflation protection.

*Note: Total equity benchmark was changed from MSCI World (Hedged to CAD) to MSCI World (Unhedged)*

Figure 8.1 – 2019 Annual Portfolio Return vs Benchmark



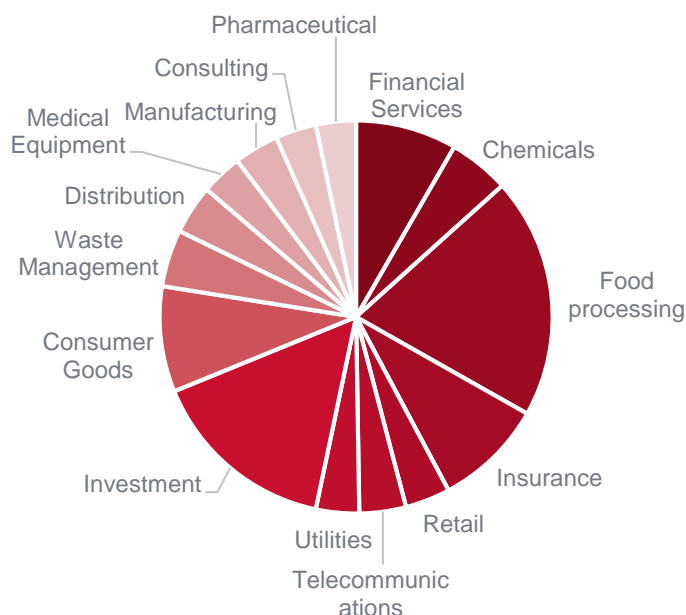
### Geographic Exposure – Top Five (\$millions)

1. United States	\$ 64.5
2. Japan	\$ 20.8
3. United Kingdom	\$ 14.5
4. Switzerland	\$ 8.0
5. Australia	\$ 5.6

### Name Exposure – Top Five (\$millions)

1. Lind Plc	\$ 2.1
2. Proctor & Gamble Co	\$ 2.0
3. Republic Services Inc	\$ 1.9
4. Diageo Plc	\$ 1.9
5. Aflac Inc	\$ 1.9

Figure 8.2 – Industry Exposure of Top 20 Equity Names by Market Value



*Note: All figures reflect values as at December 31, 2019 unless otherwise specified*

# Infrastructure

As of December 31, 2019, Northleaf has called over 78 per cent of The City's \$125 million committed capital and generated positive returns of 8.2 per cent, exceeding the benchmark return of 6.7 per cent in 2019. Brookfield generated a return of 26.4 per cent, slightly missing the target benchmark return of 26.9 per cent in 2019.

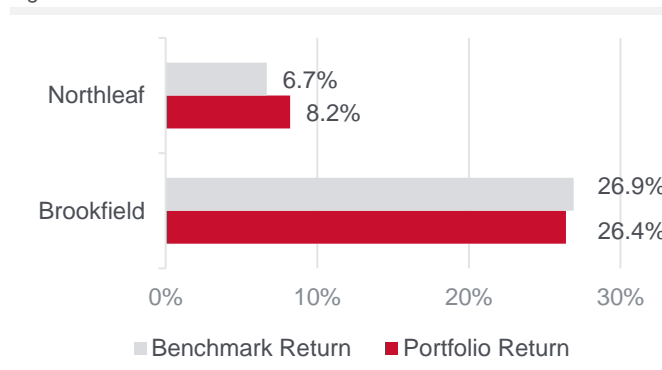
## Managers: (AUM \$millions)

Brookfield Investment Management (\$64.6)

Northleaf Capital Partners (\$106.8)

**Mandate:** Investment in core infrastructure assets to provide inflation protection and diversification in risk-seeking assets.

Figure 9.0 – 2019 Annual Portfolio Return vs Benchmark



# Currency Overlay

The notional value to which BNP Paribas AM manages the portfolio is based on the foreign currency exposures of The City's underlying portfolio, excluding all non-CAD exposures less than one per cent. BNPP AM reviews net foreign currency exposures for The City's portfolio on a monthly basis, and at their discretion, implements a hedge of between 0 and 100 per cent for each underlying currency exposure.

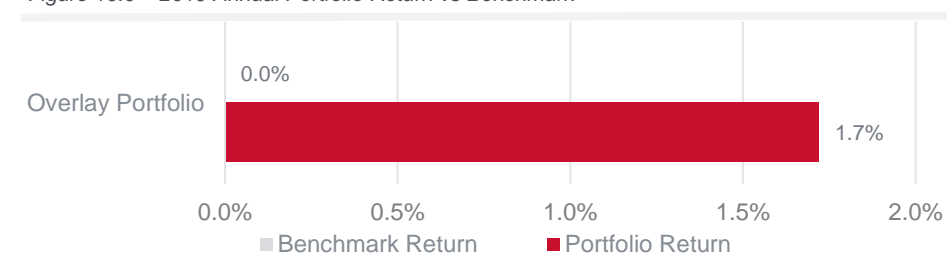
**Manager:** BNP Paribas Asset Management

**Mandate:** To reduce the occurrence of negative returns due to foreign currency exposure in externally managed accounts.

**Benchmark:** Zero Benchmark (passive)

Portfolio Currency Exposures (CAD \$ millions)					
As Of Date	31-Dec-19		30-Sep-19		
Currency	Market Value	% Exposure	Market Value	% Exposure	% Average Hedge Ratio
CAD	136.6	16.8	87.1	12.2	
USD	587.4	72.3	564.8	78.9	29.0
AUD	14.3	1.8	10.8	1.5	56.2
EUR	33.6	4.1	23.1	3.2	3.2
JPY	30.6	3.8	29.8	4.2	11.6
Total Notional Value	812.3	100.0	715.6	100.0	

Figure 10.0 – 2019 Annual Portfolio Return vs Benchmark



# Investment Advisory Committee Members

The Investment Advisory Committee provides advice and risk oversight on The City's investments including the investment structure, implementation strategies, monitoring of performance, and compliance.

## **Internal Members** *(as at February 29, 2020)*

- Carla Male (Chair), CPA, CA - Chief Financial Officer
- David Duckworth, P. Eng, MBA – City Manager
- Gillian Skeates, CPA - Acting City Treasurer and Director of Finance
- Katie Black, MSW – Acting General Manager Community Services

## **External Members** *(as at February 29, 2019)*

- Dr. Michael Robinson, MBA, Ph.D., CFA, ICD.D - *Haskayne School of Business*, Professor of Entrepreneurial Finance
- Ian Bourne, B.Comm, ICD.D - Corporate Director
- Delicia Teo, CFA – Portfolio Manager, City of Edmonton

# Definitions/Glossary

Term	Description
Benchmark	A standard against which the performance of an investment manager can be measured. Generally, broad market stock and bond indexes are used for this purpose.
Diversification	<p>A risk-management technique that mixes a wide variety of investments within a portfolio. The rationale behind this technique contends that a portfolio of different kinds of investments will, on average, yield higher returns and result in lower price volatility than individual investments found within the portfolio.</p> <p>Diversification strives to smooth unsystematic risk events in a portfolio so that the positive performance of some investments will neutralize the negative performance of others. Therefore, the benefits of diversification will hold if the securities in the portfolio are not perfectly correlated.</p>
Infrastructure Investments	Investments in Canadian and global businesses that focus on a variety of public sponsored and private quality infrastructure assets such as toll roads, airports, utilities, renewable energy, communications, and transportation and healthcare facilities.
Investment Managers	Those firms or individuals appointed by the Chief Financial Officer for the investment of each Fund's assets. Includes both internal and external managers.
Market Value	The price at which a security is trading in the open market.
Portfolio	Collection of assets held by an investor.
Rate of Return	The gain or loss of an investment over a specified period, expressed as a percentage increase over the initial investment cost. Gains on investments include any income received from the security, plus realized and unrealized capital gains.
Risk-Adjusted Return	A standardized measure of investment return based on an adjustment for the level of risk involved in producing that return.

# Reference Documents

Document Name	Approved By	Updated/Approved
<i>Investment Governance Policy CFO001</i>	Council	July 2012
<i>Investment Policy CFO007</i>	Council	July 2016
<i>IAC Terms of Reference</i> (Investment Governance Policy Appendix)	Council	July 2012

## **The City of Calgary 2019 Annual Report**

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### **EXECUTIVE SUMMARY**

The City of Calgary 2019 Annual Report includes the 2019 financial statements which have been audited, by Deloitte LLP, Chartered Professional Accountants and received an unmodified audit opinion. The City of Calgary 2019 Annual Report is prepared as a legislated requirement under the Municipal Government Act. Once approved by Council, a Report to Citizens will be placed in the Calgary Herald summarizing the financial information, as well as details for where the public can obtain complete copies of the Annual Report. The Annual Report will also be available electronically on [www.calgary.ca](http://www.calgary.ca).

#### **ADMINISTRATION RECOMMENDATION:**

That the Audit Committee:

1. Consider this report in conjunction with Report AC2020-0433 "2019 External Auditor's Year-End Report";
2. Recommends Council approval of The City of Calgary 2019 Annual Report, and
3. Forward to Council as a matter of urgent business to the 2020 April 27 Regular Meeting of Council.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

The Audit Committee's Terms of Reference (included in Bylaw 48M2012) as approved by Audit Committee and Council, state that the Audit Committee, with respect to The City's Financial Disclosure and Accounting Practices:

- a) Oversee the integrity of and review the Annual Financial Statements and recommends their approval to Council;
- b) Review and discuss The City's compliance with financial reporting procedures with Administration, the City Auditor and External Auditor;
- c) Engage Administration, the City Auditor, and the External Auditor in candid discussions regarding issues that may alter judgement or affect the quality of the reporting process and search for insight into the results;
- d) Review and discuss areas where changes in accounting standards could have a material impact on financial results, and may request a detailed analysis, prepared by Administration in consultation with the External Auditor, of the implications of those changes; and
- e) Maintain open lines of communication with the External Auditor, the City Auditor and Administration.

### **BACKGROUND**

Section 276(1)(a) specifies that the financial statements be prepared in accordance with "Canadian generally accepted accounting principles for municipal governments, which are the standards approved by the Public Sector Accounting Board included in the CPA Canada Public Sector Accounting Handbook published by the Chartered Professional Accountants of Canada, as amended from time to time".

## **The City of Calgary 2019 Annual Report**

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Further to this, Section 276(3) of the Municipal Government Act provides:

"Each municipality must make its financial statements, or a summary of them, and the auditor's report of the financial statements available to the public in the manner the Council considers appropriate by May 1 of the year following the year for which the financial statements have been prepared."

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

The City of Calgary 2019 Annual Report ("Annual Report") will be published in a one-book landscape format. The publication provides readers with financial and operational information for 2019, as well as Outlook information.

Upon Council's approval of the Annual Report, a Report to Citizens will be placed in the Calgary Herald summarizing the Statement of Financial Position, Statement of Operations, other financial highlights, as well as details for where the public can obtain complete copies of the Annual Report. The Annual Report will also be available electronically on [www.calgary.ca](http://www.calgary.ca).

### **Summary of Financial Results:**

The Public Sector Accounting Standards (PSAS) reporting model prescribes five indicators of performance:

1. Net Financial Assets (Debt);
2. Accumulated Surplus (Deficit);
3. Annual Surplus (Deficit);
4. Cash Flow in the Year; and
5. Change in Net Financial Assets (Debt) in the Year.

Together, these indicators help the reader understand how well The City has managed its finances in the year and where The City stands in terms of resources held and debts owed at the end of the year.

The 2019 consolidated financial statements of The City of Calgary continue to reflect a strong and healthy financial picture of a municipality investing in infrastructure.

Each of the five indicators of financial health is described in detail, below:

### **On the Consolidated Statement of Financial Position:**

1. Net Financial Assets: calculated as total financial assets less financial liabilities. The focus on financial assets as separate from non-financial assets is critical, as financial assets can be used to discharge liabilities or provide services, while non-financial assets are normally only used to provide services in the future. The City has a net financial assets position of \$2,457 million. This is an increase of \$538 million from the net financial asset position of \$1,919 million at the end of 2018. This means The City has more financial assets than financial liabilities (including debt). This is primarily due to increases in cash, investments, receivables and investment in ENMAX corporation. Financial assets are partially offset by an increase in deferred revenue and provision for landfill rehabilitation.
2. Accumulated Surplus: This indicator represents The City's total net economic resources, both financial and non-financial and it is the sum of net financial performance since inception. The City has an accumulated surplus of \$21,025 million as at December 31,



## **The City of Calgary 2019 Annual Report**

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2019, comprised of \$2,457 million in net financial assets and \$18,568 million in non-financial assets. This surplus means that there are net resources (both financial and physical) that can be used to provide future services. This total accumulated surplus also indicates that, over time, The City has raised enough funds to cover annual operations and contributions to capital programs and that borrowing has been for capital purposes only. A further breakdown of the elements of the accumulated surplus is provided in Note 17 of the consolidated financial statements.

### **On the Consolidated Statement of Operations and Accumulated Surplus:**

3. Annual Surplus: The City has an annual surplus position of \$1,330 million, meaning enough funds were raised in the year to afford the total cost of providing services and a contribution to investment in new capital assets in the year.

### **On the Consolidated Statement of Cash Flows:**

4. Cash flow in the year: The increase in cash and cash equivalents in the year represents that, from a cash perspective, The City raised enough cash to afford the required cash outflows in the year. Cash was raised through \$1,330 million in operating activities. Cash was spent through a combination of \$1,143 million in capital activities, \$142 million in investing activities, and \$27 million in financing activities.

### **On the Consolidated Statement of Changes in Net Financial Assets:**

5. Change in Net Financial Assets in the year: From December 31, 2018 to December 31, 2019, The City increased its net financial asset position by \$538 million, from \$1,919 million in 2018 to \$2,457 million in 2019. The change in the year is a measure of whether the revenues raised were sufficient to cover the spending in the year, including any capital spending to acquire new assets. The increase in the year was primarily a result of the excess of 2019 revenues over expenses and amortization of existing tangible capital assets, less the acquisition and contributions of new capital assets in the year.

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

Upon Council's approval of the Annual Report, a Report to Citizens will be placed in the Calgary Herald summarizing the Statement of Financial Position, Statement of Operations and other financial highlights as well as advising the public where complete copies of the Annual Report can be obtained. The Annual Report will also be available electronically on The City's home page at [www.calgary.ca](http://www.calgary.ca).

## **Strategic Alignment**

The 2019 External Auditor's Year End Audit Report is required for the Audit Committee to fulfill its audit governance responsibilities, with respect to confirming the integrity of The City's Annual Financial Statements and recommending its approval to Council. The External Auditor's Year-End Audit Report will be brought forward to Council as report AC2020-0433. Financial Reporting compliance with provincial legislation is essential to ensure public confidence and fulfill the public's need for transparency and accountability.

## **The City of Calgary 2019 Annual Report**

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

The Annual Report demonstrates The City's accomplishments in 2019 in the areas:

- Making strategic investments in infrastructure;
- Supporting business opportunities; and
- Focusing on our financial sustainability.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

The Annual Report highlights current operating results for 2019, however, there are no specific financial implications as a result of this report.

#### ***Current and Future Capital Budget:***

The Annual Report highlights current capital results for 2019, however, there are no specific financial implications as a result of this report.

### **Risk Assessment**

Each municipality must make its financial statements, or a summary of them, and the auditor's report of the financial statements available to the public by May 1 of the year following the year for which the financial statements have been prepared. If Council does not approve this report at the 2020 April 27 Regular Meeting of Council, then The City would not be in compliance with this legislative requirement.

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

Council approval of The City of Calgary 2019 Annual Report is required to comply with Section 276(3) of the Municipal Government Act:

"Each Municipality must make its financial statements, or a summary of them, and then auditor's report of the financial statements available to the public in the manner the Council considers appropriate by May 1 of the year following the year for which the financial statements have been prepared."

It is recommended that the report be forwarded as an item of urgent business to the 2020 April 27 Regular Meeting of Council in order that the legislated timeline for financial statements to be available to the public be met.

### **ATTACHMENT(S)**

1. Attachment 1 – The City of Calgary 2019 Annual Report



Calgary



AC2020-0432  
ATTACHMENT 1

# MOVING FORWARD TOGETHER

Attach 1 AC2020-0432  
ISC: Unrestricted

## **The City of Calgary** 2019 Annual Report

The City of Calgary, Alberta, Canada | For the year ended December 31, 2019

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**The City of Calgary, Alberta** | ANNUAL REPORT  
FOR THE YEAR ENDED DECEMBER 31, 2019  
Produced by the Chief Financial Officer's  
Department of The City of Calgary, in cooperation  
with all civic departments, offices and agencies.

## CITIZEN SATISFACTION

The annual citizen satisfaction survey provides opinions to what The City is doing well and what needs improvement. This year, 2,500 Calgarians, 18 and older, provided their thoughts.

### QUALITY OF LIFE IN CALGARY

**83%**

rate their quality of life  
as good

**76%**

agree we are on track to  
becoming a better city

**79%**

agree Calgary is a great  
place to make a life

**85%**

are proud to live in their  
neighbourhood

**82%**

perceive their  
neighbourhood as safe

### CITY PROGRAMS AND SERVICES

**74%** are satisfied with the overall level and quality of services



**95%**

are satisfied with  
the quality of  
drinking water



**90%**

are satisfied with  
residential garbage  
collection service



**93%**

are satisfied with  
Calgary's parks,  
playgrounds and  
open spaces



**84%**

are satisfied  
with roads and  
infrastructure.



**79%**

are satisfied  
with land use  
planning



**79%**

are satisfied with  
Calgary Transit

### AREAS CALGARIANS THINK THE CITY SHOULD INVEST IN

**63%**

Affordable housing for  
low-income families

**62%**

Social services for seniors  
and youth

**56%**

Calgary Transit including  
bus and CTrain service

**54%**

Calgary Police Service

## CALGARY AT A GLANCE

**1,285,711**

Population

**1,080 km**

City pathways

**1.4%**

Population growth

**287**

City-supported events

**36**

Median age

**\$457,046**

MLS average selling price

**7.1%**

Unemployment  
rate

**2,685**

Single family housing starts

**848 km<sup>2</sup>**

City area

**\$5.2 billion**

Value of building  
permits issued



## MESSAGE FROM THE MAYOR

As we flip our calendars to a new decade, I think we're at a great time for reflection in Calgary. Our city is still navigating an economic recovery that has been more fragile than anyone expected. Even in these tumultuous times, though, The City of Calgary is working hard to deliver a more efficient, higher quality service to its citizens, while keeping property taxes low.

Every action we're taking at The City is to support Calgary's economic recovery. This means we're focusing on supporting business opportunities, focusing on our financial sustainability, and making strategic investments in infrastructure. A city that is open for business, well run, and building a thoughtful, resilient future is exactly the type of place that Calgarians should expect. And it goes beyond just Calgary, as our city was once again named the best city to live in the entire Western Hemisphere.

For businesses, we took a number of actions. We froze construction fees for the fifth straight year. We reduced business licenses and other fees by 10 per cent, saving millions per year to the entrepreneurs that make this city vibrant. We launched our #BuyLocalYYC campaign, which energized small businesses and reminded Calgarians about the great things that we have in our communities. And as we looked to grow our city's economy and to reenergize the downtown, through the Opportunity Calgary Investment Fund, we recruited seven businesses that are going to be calling Calgary home, diversifying the economy, promoting innovation, and ultimately, creating and growing jobs.

Financial sustainability is critical, both as an organization, and as a citizen looking to see the value of your tax dollars. There are 15,000 individuals employed at The City of Calgary, and we all share the same motto – Working to Make Life Better Every Day. In order to accomplish this at a fair rate, we've worked to find more than \$650 million in savings and efficiencies in our budget since 2014. We took that even further by keeping our budget for 2020 at the same level as 2019. With Calgary adding almost 30,000 residents year-over-year, that means The City of Calgary is doing more without adding additional costs to our people.

As we work to make sure that Calgary is the home for the world's best entrepreneurs solving the world's biggest problems, we have to invest in a city that is prepared for that future. With more than 2 million visitors since it opened, the Central Library is one part of that plan. We're continuing with our investments in the BMO expansion, the Event Centre, our plan for the Arts Commons Transformation and the Field House. The first three of those will be the central buildings behind our development plan for the Culture and Entertainment District, and that district will also be served by the Green Line. At almost \$5 billion, the Green Line represents the largest public works project in Calgary's history, providing a necessary and in-demand piece of our rapid transportation network. Having just opened the MAX Yellow to join our Teal, Orange, and Purple lines, this will ensure that every quadrant of Calgary will be served by rapid transit. This provides transportation choice for Calgarians, reduces congestion, and ensures our city will have a skeleton on which to build our future development.

There was so much more accomplished in 2019 than I could ever include in a cover story, and it's a story I'm excited to



tell you even more. Calgary has always been known as a city of leadership, bold risk-takers, adventurous entrepreneurs, and proud communities that take care of one another. We're moving forward together and making sure that spirit has everything it needs to reach its full potential.

A handwritten signature in black ink, reading "Naheed Nenshi".

**Naheed Nenshi**  
Mayor

## CORPORATE GOVERNANCE AND ACCOUNTABILITY

The role of City Council is to govern The City of Calgary, Calgary's municipal corporation, to ensure it provides the civic services Calgarians need. In carrying out its many duties, City Council must anticipate emerging opportunities and plan for the community's long-term development and growth, along with addressing concerns.



In addition to sitting as a Council in Council meetings, City Council members participate in a variety of boards, commissions and committees. Their involvement provides a critical link between Calgary's communities, agencies and the workings of the municipal government.

City Council is comprised of 14 Councillors and the Mayor. In Council meetings, each member has one vote. They are elected by and accountable to the people of Calgary. The Mayor and Councillors hold office for four-year terms. After every civic election, the City Clerk and City Solicitor provide an orientation for all Members of Council on their roles, responsibilities and duties under The Municipal Government Act and The City of Calgary Procedure Bylaw. This orientation includes how meetings are governed, ethical guidelines, and how recommendations flow from Administration, to Council Committees, and then to Council for a decision. Throughout their term in office, Members of Council pursue ongoing training and education. Council holds regular meetings except for August.

Regular and open communication with Administration is central to setting and achieving Calgary's municipal corporation's mission, vision, goals, strategies and actions.

**For more information about City Council, the various boards, commissions and committees, and any of the Administration and Council policies referenced here, visit [calgary.ca](http://calgary.ca).**

### CITY OF CALGARY COMMITTEES

In 2019, Council set priorities, established policies and made recommendations through Standing Policy Committees (SPCs), and Standing Specialized Committees (SSCs). The SPCs are as follows: SPC on Community and Protective Services; SPC on Planning and Urban Development; SPC on Transportation and Transit; and SPC on Utilities and Corporate Services. The SSCs are: the Priorities and Finance Committee, the Intergovernmental Affairs Committee, the Gas, Power and Telecommunications Committee and the Audit Committee. The public is welcome to attend committee meetings and may have an opportunity to speak to specific items.

During 2019, Council recommended appointments to various boards, commissions, committees and other bodies when vacancies occurred throughout the year following Council's Organizational Meeting in October 2018.

## CITY COUNCIL



Ward 1 Councillor  
**Ward Sutherland**  
[calgary.ca/ward1](http://calgary.ca/ward1)



Ward 2 Councillor  
**Joe Magliocca**  
[calgary.ca/ward2](http://calgary.ca/ward2)



Ward 3 Councillor  
**Jyoti Gondek**  
[calgary.ca/ward3](http://calgary.ca/ward3)



Ward 4 Councillor  
**Sean Chu**  
[calgary.ca/ward4](http://calgary.ca/ward4)



Ward 5 Councillor  
**George Chahal**  
[calgary.ca/ward5](http://calgary.ca/ward5)



Ward 6 Councillor  
**Jeff Davison**  
[calgary.ca/ward6](http://calgary.ca/ward6)



Ward 7 Councillor  
**Druh Farrell**  
[calgary.ca/ward7](http://calgary.ca/ward7)



Ward 8 Councillor  
**Evan Woolley**  
[calgary.ca/ward8](http://calgary.ca/ward8)



Ward 9 Councillor  
**Gian-Carlo Carra**  
[calgary.ca/ward9](http://calgary.ca/ward9)



Ward 10 Councillor  
**Ray Jones**  
[calgary.ca/ward10](http://calgary.ca/ward10)



Ward 11 Councillor  
**Jeremy Farkas**  
[calgary.ca/ward11](http://calgary.ca/ward11)



Ward 12 Councillor  
**Shane Keating**  
[calgary.ca/ward12](http://calgary.ca/ward12)



Ward 13 Councillor  
**Diane Colley-Urquhart**  
[calgary.ca/ward13](http://calgary.ca/ward13)



Ward 14 Councillor  
**Peter Demong**  
[calgary.ca/ward14](http://calgary.ca/ward14)



## MESSAGE FROM THE CITY MANAGER

At The City of Calgary we are working hard to build a great city. With our purpose, drive and passion we strive to provide Calgarians with access to great opportunities, prosperity and an unbeatable quality of life. Moving forward, adapting to change and seizing every opportunity to improve is what we do.

We remain committed to economic recovery. We are here to make life better every day for citizens, communities and businesses. We are taking actions to support economic recovery that will move us forward and help maintain our status as a great place to live and work. The actions The City is taking are focused on the following key areas:

- Making strategic investments in infrastructure
- Supporting business opportunities
- Focusing on our financial sustainability

In 2019, the Economist Intelligence Unit ranked Calgary as the most livable city in North America. Calgarians' overall satisfaction with the level and quality of City services and programs also continues to remain strong. Our 2019 Citizen Satisfaction Survey indicates that 83% of Calgarians rate their quality of life as good. These achievements result from

the commitment, competence, and character of City staff working together and in collaboration with partners to deliver valued services that have a positive impact on the lives of Calgarians.

I am very proud to work every day with City colleagues who consistently demonstrate their commitment to building a great city and take pride in delivering quality services to Calgarians.

I encourage you to read our report to find out more about The City's successes in 2019 and how we are Moving Forward Together.



**David Duckworth**  
City Manager





## CITY OF CALGARY ADMINISTRATION

Calgary's municipal government is responsible for supporting, encouraging and strengthening our community's dynamic development.

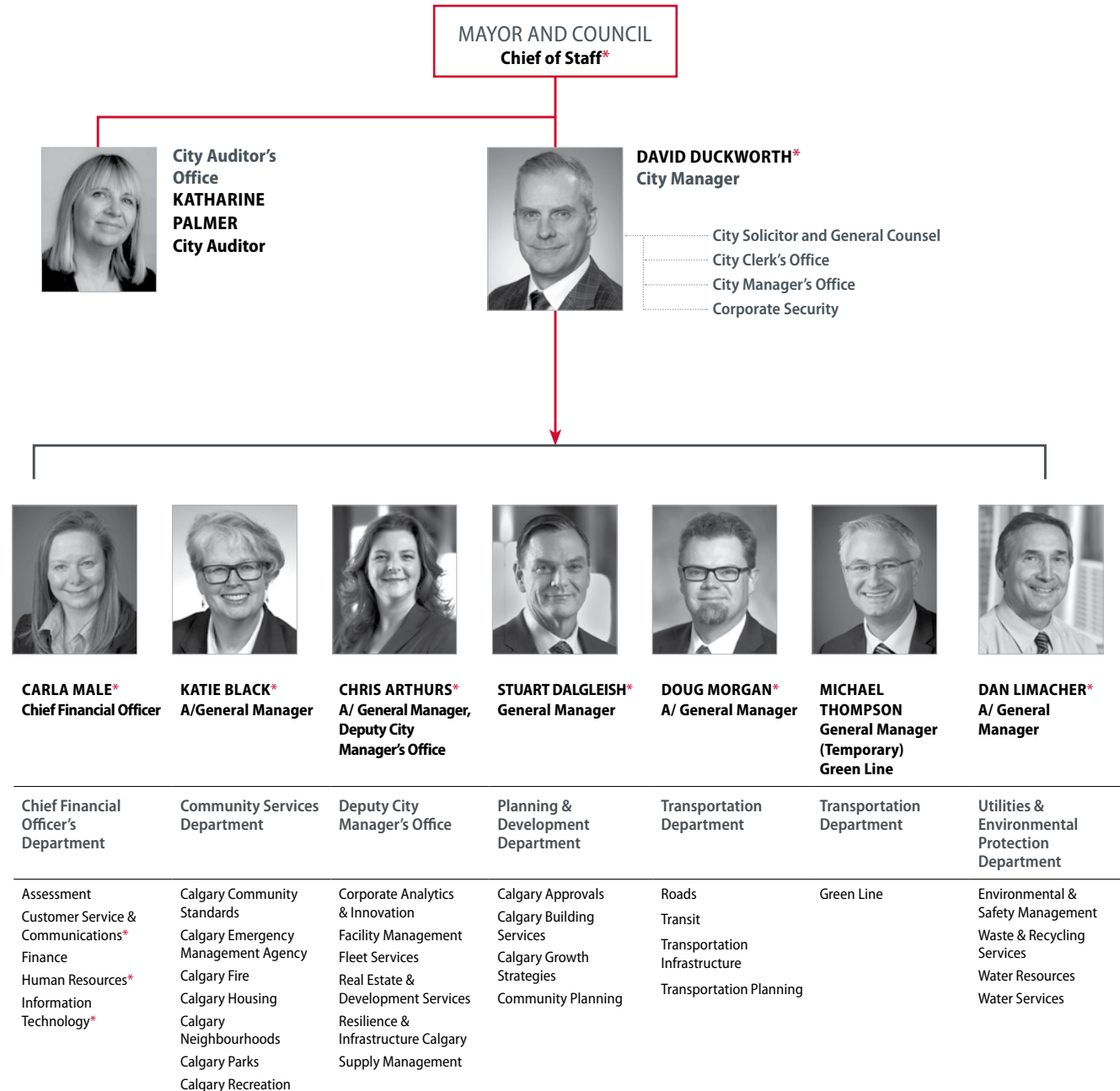
It is Administration's responsibility to provide, manage and sustain civic infrastructure, facilities and programs that support the quality of life that is so much a part of Calgary's appeal.

### THE ROLE OF THE CITY MANAGER

The City Manager leads the Administrative Leadership Team (ALT) and works closely with Council. The City Manager implements the decisions of Council, provides advice and manages City Administration. He is responsible and accountable for ensuring all City work, projects, operations and services comply with Council's policies, priorities and direction.

### ADMINISTRATIVE LEADERSHIP TEAM

The ALT oversees all City operations and strategic management by leading, managing and co-ordinating The City's programs, projects and initiatives. The ALT also plays a major role in developing and implementing public policy as well as balancing the priorities and best interests of the community with The City's corporate goals and available resources.



As of March 2020  
\*Members of ALT

## AUDIT COMMITTEE

The Audit Committee at the City of Calgary assists City Council in fulfilling its oversight responsibilities by providing assurance in relation to financial and governance matters, risk management, internal controls and the integrity of The City's annual financial statements.

The Audit Committee is comprised of seven independent members who were appointed by City Council, with the Mayor serving as an ex-officio member. The membership includes four City Councillors and three volunteer citizen members, whom demonstrate extensive financial expertise. Support to the Audit Committee is provided by the Chief Financial Officer, City Auditor and the External Auditor.

The Audit Committee is authorized to provide oversight on behalf of City Council as established under Audit Committee Bylaw 48M2012. Regular review of the Bylaw ensures the mandate remains relevant and aligns with strategic priorities. In 2019 the Audit Committee commenced a review of Bylaw 48M2012 with the completion of work anticipated in the second quarter of 2020.

In 2019, Audit Committee examined how to fulfill a more strategic role and provide additional focus on matters of significant risk or financial impact to The City. Following this strategic initiative, the Audit Committee 2020 Work Plan was developed reflecting their priorities, while incorporating capacity for emerging issues throughout the year.

Eleven civic entities delivered presentations throughout 2019 on their risk management, internal controls, financial reporting, governance structure, key initiatives and strategy. Oversight of The City's major autonomous civic

entities is an important part of the Audit Committee's governance responsibilities.

Deloitte, LLP are the independent external auditors fulfilling The City's legislated audit requirements and providing assurance over The City's annual financial statements and reporting processes. Deloitte, LLP carried out the audit of The City of Calgary's 2019 financial accounts in accordance with Canadian Generally Accepted Auditing Standards and had full and unrestricted access to the Audit Committee to discuss the audit and related findings.

The City Auditor's Office is the independent municipal auditor for the City of Calgary, operating autonomously from City Administration and reporting directly to Council through Audit Committee. The City Auditor's authority, mandated in the City Auditor's Bylaw and Charter, provides the City Auditor with unrestricted access to all municipal personnel, records, property, policies, procedures, processes and systems. The risk-based activities of the City Auditor's Office are approved annually by Audit Committee through a rolling two-year audit plan. The results of formal audits by the City Auditor's Office, as well as follow-up on audit recommendations, are presented to Audit Committee and Council for discussion, and made public through The City's website: [www.calgary.ca/auditor](http://www.calgary.ca/auditor).

An equally important role of the City Auditor's Office is the oversight of the Whistle-blower Program. This program ensures reports received from City employees or members of the public regarding waste or wrongdoing are subject to an appropriate investigation and resolution. Through the Audit Committee, the City Auditor provides Council with annual information related to reports received and investigations conducted during the year.

The Audit Committee is comprised of the right professionals working together with the Chief Financial

Officer, the City Auditor and the External Auditor, to successfully fulfill their mandate. I am proud of the important work performed by the Audit Committee in support of City Council's priority of "A well-run city".

On behalf of the Audit Committee, it is my pleasure to recommend to City Council approval of The City's Annual Financial Statements as audited and presented in this 2019 Annual Report.



**Evan Woolley,**  
Ward 8 Councillor  
Chair, Audit Committee





## Making strategic investments in infrastructure

Calgary's economic recovery starts by making strategic capital investments in our city. In 2019, The City invested in major capital infrastructure to support the local economy and jobs while continuing to build a great city. From supporting exciting projects in sports, arts and entertainment to making it easier for Calgarians to get around, we're investing to make life better every day.

### EVENT CENTRE

The City's \$275 million capital investment in the event centre is expected to generate \$400 million in direct revenue over its 35-year lifespan, plus significant community and social benefits.

### BMO CENTRE

The City's \$333 million investment in the expansion of the BMO Centre will make it Canada's second largest convention centre. Hosting larger conventions and conferences will enhance economic diversity, boost trade and tourism, and create jobs for Albertans.

### GREEN LINE

We continue to work on the Green Line. Getting the light rail transit route through downtown exactly right is vital for the largest public works project in our history.

### MAX TRANSIT

Last year we launched MAX — the single biggest investment in bus service in Calgary's history. At the end of 2019, MAX Yellow joined the family, making it easier for people to get to Rockyview Hospital, Mount Royal University and downtown Calgary.



### E-SCOOTER AND E-BIKE PILOT

In terms of active mobility, 150,000 people took 750,000 trips during our e-bike and e-scooter pilot. Calgarians enjoy using them, and we're going to make some changes to make sure trips are even safer and better.

### NEW CENTRAL LIBRARY

Celebrated the first-year anniversary of the new Central Library, with nearly two million visitors walking through its doors since it opened.





## Supporting business opportunities

Businesses are vital in job creation and in creating vibrancy in our city. The City is doing its part to support business opportunities by continuing to improve City services to foster Calgary's business environment, innovation ecosystem and help build the foundation for business success.

- Provided Canada's first virtual one-window approach to permitting online including live chat to save business applicants time and money.
- Approved pop-up and interim businesses in all commercial areas, eliminating lengthy approval process and licensing restrictions (another Canada first).
- Created a "Living Lab" program to open City of Calgary assets to companies and researchers, to test and try their ideas and products.
- Supported local innovation by enabling future deployment of fifth-generation cellular wireless technology in our communities, which is a critical step for building connected, resilient and smart cities.
- Invested \$100 million to support organizations that will help drive innovation, diversify the economy and create jobs in our city through creation of the **Opportunity Calgary Investment Fund**.
- Reduced licencing fees by 10 per cent for new and renewed business licences, making licencing more affordable for businesses.
- Froze construction permit fees for the fifth year in a row, creating greater cost certainty for builders and to make doing business with The City, and in the city, easier.
- Developed and deployed a **#BuyLocalYYC** campaign to encourage Calgarians to support local businesses and Calgary's **economic recovery**.

- Created a Business Advisory Committee made up of members of the local business community. This Council-led committee gives us insight and feedback into how we can improve City processes.





## Focusing on our financial sustainability

The City is focusing on our financial sustainability and making tough budget decisions to continue to serve more Calgarians and support Calgary's economic recovery. The City of Calgary has some of the lowest property tax and utility rates of major cities within Canada. We've achieved this by carefully managing our budget, continuing to find savings and efficiencies in our operations, and reinvesting in Calgary's economic growth.

- The municipal portion of the property tax is used to fund City programs and services that Calgarians value and use every day. In 2019, we delivered high-quality City programs and services for less than \$5.50 per day for the typical Calgary household.
- Achieved \$143 million in savings and efficiencies to keep Calgary's property tax rate among the lowest in Canada.
- Provided \$130 million one-time tax mitigation through the 2019 Phased Tax Program to support and address concerns of business owners.
- Established a **Financial Task Force** to identify and assess innovative solutions for short-term economic mitigation, develop long-term strategies for economic recovery, and new revenue options to improve The City's financial strength now and in the future.
- The City is continuing to take action to support Calgary's economy and reduce the cost of local government. We're monitoring spending and continuously exploring potential savings with initiatives like the **Solutions for Achieving Value and Excellence**.
- Released our **Resilient Calgary** strategy which provides a vision for making Calgary a more resilient city — economically, environmentally and socially — for future generations, while promoting economic recovery for Calgarians who are working hard to recover from the downturn and build toward a strong tomorrow.





## FINANCIAL INFORMATION

THE CITY OF CALGARY, ALBERTA



# 2019 Financial Statement Discussion and Analysis

## INTRODUCTION

The financial statement discussion and analysis (FSD&A) reports to stakeholders on how the financial resources entrusted to The City of Calgary (The City) are being managed to provide municipal infrastructure and services. It explains any significant differences in the financial statements between the reported year and the previous year as well as between approved budget and actual results. The FSD&A also identifies trends, risks and anticipated events that could have financial implications.

The 2019 year is the first year in the four-year business plan and budget cycle (2019 – 2022), also known as One Calgary Service Plans and Budgets, and throughout 2019, administration continued to focus on fiscal responsibility and strategic investments in capital infrastructure. The City was able to implement its service plans and budgets essentially as expected, and identified savings throughout the year, highlighted by a Council approved \$60 million in-year budget reduction. The City continues to monitor its financial performance carefully so that it can address local effects resulting from the ongoing economic downturn and COVID-19 pandemic. These issues are discussed further in the Risk Management and The Outlook sections of the FSD&A.

The City's 2019 Annual Financial Report contains the audited consolidated financial statements prepared in accordance with principles and standards established by Canadian Public Sector Accounting Board published by the Chartered Professional Accountants (CPA) Canada, as required by the *Alberta Municipal Government Act*.

The financial statements consist of:

- Consolidated statement of financial position (summary of financial assets and liabilities, net financial assets, non-financial assets and accumulated surplus) at year end,
- Consolidated statement of operations and accumulated surplus (summary of the annual surplus for the year, consisting of revenues reflecting what operating and capital funds were raised in the year and expenses reflecting how funds were used during the year, including the annual costs for owning and using capital assets (amortization), plus the change in the net value of the government business enterprise),
- Consolidated statement of cash flows (summary of how The City's cash position changed during the year, highlighting sources and uses of cash, including the use of cash to acquire capital assets), and
- Consolidated statement of changes in net financial assets (a reconciliation between the net revenues earned in the year to the change in net financial assets). This statement shows the annual surplus, with a reversal of the non-cash accruals for amortization and sale of assets, less donated assets and the spending to acquire new capital assets in the year. The change in net financial assets is an indicator of whether revenues raised in the year were sufficient to cover the spending in the year.

The City Administration is responsible for preparing the following FSD&A and the audited consolidated financial statements. The FSD&A and the consolidated financial statements should be read in conjunction with the financial and statistical schedules.



**Carla Male**  
Chief Financial Officer

## Economic Environment

The economic environment in the Calgary Economic Region improved in 2019 with a 3.0 per cent increase in job growth relative to 2018 which supported a decline in the unemployment rate to 7.1 per cent. The City's positive economic environment in 2019 translated into a 17.4 per cent increase in building permit values relative to 2018.

	2019	2018	Change
<b>Calgary</b>			
Population (April census)	<b>1,285,711</b>	1,267,344	1.4%
Building permit applications	<b>15,954</b>	16,298	(2.1%)
Building permit value (\$ billions)	<b>5.2</b>	4.4	17.4%
<b>Calgary Census Metro Area</b>			
CPI inflation rate	<b>1.4%</b>	2.4%	(1.0%)
<b>Calgary Economic Region</b>			
Employment	<b>919,000</b>	892,500*	3.0%
Unemployment rate	<b>7.1%</b>	7.6%	(0.5%)

Sources: population estimates are from The City's municipal census, building permit data are from City licensing and application records, and inflation and unemployment estimates are from Statistics Canada.

\* The 2018 employment estimate is updated as captured location is changed from 'Calgary' to the 'Calgary Economic Region.' This is to be consistent with the unemployment rate and publicly available federal government records.

For Calgary, population growth from April 2018 to April 2019 was 18,367 (1.5 per cent) compared to 21,007 (1.7 per cent) the previous year. Those living in the Calgary census metropolitan area experienced only a modest annual increase to their cost of living by 1.4 per cent in 2019.

Calgary's population growth for the next four years should be faster than the national average and about the same as the provincial average. This relatively higher pace of growth is because the city of Calgary is expected to remain a more attractive destination for migrants relative to other jurisdictions due to better affordability and quality of life. Net migration will be the primary driver of population growth, accounting for more growth than natural increase. The City of Calgary is monitoring these key economic indicators during The City's response to stabilize, recover and become resilient with the local effects resulting from the ongoing economic downturn and COVID-19 pandemic.

## FINANCIAL HIGHLIGHTS

### Revenues and Expenses

The City had consolidated revenues of \$4,172 million in 2019 (2018 – \$3,873 million) before external transfers for infrastructure. External transfers for infrastructure includes grants and revenue sharing recognized from other governments plus funds and tangible capital assets from developers totaling \$1,100 million (2018 – \$1,038 million).

The City consolidated expenses were \$3,914 million (2018 – \$3,873) before net ENMAX Corporation (ENMAX) loss of \$28 million (2018 – \$16 million). Included in expenses is amortization in the amount of \$678 million (2018 – \$678 million) as the estimated annual cost of owning and using The City's capital assets.

For 2019, net revenues including external transfer to infrastructure of funds and tangible capital assets totaled \$1,359 million (2018 – \$1,038 million).

### Consolidated Financial Position

For the years ended December 31 (in millions of dollars)

	2019	2018
A. Financial Assets	\$ 7,579	\$ 7,289
B. Liabilities	\$ 5,122	\$ 5,370
C. Net Financial Assets (A minus B)	\$ 2,457	\$ 1,918
D. Non-Financial Assets	\$ 18,568	\$ 17,776
E. Accumulated Surplus (C plus D)	\$ 21,025	\$ 19,695

The City's net financial assets increased by \$538 million (2018 – \$225 million) mainly due to increases in cash, investments and receivables. Financial assets are partially offset by liabilities which are governed by agreements with the parties involved, including funds owed for goods and services already received (accounts payable and accrued liabilities), and capital deposits that are restricted to specific types of capital.

The City's accumulated surplus increased by \$1,330 million (6.8 per cent) in 2019, primarily from the net increase in tangible capital assets (purchased and donated) of \$783, increase in investments of \$192 million and a decrease in accounts payable and accrued liabilities of \$135 million. In 2018, the City's accumulated surplus increased by \$1,021 million (5.5 per cent), primarily from the net increase in tangible capital assets (purchased and donated) of \$807 million and a decrease in long-term debt of \$177 million.

The City's long-term debt ratings were affirmed at AA+ by Standard and Poor's and AA (high) by Dominion Bond Rating Service (DBRS) in 2019.

### Cash Flow

The City's cash and cash equivalents increased by \$17 million to \$263 million and investments increased by \$192 million to \$4,231 million. The increase in cash and cash equivalents is primarily due to an increase in short term investments.

### Cash provided by operating activities

In 2019, cash provided by operating activities was \$1,330 million, compared to \$1,602 million in 2018. This decrease was primarily due to an overall increase in the equity in earnings in ENMAX corporation, decrease in accounts payable and accrued liabilities and capital deposits.

### Cash used in capital activities

Cash used in capital activities was \$(1,143) million, compared to \$(1,235) million in 2018 and it includes:

- Additions to capital assets of \$(1,160) million; and
- Proceeds from sale of tangible capital assets of \$17 million.

### Cash provided by investing activities

Cash used by investing activities was \$(142) million, compared to \$(105) million used by investing activities in 2018, and includes:

- Net purchase of investments of \$(192) million; and
- Dividends from ENMAX of \$50 million.

### Cash used in financing activities

Cash used in financing activities was \$(27) million, compared to \$(150) million of cash used in 2018, and includes:

- Proceeds from long-term debt issued of \$309 million;
- Long-term debt repayments of \$(314) million; and
- Net decrease in bank indebtedness of \$(22) million.



## FINANCIAL ANALYSIS REVIEW

### Revenues – Budget to Actual Comparison

For the years ended December 31 (in thousands of dollars)

	Budget 2019	Actual 2019	Favourable/ (Unfavourable)	Percent Change
Net taxes available for municipal purposes	\$ 2,103,011	\$ 2,088,755	\$ (14,256)	(1%)
Sales of goods and services	1,386,737	1,323,154	(63,583)	(5%)
Government transfers and revenue sharing agreements				
Federal	809	1,482	673	83%
Provincial	164,946	150,855	(14,091)	(9%)
Investment income	72,833	198,927	126,094	173%
Fines and penalties	94,593	98,646	4,053	4%
Licences, permits and fees	112,236	113,111	875	1%
Miscellaneous revenue	28,356	40,542	12,186	43%
Equity in earnings of ENMAX	173,000	156,162	(16,838)	(10%)
Total revenues (before external transfers for infrastructure)	\$ 4,136,521	\$ 4,171,634	\$ 35,113	1%
Developer contributions	\$ 193,049	\$ 124,988	\$ (68,061)	(35%)
Government transfers related to capital	774,576	652,016	(122,560)	(16%)
Developer contributions-in-kind related to capital	–	323,067	323,067	100%
Total external transfers for infrastructure	\$ 967,625	\$ 1,100,071	\$ 132,446	14%

Total City revenues (before external transfers for infrastructure) were approximately 1 per cent higher than budgeted for 2019, mainly as a result of higher than expected investment income and miscellaneous revenue, offset by lower than budgeted sales of goods and services, equity earnings in ENMAX, net taxes available for municipal purposes and provincial government transfers.

**Net taxes for municipal purposes** were approximately 1 per cent lower than budgeted primarily due to provincial requisition of education levy portion being higher than budgeted, and due to timing of the assessment values used for budget purposes. This was offset by slight increases in Enmax's local access fees and local improvement levies.

**Sales of goods and services** were approximately 5 per cent lower than budgeted primarily due to significantly lower than budgeted consumption of residential metered water and reduced regional demand due to comparatively cool and wet weather in 2019. Land sales were also lower due to economic and market conditions resulting in softer demand and lower valuations for general land parcels. Leasing revenue was lower because of weak office space rental market conditions in Calgary.

**Government transfers and revenue sharing agreements** were overall approximately 8 per cent lower than budgeted primarily due to Calgary Housing Company not receiving a provincial capital grant for the City owned portfolio. This was partially offset by receipt of unbudgeted grants under Municipal Cannabis Transition program, Senior Home Maintenance program, Calgary Local Partnership program and Flood Resiliency projects.

**Investment income** was approximately 173 per cent higher than budgeted due to a higher amount of realized gains as a result of change in investment strategies involving transfer of funds into a different portfolio. This is consistent with The City's overall goal of strategic investments, as funds were moved from internal working capital into external investments

resulting in higher income earned during the year. There were also higher short-term interest rates and an expanded use of guaranteed investment certificates creating higher overall returns on investments.

**Miscellaneous revenue** was approximately 43 per cent higher than budgeted mainly due to increased proceeds from the sale of tangible capital assets, higher insurance settlements from third parties related to the property damage to The City's infrastructure and vehicles, unbudgeted contributions received under the Youth Employment Centre and Community Hubs, and Carbon Offset Credits monetized.

**Equity in earnings of ENMAX** were approximately 10 per cent lower than budgeted due to reduced transmission, distribution and contractual services margins, offset by a slight increase in electricity margin.

**Developer contributions** were approximately 35 per cent lower than budgeted due to differences in the estimates of anticipated contributions used during the year. This is also due to construction delays or postponed project schedules as well as a shift of work priorities in other projects resulting in lower actual expenditures comparing to the budget. Less development agreements were signed for Greenfield areas than budgeted, which also contributed to the overall decrease.

**Government transfers related to capital** were approximately 16 per cent lower than budgeted primarily due to unanticipated changes in timing of the use of government grants. These funds have been received, are being held in capital deposit balances and will be drawn upon as capital projects progress.

**Developer contributions-in-kind related to capital** were higher than budgeted as capital acquisitions of this nature are not budgeted due to the timing of completion of developer donated assets which is highly volatile from year to year.

## Expenses – Budget to Actual Comparison

For the years ended December 31 (in thousands of dollars)

	2019 Budget (excluding Amortization)	2019 Actual (excluding Amortization)	Favourable/ (Unfavourable)	Percent Change	2019 Budget Amortization Expense	2019 Actual Amortization Expense
Police	\$ 505,467	\$ 498,583	\$ 6,884	1%	\$ –	\$ 18,915
Fire	284,117	288,067	(3,950)	(1%)	–	9,382
Public transit	470,760	477,437	(6,677)	(1%)	–	129,945
Roads, traffic and parking	276,328	277,543	(1,215)	0%	6,387	168,324
Water services and resources	408,821	398,487	10,334	3%	86,951	131,404
Waste and recycling services	148,802	149,031	(229)	0%	–	14,730
Community and social development	71,602	76,776	(5,174)	(7%)	–	66
Social housing	148,750	125,039	23,711	16%	3,275	11,738
Parks and recreation facilities	209,263	214,708	(5,445)	(3%)	–	64,797
Societies and related authorities	93,218	96,668	(3,450)	(4%)	–	12,258
Calgary Public Library Board	65,319	62,423	2,896	4%	–	6,727
General government	401,125	302,087	99,038	25%	–	28,082
Public works	257,046	230,357	26,689	10%	32,319	73,137
Real estate services	57,732	38,112	19,620	34%	–	8,746
	\$ 3,398,350	\$ 3,235,318	\$ 163,032	5%	\$ 128,932	\$ 678,251

The four year budget cycle 2019-2022 has incorporated amortization charges for information purposes only similar to the budget cycle 2015-2018. The City has yet to integrate these standards for budget preparation in part due to the resources devoted to the conversion to services budgets, as well as the need to study and determine the impact that inclusion has on the MGA requirements for balanced operating budgets.

In 2019, The City continued to find efficiencies and savings in expenditures which allowed The City to keep taxes and fees as low as possible while still responding to the economic changes, and priorities and needs of citizens.

**The following variance explanations exclude the impact of amortization expense.**

**Police** expenses were approximately 1 per cent lower than budgeted due to higher than budgeted vacant positions resulting in decreased salaries, wages and benefits amounts. This is partially offset by an increase in overtime expenses and contractual services related to professional health services.

**Public transit** expenses were approximately 1 per cent higher than budgeted primarily due to loss experienced on disposals of assets which are not budgeted.

**Water services and resources** expenses were approximately 3 per cent lower than budgeted due to reduced salaries, wages and benefits resulting from additional vacant positions and delayed hiring of permanent and temporary staff. Contract and general services were also reduced as part of an overall cost control strategy to lower consulting costs in engineering services. This is partially offset by higher bad debt expense due to continuing economic downturn, higher materials and commodities charges related to chemicals, asphalt and aggregate, and increased electricity consumption charges.

**Community and social development** expenses were approximately 7 per cent higher than budgeted primarily due to strategic changes resulting in additional grant payment from the Fiscal Stability Reserve for the newly established Mental Health and Addictions Strategy, building capacity of Family & Community Support Services, Community Hubs,

payouts for transitioning costs of the Senior Home Maintenance program to community partners, and additional expenses for various other social programs.

**Social housing** expenses were approximately 16 per cent lower than budgeted mainly due to reduced planned spending by Calgary Housing Company as a result of lower than expected provincial grant revenue related to The City owned social housing portfolio. The favourable variance was also due to reduced salaries, wages and benefits resulting from intentional management of workforce and other planning strategies, along with lower cost of sales for materials experienced by Attainable Homes of Calgary Corporation.

**Parks and recreation facilities** expenses were approximately 3 per cent higher than budgeted due to increased costs incurred on the capital projects that did not meet the capitalization threshold along with loss experienced on sale of assets that is usually not budgeted for.

**General government** expenses include the costs of Council, City Manager, Finance, Supply, Mayor, City Auditor, City Clerk's, Law, Assessment, Customer Service & Communications, Human Resources, Information Technology and Corporate Revenues and Costs. Expenses were approximately 25 per cent lower than budgeted primarily due to a curtailment gain recorded relating to the retirement allowance obligation. Lower fringe benefit applications for civic employees and police sworn officers also contributed to the favourable variance.

**Public works** expenses were approximately 10 per cent lower than budgeted primarily due to cost-reduction initiatives, such as implementation of the workforce planning strategies and reduction of spending for materials and equipment, which were implemented in response to the economic downturn.

**Real estate services** expenses were approximately 34 per cent lower than budgeted primarily due to favorable variances experienced by Real estate and development services from lower land sales costs and salary and wages expenses due to staff vacancies. This was partially offset by higher than anticipated costs experienced by Calgary Municipal Land Corporation due to increased legal expenses related to BMO Centre and Event Centre agreements, unbudgeted St. Patrick's bridge repairs and higher costs of sales resulting from increased sales of land parcels.

## Revenues – Comparison to Prior Year

For the years ended December 31 (in thousands of dollars)

	Actual 2019	Actual 2018	Increase/ (Decrease)	Percent Change
Net taxes available for municipal purposes	\$ 2,088,755	\$ 2,068,070	\$ 20,685	1%
Sales of goods and services	1,323,154	1,278,099	45,055	4%
Government transfers and revenue sharing agreements				
Federal	1,482	1,736	(254)	(15%)
Provincial	150,855	160,387	(9,532)	(6%)
Investment income	198,927	101,236	97,691	96%
Fines and penalties	98,646	95,747	2,899	3%
Licences, permits and fees	113,111	117,254	(4,143)	(4%)
Miscellaneous revenue	40,542	44,951	(4,409)	(10%)
Equity in earnings of ENMAX	156,162	5,094	151,068	2966%
Total revenues (before external transfers for infrastructure)	\$ 4,171,634	\$ 3,872,574	\$ 299,060	8%
Developer contributions	\$ 124,988	\$ 218,988	\$ (94,000)	(43%)
Government transfers related to capital	652,016	564,652	87,364	15%
Developer contributions-in-kind related to capital	323,067	254,799	68,268	27%
Total external transfers for infrastructure	\$ 1,100,071	\$ 1,038,439	\$ 61,632	6%

**Net taxes available for municipal purposes** increased by 1 per cent due to higher revenue resulting from the net impact of 6.67 per cent residential tax increase and 1.77 per cent non-residential tax rate decrease. Per 2018 bylaw (including business tax consolidation) the residential share was 45 per cent and non-residential share was 55 per cent. However, under the 2019 bylaw (with business tax fully consolidated), the residential portion increased to 47.2 per cent and non-residential portion decreased to 52.8 per cent. The increase was also due to higher revenues in-lieu of taxes from ENMAX due to the higher weighted average price of electricity. This was partially off-set by lower revenue due to municipal non-residential Phased Tax Program (PTP), which assisted non-residential properties impacted by large shifts in the market value of downtown non-residential properties. Under the 2019 PTP, there was a minimum 10 per cent reduction in non-residential municipal property taxes from 2018 to 2019.

**Sales of goods and services** increased by 4 per cent due to increased land sales revenue resulting from land exchanges for the Green Line route acquisitions, and higher sales by Calgary Municipal Land Corporation and Attainable Homes Calgary Corporation. Introduction of Black Cart program fee, full year of billings and higher rates of Green Cart program, higher residential recycling and commercial collection revenue and increased recreation and transit rates also contributed to the overall favorable variance. This was partially offset by a reduction in the monthly charge for water services, and lower consumption of water services due to comparatively cool and wet weather conditions in 2019.

**Government transfers and revenue sharing agreements** were approximately 6 per cent lower due to Calgary Housing Company receiving fewer provincial grants than prior year due to changes implemented by provincial government; absence of one-time plebiscite grant funding received in 2018 for the 2026 Winter Olympic and Paralympic Games plebiscite and reduced Disaster Recovery Program grants received due to program moving towards its conclusion. This was partially offset by higher grants received under Municipal Cannabis Transition

Program, as this program was started in 2019, and provincial funding for Low Income Transit Pass Program. There was minimal change in the amounts for the federal government transfer.

**Investment income** was 96 per cent higher primarily due to positive strategic direction involving a change in equity mandate. Funds were moved to expand equity allocations into more global funds, triggering a previously unrealized gain. In addition, The City benefitted from higher interest rates and moved capital into longer term investments that provide more income.

**Miscellaneous revenue** decreased by 10 per cent over prior year due to reduced gains from the sale of tangible capital assets, partially offset by higher insurance settlements from third parties and Carbon Offset Credits monetized.

**Equity in earnings of ENMAX** was higher by approximately \$151 million due to increased transmission, distribution and contractual services margins and absence of significant one-time tax settlements experienced in 2018. These favourable impacts are partially off-set by the reduced electricity margins.

**Developer contributions** were approximately 43 per cent lower in 2019 primarily due to a decrease in capital development activities related to transportation infrastructure projects, reduced development agreements signed by utilities, offset by slightly higher capital developer funding applied by utilities due to higher capital expenditure in 2019 as a result of construction suspension in 2018 on the Downtown Upgrades project.

**Government transfers related to capital** were approximately 15 per cent higher primarily due to an increase in the use of Green Transit Incentive Programs (GreenTRIP) funding.

**Developer contributions-in-kind related to capital** were approximately 27 per cent higher than 2019 due to the timing of completion of developer donated assets which is highly volatile from year to year.

## Expenses – Comparison to Prior Year

For the years ended December 31 (in thousands of dollars)

	Actual 2019	Actual 2018	Increase/ (Decrease)	Percent Change
Police	\$ 517,498	\$ 521,224	\$ (3,726)	(1%)
Fire	297,449	310,823	(13,374)	(4%)
Public transit	607,382	567,655	39,727	7%
Roads, traffic and parking	445,867	425,123	20,744	5%
Water services and resources	529,891	517,822	12,069	2%
Waste and recycling services	163,761	151,587	12,174	8%
Community and social development	76,842	85,787	(8,945)	(10%)
Social housing	136,777	129,831	6,946	5%
Parks and recreation facilities	279,505	277,912	1,593	1%
Societies and related authorities	108,926	103,657	5,269	5%
Calgary Public Library	69,150	67,390	1,760	3%
General government	330,169	384,844	(54,675)	(14%)
Public works	303,494	287,594	15,900	6%
Real estate services	46,858	41,395	5,463	13%
	\$ 3,913,569	\$ 3,872,644	\$ 40,925	1%

**Fire** expenses decreased by approximately 4 per cent due to reduction in salaries, wages and benefits related to budget reductions and corporate fringe benefit reductions primarily for the fire fighter positions as well as the cancellation of the contract with Calgary Airport Authority in mid-2019.

**Public Transit** expenses increased by approximately 7 per cent due to increased salaries, wages and benefits due to higher overtime incurred, increased expenses due to a new service contract for Stoney Garage facility, higher demand for Calgary Transit Access trips, higher vehicle maintenance, parts, and increased utilities costs. These increases were slightly offset by decreased sickness and accidental claims, infrastructure maintenance and lower fuel costs.

**Roads, traffic and parking** expenses increased by approximately 5 per cent due to lower recoveries for capital expenditures, partially offset by lower salary and wages, pavement rehabilitation, traffic and materials costs.

**Water services and resources** expenses increased by approximately 2 per cent due to increased salaries and wages resulting from lower employee vacancy rate, along with higher over-time resulting from the response to increased frozen pipes in the late winter of 2019. Other contributing factors were increased bad debt expense, higher contract expenses resulting from increased permits, and higher electricity charges due to the Bonnybrook plant operations expansion.

**Waste and recycling services** expenses increased by approximately 8 per cent due to increased salary and wages expenses resulting from additional staff hired to address the higher attrition and staff shortages incurred in prior year, and lower recovery associated with the Green Line waste removal with project completion in 2019. These changes were partially offset by lower landfill liability expenses.

**Community and social development** expenses decreased by approximately 10 per cent due to lower salaries and wages expenses resulting from budget reductions and transition of senior home maintenance and information centre programs to external partners. In

addition, transfer of the Low Income Transit Pass Program to the Transit business unit and absence of one-time costs related to prevention projects in 2019 resulted in overall decrease in contract and general services. The decrease was partially offset by increases in grant payments related to newly established mental health and addictions strategy.

**Social housing** expenses increased by approximately 5 per cent due to increased cost of sales as a result of higher sales by Attainable Homes Calgary Corporation, partially offset by decreased expenses by Calgary Housing Company due to lower grant spending and lower maintenance costs.

**Societies and related authorities** expenses increased by approximately 5 percent due to higher transfer disbursements from civic partners to various organizations through Opportunity Calgary Investment Fund, and increased grants related contract and general expenses incurred by Calgary Arts Development Authority.

**General Government** expenses were approximately 14 per cent lower due to intentional management of corporate contingencies, discontinuation of the retirement allowance resulting in lower actuarial valuation of the associated benefit obligation, offset by higher salaries and benefits due to higher 2019 utilization and increase in firefighters' fringe benefits rate.

**Public Works** expenses increased by approximately 6 per cent due to the transfer of the Capital Conservation Grant program from Recreation to facility management under Public Works, resulting in disbursement of grant funding for capital projects related to community associations. Higher amortization also contributed to the overall increase as the majority of buildings were transferred to facility management throughout 2018 and 2019. This increase was offset by reduced rental expenses and building maintenance costs.

**Real estate services** expenses increased by approximately 13 per cent primarily due to higher than anticipated land sales by Calgary Municipal Land Corporation (CMLC) which increased associated cost of sales.

## Tangible Capital Assets

For the years ended December 31 (in thousands of dollars)

	2019 Net book value	2018 Net book value	Increase/ (Decrease)
Land	\$ 2,521,124	\$ 2,368,999	152,125
Land improvements	570,207	560,723	9,484
Engineered structures	10,682,995	10,375,530	307,465
Buildings	2,281,939	1,984,281	297,658
Machinery and equipment	264,755	270,528	(5,773)
Vehicles	862,903	815,786	47,117
	17,183,923	16,375,847	808,076
Work in progress			
Land	13,746	13,673	73
Construction	1,284,282	1,309,059	(24,777)
Tangible capital assets	\$ 18,481,951	\$ 17,698,579	783,372

During 2019, The City spent \$1,451 million on capital projects (2018 – \$1,694 million), which included \$1,026 million for tax-supported projects (2018 – \$1,345 million). Spending on capital projects was primarily on roads, water infrastructure projects, the transit bus storage facility, recreation facilities and the green line LRT project.

Tangible capital assets are recorded at cost/amortized cost, which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less estimated salvage value of the tangible capital assets is amortized on a straight-line basis over the assets' estimated useful lives, ranging from 2 to 100 years.

During 2019, amortization expense of \$678 million was recorded (2018 – \$679 million). In total there was \$323 million (2018 – 255 million) of donated and contributed assets which were mainly for water, parks, and roads. Disposals with a netbook value of \$43 million were made in 2019 which consists of land, engineered structures, buildings, machinery and equipment, and vehicles.

## SIGNIFICANT TRENDS

### Revenues (before external transfers for infrastructure)

For the years ended December 31 (in thousands of dollars)

	Actual 2019	Actual 2018	Actual 2017 (Restated)	Actual 2016 (Restated)	Actual 2015 (Restated)
Net taxes available for municipal purposes	\$ 2,088,755	\$ 2,068,070	\$ 1,955,429	\$ 1,938,199	\$ 1,926,218
Sales of goods and services	1,323,154	1,278,099	1,274,060	1,211,983	1,285,280
Government transfers					
Federal	1,482	1,736	4,693	4,660	3,812
Provincial	150,855	160,387	140,475	128,157	128,431
Investment income	198,927	101,236	104,520	77,451	79,185
Fines and penalties	98,646	95,747	92,040	89,796	80,451
Licences, permits and fees	113,111	117,254	124,356	114,988	124,358
Miscellaneous revenue	40,542	44,951	90,806	56,794	68,235
Equity in earnings of ENMAX	156,162	5,094	(30,312)	143,597	9,725
Equity in earnings of Co-ownership	–	–	–	–	618
Total revenues (before external transfers for infrastructure)	\$ 4,171,634	\$ 3,872,574	\$ 3,756,067	\$ 3,765,625	\$ 3,706,313

The five year trend for revenues largely reflects rate and growth-related increases for the prior four years.

**Net taxes available for municipal purposes** generally increases with growth and tax rate increases; however, it includes local access fees that are charged in lieu of taxes to some utilities for using The City right-of-way based on the cost of the service and commodity being provided. Fluctuations in commodity prices affect this revenue stream.

**Sales of goods and services** in 2019 were higher than 2018 sales revenues. The increase is primarily due to revenues generated through the land sales, green and black cart programs, higher residential recycling and commercial collection. In 2019, higher transit and recreation rates also contributed to the overall increase. Wastewater, water and drainage services saw decreases in revenue in 2019 due to reduced installation. This is consistent with prior years, where the variations in rates and demand for wastewater, water, drainage services, along with changing transit rates and ridership, affect the trend in this revenue stream, usually countered by trends in property and land sales, depending upon the current economic conditions. Relatively consistent revenues year-over-year with the exception of 2016 which had decreases to land sales of \$37 million and attainable homes units of \$29 million due to weaker market conditions.

**Government transfers** in 2019 were lower than 2018 primarily due to reduced provincial grants received by the Calgary Housing Company for properties, and reduced provincial funding for Disaster Recovery grants, partially offset by higher grants received under other provincial and municipal programs. The increase in 2018 from 2017 was mainly due to additional grants received by the Calgary Housing Company. The decreasing trend from 2015 to 2016 was due to gradual reductions in Disaster Recovery Program, Municipal Staffing capacity grants, and flood preparedness grants to the City. There is minimal fluctuation in federal transfer over the years.

**Investment income** for 2019 was influenced by a change in investment management strategy involving transfer of funds to a higher income earning portfolio which triggered

a realized gain. The fluctuations in interest rates and variations in the investment balances are the main contributors to changes in this revenue stream.

**Licences, permits and fees** reflect the building permit revenues which experiences variability between years. In 2019, revenues were 4 per cent lower than the prior year due to a decrease in land use amendment and land development fees, which was partially offset by increase in water's application fees in 2019. 2018 also experienced reductions from 2017 due to a permit and licence fee freeze. 2015 and 2017 represent higher revenue years because of increased excavation permits and completion of residential and commercial development activities.

**Miscellaneous revenue** decreased in 2019 due to reduced gains resulting from the sale of tangible capital assets, partially offset by higher land parcel sales by CMLC and insurance settlements from third parties. The reduction in 2018 was due to lower land sales activity, whereas 2015 experienced higher revenues than 2016 primarily due to revenue received from insurance companies for costs related to the 2013 flood.

**Equity in earnings of ENMAX** comprises the net equity increase in The City's government business enterprise ENMAX. In 2019, there was an increase due to increased transmission, distribution and contractual services margins. These favourable impacts are partially off-set by the reduced electricity margins. In 2018, there was an increase in electricity, natural gas, transmission and distribution margins. However, the gains from market improvements were reduced by a settlement of significant current and deferred income tax expense. In 2017, ENMAX experienced lower net earnings due to increased portfolio supply costs in ENMAX power delivery. In 2016, ENMAX experienced higher net earnings due to continued growth in ENMAX power delivery resulting from steady growth in rate base and customer sites, and its integrated strategy on hedging cost and capital spending management. In addition, ENMAX identified an adjustment in their deferred income tax calculation that resulted in a decrease of \$39 million to the 2015 income tax recovery. The equity in earnings of ENMAX decreased in 2015 as a result of lower electricity prices.

**Equity in earnings of Co-Ownership** is comprised of Attainable Homes Calgary Corporation's share of net income earned from the Co-Ownership entered into in 2013. This project was completed in the year ended December 31, 2015 and was dissolved on January 9, 2017.



## LIQUIDITY AND DEBT

### Financial Position – Net Financial Assets

As at December 31 (in thousands of dollars)

	Actual 2019	Actual 2018	Actual 2017 (Restated)	Actual 2016 (Restated)	Actual 2015 (Restated)
<b>FINANCIAL ASSETS</b>					
Cash and cash equivalents	\$ 249,589	\$ 246,116	\$ 134,006	\$ 227,884	\$ 104,499
Investments	4,230,756	4,038,562	3,893,757	4,096,462	4,117,988
Receivables	375,636	357,296	327,725	328,499	267,216
Land inventory	275,592	279,532	276,418	248,008	206,477
Other assets	94,701	106,386	109,434	109,390	98,291
Investment in ENMAX	2,339,699	2,261,350	2,314,000	2,291,308	2,260,205
	<b>7,565,973</b>	<b>7,289,242</b>	<b>7,055,340</b>	<b>7,301,551</b>	<b>7,054,676</b>
<b>LIABILITIES</b>					
Bank indebtedness and short-term borrowing	38,091	73,640	46,200	70,255	58,424
Accounts payable and accrued liabilities	811,799	947,274	860,453	945,890	731,184
Deferred revenue	103,629	96,249	92,926	111,502	89,108
Capital deposits	675,135	771,294	712,685	1,018,173	1,028,323
Provision for landfill rehabilitation	101,198	93,709	88,905	87,263	87,488
Employee benefit obligations	495,564	499,641	493,870	480,153	455,249
Long-term debt	2,883,447	2,888,831	3,066,263	3,216,672	3,360,602
	<b>5,108,863</b>	<b>5,370,638</b>	<b>5,361,302</b>	<b>5,929,908</b>	<b>5,810,378</b>
<b>NET FINANCIAL ASSETS</b>	<b>\$ 2,457,110</b>	<b>\$ 1,918,604</b>	<b>\$ 1,694,038</b>	<b>\$ 1,371,643</b>	<b>\$ 1,244,298</b>

There was an increase of \$539 million in net financial assets in 2019 relative to 2018 with increases in investments, receivables and investment in ENMAX balances driving the change. The overall increase from prior year is also due to decrease in bank indebtedness and short-term borrowing and liabilities that are governed by agreements with the parties involved, including funds owed for goods and services already received (accounts payable and accrued liabilities), and capital deposits that are restricted to specific types of capital. A trend of decreasing long-term debt levels combined with increasing cash, investments and receivables have been the primary factors of the net financial asset growth trend through the 2015 to 2019 years.

The downward trend in long term debt levels from 2016–18 is due to higher principal repayments compared to borrowings for tax-supported and self-sufficient tax-supported (especially MSI) debt and the decrease in these debt categories is greater than increases in self-supported debt. In 2019, long term debt continues to trend downward due to the full repayment of Municipal Sustainability Initiative (MSI) debt outstanding offset by new borrowings for tax-supported debt.

## Long-Term Debt

As at December 31 (in thousands of dollars)

	2019	2018	2017	2016	2015
<b>Opening Balance</b>	<b>\$ 2,888,831</b>	<b>\$ 3,066,263</b>	<b>\$ 3,216,672</b>	<b>\$ 3,360,602</b>	<b>\$ 3,626,177</b>
<b>Increase (Decrease)</b>					
Tax-supported	<b>75,973</b>	(41,385)	(43,667)	(39,837)	(38,424)
Self-sufficient tax-supported	<b>(78,021)</b>	(60,196)	(205,404)	(202,514)	(275,895)
Self-supported	<b>(3,336)</b>	(75,851)	98,662	98,421	48,744
<b>Net (Decrease)/Increase during the year</b>	<b>(5,384)</b>	(177,432)	(150,409)	(143,930)	(265,575)
Closing balance	<b>2,883,447</b>	2,888,831	3,066,263	3,216,672	3,360,602
ENMAX debt in The City's name	<b>1,283,320</b>	1,185,380	1,078,522	1,145,184	1,211,055
<b>Total debt attributable to The City</b>	<b>\$ 4,166,767</b>	<b>\$ 4,074,211</b>	<b>\$ 4,144,785</b>	<b>\$ 4,361,856</b>	<b>\$ 4,571,657</b>

In 2019, DBRS reaffirmed the long-term debt rating of The City at AA (high), and The City's commercial paper rating at R-1 (high), with stable trends. In affirming the rating, DBRS stated that "the ratings are supported by a low DBRS-adjusted tax-supported debt burden, a high level of liquidity and reserves, stability in key revenue sources and disciplined fiscal management amid a still-challenging economic climate in Alberta". In addition, Standard & Poor's affirmed The City's long-term debt rating at AA+ and commercial paper rating of A-1+ reflecting healthy operating cash flows, robust liquidity and strong financial management.

The City utilizes debt to finance certain capital projects on the premise that the cost of these projects should be borne by the taxpayers and utility users who will benefit from the projects. Debt financing allows The City to appropriately manage the timing of cash flows.

The City has three categories of debt, including:

- Tax-supported – debt issued for capital expenditures that is funded in whole or in part from tax revenues;
- Self-sufficient tax-supported – debt for non-utility operations or programs that are self-funded by revenues or cash flows from a dedicated funding source; and
- Self-supported – debt mainly for utility services which is not funded by tax revenues but by rates charged directly to users and cash flows generated from operations.

Council's capital financing policy allows for increasing the tax-supported debt outstanding as long as annual debt servicing charges do not exceed 10 per cent of the tax-supported gross expenditure (net of recoveries). The policy would allow The City to provide some additional growth-related capital infrastructure if desired.

In 2019, The City's issued \$115.7 million tax-supported debt to finance growth-related projects, and repaid \$39.7 million in tax-supported debt, resulting in a net increase in tax-supported debt of \$76 million to \$441.5 million as at December 31, 2019.

The ratio of debt servicing charges to tax-supported gross expenditure (net of recoveries) was 4.6 per cent (including self-sufficient tax supported) and 1.5 per cent (excluding self-sufficient tax supported) which is within The City's 10 per cent policy limitation.

Self-sufficient tax-supported debt comprises debt for CMLC's programs and activities whose operating costs, including debt servicing, have historically been funded in whole or in part, directly or indirectly, by revenue from municipal property and business taxes. These costs are currently being partially funded by revenues resulting from their own operations. As at December 31, 2019, CMLC has \$210.3 million in outstanding debt. In 2009, Council approved a maximum debt of \$1 billion to provide bridge financing for MSI-funded projects. Additional bridge financing for MSI-funded projects was approved in 2011, bringing the total capacity to approximately \$1.6 billion. As at December 31, 2019, The City has paid off the remaining MSI debt of \$70.5 million and has no outstanding debt for these projects. Although no new borrowing is identified, there remains the possibility of new MSI debt issue depending on provincial funding and capital cash flow demands.

Also in 2019 \$176.9 million in new self-supported debt (primarily related to water services and resources) was obtained and \$180.2 million was repaid, resulting in a net reduction in self supported debt of \$3.3 million to \$2,232 million (excluding \$1,283 million in debt attributable to ENMAX).

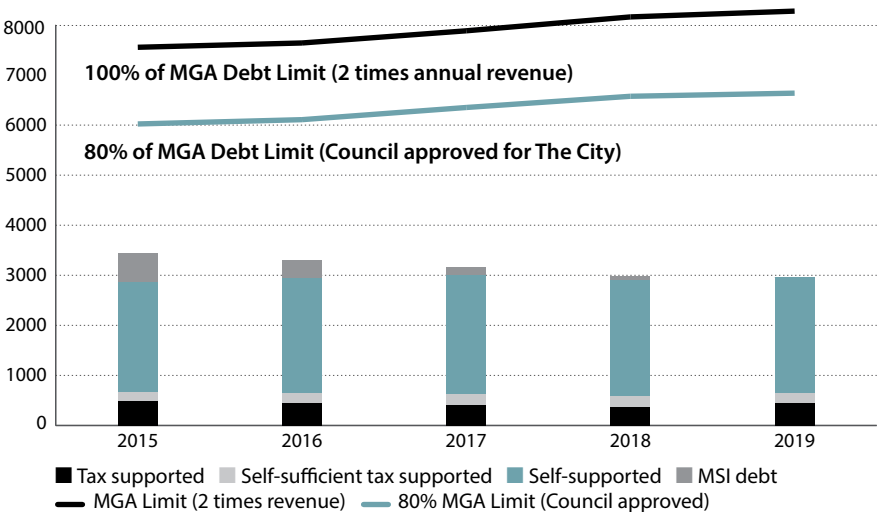


Administration continues to monitor and report on an internal maximum level of 80 per cent, as well as the mandated 100 per cent maximums of the MGA limits, ensuring that The City has a sufficient cushion of debt capacity room available to provide financial flexibility. In 2011, the Provincial government enacted a regulation that exempted The City's MSI related debt issued after December 31, 2011 from the debt service limit calculation. As a result, debt servicing for MSI bridge financing originated in 2012 or beyond is not included in the figures below.

The Municipal Government Act (MGA) requires The City to comply with two separate debt related limits which are expressed as a percentage of revenue. The MGA Debt Limit stipulates the maximum amount of debt principal that The City can have outstanding, including loan guarantees, and is calculated at two times revenue. The City's council policy is to not exceed the 80 per cent of the MGA specified limit. Chart A below reports The City's total historical outstanding debt from 2015 to 2019. It indicates that as at December 31, 2019 The City had used 37.41 per cent of its MGA debt limit.

**Chart A — The City Historic Debt Levels**  
**MGA Debt Limits Trend 2015–2019**

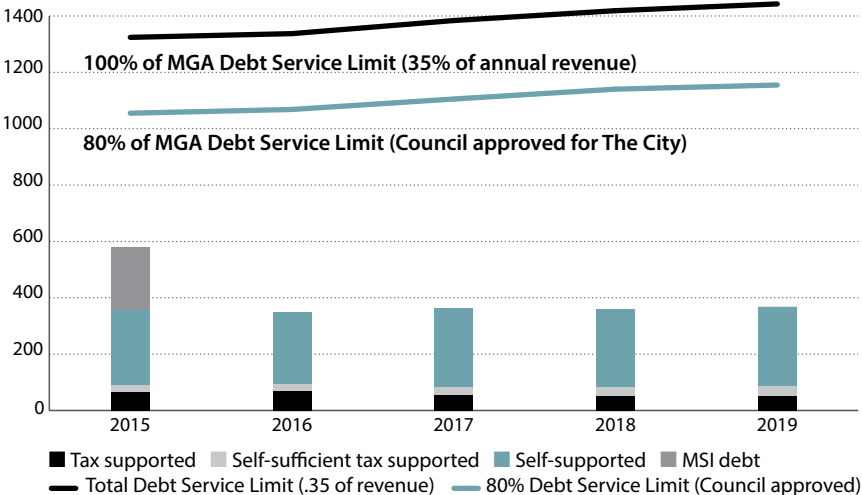
(in millions of dollars)



The MGA Debt Service Limit sets out the maximum amount of annual debt servicing (principal and interest) that The City can incur and is calculated at 35 per cent of revenue. For MSI bullet debt, the total principal and interest is recognized as debt servicing in the year the debt matures. The City's council policy is to not exceed the 80 per cent of the MGA specified limit. Chart B reports The City's Debt Servicing Charges is at 26.66 per cent of the MGA debt service limit at the end of 2019.

**Chart B — MGA Debt Service Limit Trend 2015–2019**

(in millions of dollars)



## Reserves

As at December 31 (in thousands of dollars)

	2019	2018	2017	2016	2015
			(Restated)	(Restated)	(Restated)
	<b>\$ 2,493,588</b>	\$ 2,299,998	\$ 2,032,652	\$ 1,975,809	\$ 1,915,176

The reserve balances totaled \$2,494 million at the end of 2019 (2018 – \$2,300 million). The net increase was primarily the result of increases in the Reserve for Future Capital, Community Investment Reserves as well as increases before transfer to the Major Capital Projects Reserve in the Fiscal Stability Reserve, Lifecycle Maintenance and Upgrade Reserve and Real Estate Services Reserve; partially offset by reductions in the Budget Savings Account, Utilities Sustainment, and other capital expenditure reserves.

The City allocates funds to reserves to meet specific future operating and capital expenditure requirements and to provide for emergencies in accordance with a Financial Reserve Policy that establishes guidelines and criteria for the proper creation and administration of reserve funds. This policy includes a triennial review process requiring that each reserve be reviewed at least once every three years. This review ensures reserves are being administered as approved by Council and in accordance with The City's policies and procedures, that reserve purpose and requirements are still relevant, and whether reserves are still required or can be closed. During 2019, City staff undertook a review of sixteen reserves totaling \$632 million, representing approximately 26 per cent of all reserve balances as at December 31, 2018. Findings and recommendations of the review were approved by Council in December 2019.

Maintaining financial reserves is good management, allowing funds to be collected as available and spent judiciously as needed to ensure service levels to citizens are maintained. The City classifies reserves into three categories to be used for three distinct purposes:

- Operating reserves are used to fund operating expenses for one-time projects/pilot programs; to stabilize operating budgets for unanticipated fluctuations in revenue or expenses; to comply with a contractual agreement; or for contingency funds for operational emergencies.
- Capital reserves are used to fund capital expenses.
- Sustainment reserves are used to fund both operating and capital expenses for activities that are treated as self-sustaining. Surpluses from these activities are retained in these reserves to offset any future deficits.

The largest reserve is the Fiscal Stability Reserve (FSR) (2019 – \$426 million; 2018 – \$618 million) which is a contingency reserve for urgent situations with significant financial implications and is also used to fund one-time operating costs as approved by Council. In 2019, as part of the overall financial strategy, Council approved the transfer of \$308 million from the FSR to the Major Capital Projects Reserve for the BMO Centre expansion, Event Centre, Foothills Fieldhouse and Arts Commons transformation. The Foothills Fieldhouse and Arts Commons transformation is still in the process of receiving full council approval. The second largest reserve is the Reserve for Future Capital (2019 – \$357 million; 2018 – \$306 million) which funds capital projects in accordance with Council approved terms and conditions defined for this reserve.

In 2019, Council approved the financial strategy for the major capital projects; BMO Centre expansion, Event Centre, Foothills Fieldhouse and Arts Commons transformation. As part of this strategy, the Major Capital Projects Reserve was created with a total of \$424 million. Funding sources for this reserve were:

- FSR (including interest) – \$308 million
- Lifecycle Maintenance & Upgrade Reserve – \$19 million
- Budget Savings Account (BSA) – \$37 million
- Tax Loss Provision Reserve – \$37 million
- Real Estate Services Reserve – \$10 million
- 2019 Corporate Savings – \$13 million

The City is continuing to improve efficiency and effectiveness through a variety of approaches. In 2015, a Budget Savings Account program (PFC2016-0181) was set up to encourage business units to seek annual savings, innovation and efficiencies, within their operating and capital budgets. Funding for the Budget Savings Account is generated by favourable budget variances identified by business units through the management of their operating and capital budgets. During 2019, business units contributed operating savings of \$18 million (2018 – \$38 million) from tax-supported programs to the Budget Savings Account Reserve. Contributions were lower in 2019 due to the mid-year budget reductions of \$60 million and overall reductions in budgets in the past few years. Capital savings of \$1.2 million (2018 – \$2 million) were contributed to the Budget Savings Account program and subsequently committed to additional capital investments through Infrastructure Calgary. The balance remaining in the capital Budget Savings Account program is fully committed.

## RISK MANAGEMENT

The City is committed to an integrated approach to risk management, where it is viewed as a key component of sound business practices, decisions and due diligence. The City Manager is responsible for ensuring compliance with Council's Integrated Risk Management (IRM) Policy and promoting a proactive, corporate-wide and systematic approach to managing risks that could affect The City's results. Risk management has been embedded into multi-year business planning and reporting to enhance the level of accountability, transparency and comparability of operations. Through the IRM framework and process, risks are identified at all levels across the organization.

Twice a year, The City conducts an organizational-wide risk review, including a comprehensive assessment of The City's service risks and the Principal Corporate Risks (PCRs). The PCRs are the risks with the greatest strategic impact on The City. In 2019, The City identified 17 PCRs, and five of these were prioritized to be more closely monitored and reported on throughout the year. These five priority risks were selected due to an increase in the internal and external stress factors impacting them, such as the requirement to find budget reductions.

The five priority risks for 2019 were financial, capacity for change, growth, infrastructure management and reputation.

### 1 – Financial Risk

Funding constraints caused by lower general revenues, franchise fees and/or higher expenses and reliance on debt financing may lead to an inappropriate financing structure and negatively impact service delivery, the ability to maintain critical infrastructure and adapt to growth.

#### Corporate Financial Risk

The City is taking on more corporate financial risk by reducing costs to manage fluctuating revenues. This reduces the ability to absorb any further adverse revenue movements, price movements and other potential statutory obligations. The City also observed economic hardship faced by small businesses resulting in tax collectability risks, thus increasing the overall revenue risk. Financial risk is considered for long range planning as well as strategic decision making, and it is actively managed and closely monitored to ensure the continued success in the financial management of the organization.

As part of the overall mitigation strategy, The City is continuing to improve efficiency and effectiveness through a variety of approaches such as:

- Introducing the Solutions for Achieving Value and Excellence (SAVE) Program, formerly the Strategy for Improving Service Value (SISV), which takes a strategic approach to find savings while continuing to provide the quality services that Calgarians want and expect.
- Continuing with intentional savings and contributions to the BSA and FSR.
- Having a well-defined four-year business planning and budgeting process that includes annual adjustments to reflect changing external and internal environments. Annual budgets are reviewed and adjusted based on the tax rate required for changes in both plans and service levels and are approved by Council.
- Conducting strategic reviews of capital investments and matching investments to available corporate funding capacity by Infrastructure Calgary group.
- Maintaining a debt management process consisting of tracking, monitoring, debt modelling, long term planning and forecasting to aid in recommendations and decision making.
- Working collaboratively with service owners to jointly consider scenarios that may result from reduced revenue and/or increased expenditures and consider proactive solutions and mitigation strategies to ensure a balanced budget as approved by Council.

Subsequent to year-end and as of March 20, 2020, the TSX was down 30.5 per cent and the S&P 500, 28.7 per cent, year-to-date, resulting in a high risk for The City's portfolio. The City mitigates risk within its investment portfolios through a sound governance structure, adherence to government regulations, and The City's Investment Policy. Investment managers retained by The City, manage risk by investing in quality investments and ensuring sufficient diversification among holdings in their portfolios. The Investment Advisory Committee (IAC) oversees investment strategy and regularly reviews the investment activity, compliance and risk mitigation practices of both internal and external managers to meet City's investment objectives.

Within The City's investment portfolio there are sources of funds including operations, capital deposits, operating and capital reserves as well as funded employee benefit obligations. Each of these funds has a different time horizon and risk profile. The majority of the funds have a horizon of 5 years or less which directs The City's asset mix of which 85 per cent cash and fixed income, 10 per cent equity and 5 per cent direct infrastructure is very conservative and designed to provide liquidity as needed. With 10 per cent in equity, The City's investment portfolio only has a small portion exposed to the current market volatility.

## Other Economic Factors

In the first quarter of 2020 the World Health Organization characterized the outbreak of a strain of the novel coronavirus (COVID-19) as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. The duration and impact of COVID-19 is unknown at this time and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and operations of The City in future periods.

The City is well prepared through sound business continuity planning to minimize disruption and maintain continued delivery of city services during emergencies and disasters. Through the Business Continuity Planning Policy and the Corporate Business Continuity Framework, The City has established the foundation for which business continuity planning must adhere to ensure minimal disruption of city services. The Calgary Emergency Management Agency (CEMA) acts as the lead and steward for the business continuity program in The City.

The fiscal situation for the Government of Alberta is challenging with significant deficits anticipated for the next few years. The resource revenue for the province has been negatively impacted by lower global crude oil prices, and the discounted price for crude oil index Western Canadian Select (WCS) relative to West Texas Intermediate (WTI) because of transportation bottlenecks. Continued deficits will lead to future increases in the net debt-to-GDP ratio unless there are major spending cuts or significant increases in non-resource revenue. The Province released the Blue Ribbon Panel Report in September that suggested an overall direction of funding reductions for municipalities and announced operating and funding reductions to The City in the 2019 provincial budget released in October. The City took action on these reductions beginning with the 2020 Budget Adjustments approval in November. The City continues to monitor the economy and the provincial fiscal situation and will take action to mitigate any negative impacts.

Economic activity continued to improve in 2019, owing to the positive impact of gradually increasing oil prices and continued economic expansion. The city's unemployment rate remained elevated, as the economy was yet to recover all goods-producing sector jobs lost during the 2015–16 recession. The local real estate market was impacted by the fall in oil prices that started in 2014 and led to a 2015–16 recession, with the downtown office market experiencing the sharpest decline in value. From 2016 to 2018, there was a redistribution of non-residential property taxes away from the downtown office market to other non-residential property owners. To support this, Council approved one-time funding of \$41 million for 2018 and approved \$60 million in budget reductions in 2019. They also redirected \$44 million from FSR and \$26.9 million from no longer required PTP funding from 2017 and 2018, for a total of \$130.9 million for the PTP to mitigate impacts of this shift in 2019. The \$60 million base reduction will be applied to reduce all non-residential property tax in 2020.

## Normal Operations Risk

Under the terms of foreign merchandise purchase contract arrangements, The City has fixed its exchange risk on foreign purchases for CAD trades against the USD with Canadian Schedule 1 banks at rates ranging from \$1.31 to \$1.34 CAD. The dollar value of these contracts at December 31, 2019 was \$13,324 CAD (2018 – \$6,660 CAD). During the fiscal year ended December 31, 2019, the various arrangements for foreign merchandise cost The City \$2,220 CAD less (2018 – \$5,866 CAD less) than if the arrangements had not been entered into.

The City has hired an external manager to execute an active portfolio hedging strategy designed to efficiently reduce currency risk. The manager may purchase CAD against foreign currencies held in The City's portfolio. At December 31, 2019, this portfolio held 36 forward contracts that have a settlement date of January 22, 2020. The total market value of the forward contracts is \$4,560 CAD.

In addition to U.S. foreign exchange fixed contracts, The City has also previously purchased hedges for future purchases relating to the light rail transit system. Under the terms of the purchase order agreement, The City has fixed exchange risk on foreign purchases for CAD trades against USD with the supplier at rates ranging from \$1.03 CAD to \$1.07 CAD. During the fiscal year ended December 31, 2019, the various arrangements for foreign merchandise cost The City \$2,198 CAD less (2018 – \$1,383 CAD less) than if the arrangements had not been entered into. At December 31, 2019, The City had remaining commitments of \$14,444 USD (2018 – \$19,556 USD) that are anticipated to be settled by 2020. The City continues to monitor economic conditions and impacts on The City's financial status and adjusts strategies accordingly.

The City has fully met its current year cash contributions for employee benefit obligations at December 31, 2019. The City sponsored registered and non-registered defined benefit pension plans currently have a total unamortized net actuarial loss of \$18.9 million (2018 – \$14.9 million). The City has put in place a plan of action to set aside funding for these losses and the action plans are reviewed and adjusted annually by the Pension Governance Committee. In addition, there are certain employee benefit obligations with respect to multi-employer pension plans. Civic employees, with the exception of police officers, are members of the Local Authorities Pension Plan (LAPP). Police officers are members of the Special Forces Pension Plan (SFPP). Both plans are multi-employer, defined-benefit pension plans jointly sponsored by employees and employers through the LAPP and SFPP Corporations respectively and administered by Alberta Pension Services (APS). LAPP currently has a plan surplus, where the actuarial value of the assets are greater than the accrued benefit obligations. The total surplus at December 31, 2018 for LAPP was \$3,469 million (2017 – \$4,836 million) and for SFPP a deficit of \$191 million (2017 – surplus of \$71 million). At December 31, 2018, The City employees represented approximately 8.3 per cent of the employees in LAPP and 48.5 per cent of the employees in SFPP. LAPP Corporation is actively monitoring the Plan's overall financial condition throughout this

COVID-19 pandemic. While the Plan is not immune to market losses and volatility, LAPP Corporation spearheaded the implementation of a market risk management strategy in late 2019. This strategy was specifically designed to provide protection for the Plan in the event of a severe market downturn, such as the one we are now experiencing. Similarly, the SFPP Corporation ensures that a broadly diversified portfolio of assets is designed to withstand episodes of market volatility such as those associated with the COVID-19 pandemic. The City, in conjunction with other participating employers (such as Alberta Health Services, other Alberta municipalities, universities, colleges and school boards), and its employees, share in funding the future plan deficits through contribution rates. The contributions by each participating employer are not segregated in a separate account or restricted to provide benefits only to employees of The City, but rather are used to provide benefits to employees of all participating employers. The City includes a provision for expected LAPP and SFPP contributions in its multiple-year budget plans.

### **ENMAX (The City's Wholly-Owned Subsidiary)**

ENMAX is a private Alberta corporation owned by The City. The City's investment in ENMAX comprises 31 per cent of the City's financial assets on the statement of the financial position and as a rate regulated entity providing electricity and natural gas as part of its business has earnings volatility that is captured on The City's statement of operations. There is a risk that The City will not receive budgeted dividends or earnings annually which could impact The City's ability to realize the expected return on its investment.

Risks identified by ENMAX and presented in detail in its annual financial report include commodity price, volume, wholesale and retail competition, operational, environmental, regulatory, human resources, technological, liquidity, credit, developmental, legal, corporate structure, reporting/disclosure, income tax and strategic risks. ENMAX has an integrated approach to risk management across all ENMAX companies and has implemented an Enterprise Risk Management (ERM) framework. The Risk Management Committee and the Commodity Risk Management Committee, consisting of ENMAX senior management team members, oversee risk management and report risk exposures to the Board of Directors.

In 2019, The City, as ENMAX's shareholder, reviewed and confirmed the company's strategic direction and annual operating plans. Approvals for ENMAX's annual budget and major capital projects in excess of \$75 million are sought from the shareholder, and ENMAX provides The City with annual dividends.

ENMAX's 2019 consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS). Summary financial information for ENMAX is included in Note 7 to the consolidated financial statements.

On March 25, 2019, ENMAX Corporation announced that it had entered into a definitive agreement to acquire a regulated electric transmission and distribution utility, Emera Maine. Subsequent to the year end, on March 24, 2020, ENMAX announced that the transaction to purchase Emera Maine for \$1,286 million from Emera Inc. was successfully closed. Including assumed debt, the aggregate enterprise value is expected to be approximately \$1,800 million. The transaction is aligned with the ENMAX's corporate strategy to grow regulated cash flows and diversify revenue streams within North America. The acquisition will raise ENMAX's regulated rate base by approximately 50 per cent and increase the portion of future cash flows from regulated and non-commodity sources to approximately 70 per cent. ENMAX intended to finance this transaction using approximately 85 per cent debt and 15 per cent equity. The debt is expected to consist of a two-year bank loan, which is intended to be repaid before maturity, and private notes. The remaining balance will be funded in cash. Effective March 24, 2020, Emera Maine is a wholly owned subsidiary of ENMAX.

ENMAX's debt load and credit rating currently do not impact The City's credit rating. Rating agencies use two high level factors: the self-sustaining nature of ENMAX's business and the very low likelihood of ENMAX needing extraordinary intervention by The City to make its determination. In S&P's most recent ratings action a stable outlook was assigned to to ENMAX's rating and they were removed from their credit watchlist.

## 2 – Capacity for Change Risk

Increasing pace and quantity of change in the natural, social, economic and political environment, combined with limited flexibility in the organization to respond to these changes contributes to reduced capacity, preparation and experience required to implement new initiatives and adapt to changing priorities.

Over the last several years, The City experienced a high degree of uncertainty and in response committed resources to identify, understand and adapt to external and internal change factors. Leaders and employees adapted to various changes, including in the economy, citizen expectations, new leadership, and evolving strategic direction. Facing unprecedented challenges, leaders further developed the skills and competencies required for the prevailing municipal environment and to effectively plan for the future. The desire to increase organizational efficiency and build change capacity was evidenced in the significant year-over-year increase in requests for organizational effectiveness services.

Capacity for change risk response strategies for 2019 included:

- Hiring of transformational change and organizational design consultants to work with leadership at all levels, supporting major projects and facilitating departments and business unit networks to increase the speed of change.
- Implementing new leadership and employee development programs that will embed change approaches to contribute to the organization's overall capacity for dealing with change.
- Clearly communicating the corporate vision from the new City Manager to provide additional clarity and direction for the organization. This builds capacity for change by providing a line of sight to all leaders and employees, improving accountability toward Administration's commitments as well as accountability for individual performance development.

## 3 – Growth Risk

While growth carries a number of economic and social benefits, it is also a significant risk for The City because infrastructure and services need to be in place timed with demand. This means The City must anticipate both the level and spatial pattern of growth. Ineffective growth planning is linked to the financial and reputational risks and can impact The City's capacity to deliver and provide infrastructure and services that meet city-wide demands.

The City undertook an ambitious growth strategy in 2018 to support the needs of the city and its population. To manage associated risks, The City has implemented a comprehensive Citywide Growth Strategy to balance infrastructure and service investments in response to demand. The property tax approved for 2019 included dedicated rates for actively developing communities and new communities. The City has also established a cross corporate governance annual monitoring report to Council and increased collaboration with industry through the Industry/City Work Plan to formalize the sharing of information and data for decision making.

In 2019, The City's capital program also faced significant levels of uncertainty and risk exposure. Specifically, provincial funding for The City's capital portfolio decreased by over \$2.9 billion between 2019–20 and 2022–23, or approximately 12 per cent compared to the 2018 Capital Plan. Administration reviewed the full implications of the 2019 provincial funding changes and undertook a process to review the capital portfolio and identify potential least-harm reductions. This process looked at what capital investments can be scaled back, delayed or stopped with minimal impact to citizens and service levels and considers risk from an internal and external perspective.

At the end of 2019, there were still several unknowns related to capital funding including new regulations, provincial requirements, and funding related to the 2020 provincial budget.

#### 4 – Infrastructure Management Risk

The City owns and operates public infrastructure systems such as water service, storm and sanitary sewers, roads, sidewalks, pathways, bridges, and other structures and buildings. The City is exposed to the risk of these assets failing as they age, particularly if lifecycle maintenance is not prioritized appropriately.

The City has always faced pressure between choosing to maintain existing infrastructure or build new needed infrastructure, which is amplified in times when funding becomes scarce. This risk became more challenging with an increasingly constrained capital budget. As grants from the province remain limited, there will be pressure both for building needed new infrastructure and keeping existing infrastructure safe and well maintained. The City has flagged a funding gap between allocated resources and what is required to maintain existing and invest in new infrastructure.

A key continuous improvement action underway is the regular, measured inclusion of lifecycle maintenance and replacement into prioritization criteria of capital infrastructure investment programs. As The City moves towards a corporate infrastructure investment approach, this will be the most integral contributor to long-term risk management and cost avoidance.

#### 5 – Reputation Risk

Reputation risk is damage to the image of The City or negative perceptions by citizens or stakeholders because of actions of elected officials or City employees. This risk can threaten The City's ability to maintain positive and productive relationships with citizens, businesses, partners and the ability to achieve its corporate objectives.

The City's reputation risk involves monitoring and managing either an increase or decrease in public trust and confidence. The City continues to focus on high-quality, affordable services and correcting misinformation to better communicate the value provided for citizens' taxes and strengthen overall trust.

Some of the key reputation measures monitored by The City, such as citizen satisfaction with The City's performance, citizen trust, and citizen's perception that The City practices open and accessible government, have been negatively impacted in 2019. This is due to slow economic growth and increased public scrutiny related to the property tax shift, reductions in The City services, and other contentious investment decisions.

The City's reputation risk is also related to economic risk and the corresponding response, including ongoing management of financial risk. The City continues to deliver multiple initiatives (e.g. Downtown Strategy, Business Friendly, Event Centre, Arts Commons revitalization) that are directly tied to economic progress with coordinated and cohesive messaging that conveys that The City is open, transparent and business friendly. Managing reputation risk is dependent on a collaboration between The City business units, elected officials and communicators to provide and distribute content through various channels leading to greater citizen understanding and awareness of initiatives taken by The City.



## THE OUTLOOK

### COVID-19 Pandemic

On March 15, 2020, a State of Local Emergency (SOLE) was declared within The City due to the COVID-19 pandemic. Among other things, the SOLE included temporary closure of The Calgary Public Library, all recreation facilities of The City, the Youth Employment Centre and all partner-operated facilities which are owned by The City. The duration and impact of COVID-19 is unknown at this time and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and operations of The City in future periods. The City is currently utilizing various methods to assess the ongoing financial impacts including loss of revenue from reduced transit ridership and closure of recreation facilities, number of sickness and accidental claims submitted, and tracking of overtime and any redirected time due to COVID-19 related activities.

The City's economy is now facing additional challenges. For 2020 and beyond, the global oil over supply that exists will impact prices even below the 2015-16 levels. This will increase the risk of economic decline in 2020. The COVID-19 pandemic will have negative consequences for health and quality of life, and potentially lead to chronic demand restraint for many goods and services. Because of the severity of the COVID-19 impacts on the local economy, City Administration and Council are collectively exploring relief measures for individuals and businesses. The City will pursue measures that balance support for residents and businesses, the options afforded by existing legislative authority, and the fiscal position of The City.

### Calgary Economy and Management of Growth

Calgary's economic prospects are affected by shifts in external events. These external pressures include:

- policy choices of other governments (e.g. U.S. corporate tax policy)
- variations in expenditures by other orders of government,
- global energy prices,
- availability of pipeline and rail export capacity for crude oil,
- changes in interest rates,
- the level of economic activity in the United States
- growth rates in emerging economies, and
- global health events

When oil prices were relatively high, business investment decisions in Calgary resulted in overbuilding, particularly in downtown office space and apartment/condos. In 2019, the downtown office vacancy rate improved by about 1.8 per cent from 24.8 per cent in 2018 to 23 per cent in 2019 but remains significantly elevated. With all the unused inventory in the downtown core, the expectation is that downtown commercial construction will concentrate on renovations rather than new building for several years.

The increase in economic prosperity was slower in 2019 than in 2018, partly because of weakness in the construction industry. The professional, scientific and technical services industry was also yet to recover to the levels experienced when oil prices were high. Despite elevated unemployment rates for those two industries, the overall unemployment rate improved from 7.6 per cent in 2018 to 7.1 per cent in 2019. For the Calgary Economic Region, it is estimated that the economy grew by 1.3 per cent in 2019. The mining, quarrying, oil and gas industry and the fire, insurance and real estate industry provided the most contribution to growth.

Between 2006 and 2018, Calgary experienced two economic business cycles that highlight the volatile nature of the economic environment. The implication is the need to build flexibility into The City's process for strategic and business planning. In 2018, Council approved the 2019–2022 One Calgary Service Plans and Budgets. For 2019, 1.4 per cent of the tax rate increase was dedicated to actively developing community growth and 0.75 per cent to new community growth. For 2020–2022, 0.4 per cent was dedicated to new community growth. The City's new four year operating and capital budgets assume the need for flexibility. The City will continue to maintain its flexibility to respond to economic, social, environmental and political changes through the mid-cycle budget review and annual budget adjustment process.



To support Calgary's economic recovery and financial resiliency, Council identified the need for a Financial Task Force to identify and assess innovative solutions for short term economic mitigation, long term economic recovery solutions, and revenue options to improve financial resiliency for The City. The task force is led by The City's Chief Financial Officer, as Chair and consists of a panel of twelve external members with expertise in policy formulation, business strategy, property valuations and finance.

The membership of the Financial Task Force has been meeting regularly since 2019 September in an effort to solidify their understanding of the complex financial issues facing The City. They are working to identify options and opportunities that have the potential to provide the most impact in recommendations to the Council. Some of the principal issues the Financial Task Force is focused on are:

- Decreasing the volatility of annual property taxes to individual taxpayers
- Improving the consistency and predictability of annual revenues for The City
- Considering alternatives to enhance sustainable revenue options that are tied to appropriate levels of service and related costs incurred by The City; and
- Creating a framework for financial decision making based on "evidence-based decision-making principles" to help align decision making with the longer term vision for the City.

The Financial Task Force is mindful of the need to align with the longer-term vision for "Calgary in the New Economy" – our city's collective plan to support economic competitiveness, embrace shared prosperity, and build a strong Calgary. The four pillars of the Calgary Economic Development strategy – talent, innovation, place and business environment – will be considered as the Financial Task Force progresses through its work. In addition, the Financial Task Force will consider desirable revisions to our Property Tax and Assessment Policies. These two areas are complex and require careful consideration and research to ensure that whatever policy revisions are proposed in our current economic environment will serve Calgary well and be relevant into the future. Some of these may require advocacy with the Government of Alberta. The Financial Task Force will continue to meet throughout the year and are expected to report back to Council with their findings and proposed recommendations later in 2020.

The Calgary Metropolitan Region Board Regulation AR190/2017 came into effect on January 1, 2018. This regulation formalized Provincial intent to mandate The City of Calgary and nine other municipalities to form a Growth Management Board as defined in the Modernized Municipal Government Act. The Calgary Metropolitan Region Board has been meeting for the past two years. Mayor Nenshi is The City's Council appointed representative to the Board and Councillor Carra is the board alternate. The Minister of Municipal Affairs formally adopted through Ministerial Order MSL:092/18 an Interim Growth Plan and Interim Regional Evaluation Framework. Although these documents are intended to be replaced by January 2021 by a more fulsome Metropolitan Growth Plan and Framework, they have established the requirement that all new statutory plans and certain statutory plan amendments developed by The City (as well as the other members) must go to the Board for review and demonstrate alignment to approved regional policy.

From 2014 through 2026, The City is investing in a number of infrastructure improvements at the Bonnybrook Wastewater Treatment Plant to address the City's growing demand. The Bonnybrook Wastewater Treatment Plant is the largest of Calgary's three wastewater treatment plants, with a capacity to serve an equivalent population of 946,000 people. The investments include capacity and process equipment upgrades, as well as a major plant expansion. The construction of the capacity and process equipment upgrades are complete and have allowed The City to more efficiently utilize existing Bonnybrook Wastewater Treatment Plant infrastructure and will provide an incremental capacity increase of 95,000 people to accommodate growth in the short term. The total cost of these upgrades was \$160 million and the project was completed in 2019. The major plant expansion (Plant D) will increase the capacity by a further 325,000 people by 2025, bringing the total capacity at Bonnybrook to 1.37 million equivalent population. It will include the addition of new primary, secondary and tertiary treatment infrastructure as well as a new, enhanced sludge treatment facility. The expansion project will also include upgrades and life-cycle replacements of existing processes, ancillary facilities and systems, as well as a flood resiliency component. Detailed design of the plant expansion is complete and construction is well under way. The cost estimate for the plant expansion project is approximately \$689 million.

Throughout 2019, The City was actively engaged in the planning, procurement and delivery phases of the Green Line Stage 1 LRT Project. The project funding agreement with the Governments of Alberta and Canada was signed in January 2019. The City worked with the other orders of government to minimize borrowing costs to The City following the change in the Government of Alberta's Budget 2019. The project's updated contracting strategy was approved by Council on July 29, 2019, which splits the Stage 1 project into two main contracts (Segment 1 and Segment 2). Procurement of the Green Line project advanced in 2019 with the:

- Request for Qualifications for the Light Rail Vehicles (LRV) closing in May 2019 and a shortlist of LRV suppliers being announced; and
- Request for Qualifications for Segment 1 closing in October 2019.

The planning phase is anticipated to conclude with approval of the updated Green Line Stage 1 alignment anticipated to be received from Council in the second quarter of 2020. Major construction of the project is currently scheduled to commence in 2021.

To facilitate strategic and efficient growth in new communities, developers and The City continue to work together to resolve matters related to infrastructure needs, timing and financial impact of proposed developments. A shared goal is to realize new communities that are financially sustainable, address market demand, and help achieve the goals of the Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP). This work is part of continuing efforts to improve The City's strategic growth decision processes. Future work through the Industry/City Work Plan will expand beyond new communities to address strategic growth in established and industrial areas.

## **Intergovernmental & Corporate Strategy**

In the current environment, The City must not only identify local methods of spurring growth in the local economy, but also identify how to support those efforts with funding from, and collaboration with, other orders of government. As the lead on intergovernmental relations, Intergovernmental & Corporate Strategy (ICS) has and will continue to be critical in allowing The City to respond to the needs of a changing economic environment. On the one hand, ICS works collaboratively with City departments and business units to identify issues and opportunities to advocate for positive change to other orders of government. On the other hand, ICS helps The City ensure a state of readiness in response to these changes from other orders of government, providing clarity and understanding of this evolving legislative framework and supporting the development of actionable opportunities to reach our full corporate potential. This is true generally, but also specifically with regards to the way The City is financed.

2019 was an important year on the intergovernmental front, with elections at both the federal and provincial levels. In both cases, ICS led successful corporate-wide "YYC Matters" campaigns aimed at elevating City issues into the political discourse, providing Calgarians with helpful information, and securing important commitments from the leading political parties.

The elections themselves produced significant change. Provincially, the election of a new government has brought with it new policies and processes. Reductions or deferrals of much-needed and previously committed funding, for instance, have generated the need for new forms of advocacy, while the new government's propensity to act quickly and with limited consultation have limited the window to shape provincial decision making. At the federal level, although the same government was returned to power, it was with a minority in Parliament and zero representation in Calgary or Alberta.

While these changes represent important challenges for The City, they also present new opportunities. In response, in consultation with Council and ALT, ICS has been working cross-corporately to develop a more deliberate and focused intergovernmental strategy focused on relationship-building and coordinated communications with other orders of government. ICS has also been working to identify and leverage the support of other cities, municipal associations and stakeholders to maximize The City's intergovernmental impact.

## Civic and Community Initiatives

The Community Revitalization Levy (CRL) is an example of an innovative, own-source approach to obtaining funding that has been approved for a major downtown infrastructure redevelopment project called The Rivers District Community Revitalization Plan. The plan was updated in 2019 to support CMLC, a controlled corporation of The City that is accountable for development of the Rivers District. The Government of Alberta approved amendments to the Rivers District CRL Bylaw in February 2019 that provide for a 20-year extension of the CRL until 2047 to support the BMO Centre expansion project, Event Centre, further development of Victoria Park's infrastructure and other community building projects.

The BMO Centre expansion will enable larger conventions and conferences to be attracted to Calgary and double the size of the current facility to become Canada's second largest facility upon completion in the summer of 2024. The expansion project will enhance economic diversity, trade and tourism and create jobs for Albertans through the creation of new spaces for conferences, meetings, exhibitions and consumer and trade shows. It will be a catalyst for the emerging Cultural and Entertainment District. The Government of Canada, Government of Alberta, and City of Calgary have each confirmed their support for the BMO Centre Expansion as a key infrastructural enhancement for this region. In March 2019, Council approved an internal loan to fund two-thirds of the \$500 million BMO Centre expansion project, which will be repaid with the Rivers District Community Revitalization Levy.

The Event Centre will be a year-round gathering place for Calgarians and a cornerstone in The City's Culture and Entertainment District. The project represents an opportunity for the coordinated development of major building projects and is expected to accelerate the revitalization of the Rivers District and the east Victoria Park and will also support The City's Downtown Strategy to further Calgary's economic recovery and resilience. On December 5, 2019, The City of Calgary signed agreements with the Calgary Sports and Entertainment Corporation (CSEC) and its affiliates related to design, construction and use of the Event Centre. The City and CSEC entered into a 35-year management and lease agreement with options to extend beyond the initial term. The City will own the Event Centre and the land it is constructed on.

The total capital cost of the Event Centre is estimated at \$550 million and both parties will contribute \$275 million for construction of the facility. No municipal property tax increases were proposed to fund the capital costs of the Event Centre: The City's share of the investment includes capital budget funding primarily from the Major Projects Capital Reserve over the design and construction period. The City will receive a percentage of ticket revenues from events hosted in the Event Centre over the term of the agreements in addition to ancillary benefits to community sport organizations and a share of revenue from naming rights for a period of 10-years. Benefits to Calgary also include any tax revenue generated from the street-facing retail portion of the Event Centre and other developments within the Rivers District. Construction of the new facility is expected to begin in late 2021 and take approximately three years. The Saddledome will be demolished after occupancy of the new Event Centre.

The City and its partners are continuing to support economic recovery and growth to help reduce the impact of the most recent economic downturn on citizens and businesses to ensure Calgary's ongoing success into the future. As part of these efforts, in 2017 Council created the \$100 million Opportunity Calgary Investment Fund (OCIF). The OCIF is intended to support projects that will stimulate growth in targeted sectors of Calgary's economy. It is for existing local businesses that are expanding their operations and for attracting business and investment to Calgary.

Partner projects are assessed alongside City projects through a single, cross-corporate system to facilitate corporate oversight and reporting. Capital requests have been aligned to services and evaluated against new corporate capital prioritization criteria. Through this, 2019 saw investment in a number of partner initiatives including significant renovations at four libraries and improvements at two others and lifecycle investment in Calgary TELUS Convention Centre.

The opening of the Brookfield Residential YMCA at Seton in January 2019 marked a major milestone in The City's investment in new recreation facilities. The City relies on partnerships such as that with YMCA Calgary to ensure quality public recreation opportunities while minimizing tax-supported operating costs. The City is also focused on the future realization of major capital projects in partnership with community, industry, and other orders of government as partners.

## Council and City Administration Actions

One Calgary Service Plans and Budgets 2019 – 2022 represents The City's four year spending plan for meeting Council's priorities. It represents a significant change from previous plans and budgets as it was approved at the service level rather than at the Business Unit level. This was done in order to:

- Provide clarity on the value of The City services received by citizens for tax dollars paid.
- Make it easier for Council to assess a service and make more informed investment decisions.
- Provide improved information on a service's value to enable better strategic decision-making.

The Service Plans and Budgets 2019 – 2022 include total operating expenditures of \$17 billion over the four years (\$4.1 billion in 2019, rising to \$4.5 billion by 2022), and \$5 billion in capital investment. This is based on delivering services to an additional 65,000 people over the four-year period. Council approved an overall 2.45 per cent tax increase, with 3.45 per cent to residential properties and 1.01 per cent for non-residential properties. Tax rate increases of 3.03 per cent were approved for 2020, 2021 and 2022.

In addition to the recommended budget, Council approved \$43 million in remaining, one-time capital funding allocated as follows:

- \$6 million to the Parks Leveraged Partner Program, which also supports Parks Foundation Calgary for their major capital projects.
- \$6.5 million to Recreation to support community associations and social recreation groups.
- \$5.5 million to Streets and Pathways to fund active mobility in the 42 Avenue SE multiuse pathway and other priority pathway connections.
- \$17.5 million to Public Transit for additional Light Rail Vehicle train cars.
- \$7.5 million to support urban forestry.
- 50 per cent of available balance from the Community Investment Fund to lifecycle maintenance for recreation facilities.

While The City revises the four-year plan to reflect changing conditions through the annual budget adjustment process, in 2019 Council directed additional in-year base operating reductions of \$60 million. Council approved that the \$60 million be combined with an additional \$70.9 million (\$44 million from the FSR and \$26.9 million from the BSA) to be used for a PTP in 2019 such that non-residential property tax bills had a minimum reduction of 10 per cent from 2018. Council further directed that the \$60 million be used in 2020 to reduce non-residential property taxes. This was in response to the continued challenges resulting from the shifting of non-residential property tax from downtown commercial properties to other non-residential properties.

Council directed the creation of the Tax Shift Assessment Working Group (TSAWG) that was given the mandate of assessing options for greater parity between assessment classes (i.e. residential and non-residential classes). The TSAWG presented its report to Council in November. Council also approved the terms of reference for the Financial Task Force (FTF). The FTF, which has the mandate to develop strategy on short term mitigation, long term solutions and revenue options to improve financial resiliency. Citizen members were selected for the FTF and have been meeting since September.

Administration continued to demonstrate fiscal responsibility during 2019. In addition to meeting Council's request to find \$60 million of in-year reductions, Administration fulfilled its commitment to find a further \$100 million during the four-year cycle by accelerating our cost-reduction efforts and through the prudent management of expenditures.

The Zero-Based Review (ZBR) program supports The City's savings and improvement activities by adding periodic, more thorough reviews of whether the right services are being provided in the right way. In 2019, the ZBR Program completed two projects focused on the City's Enabling Services. To date, the program has identified a total of \$63.9 (low estimate) to \$79.7 million (high estimate) in annual financial gains and realized \$53.1 million of those identified gains. Going forward into 2020, ZBR resources and tools will be leveraged as part of the Solutions for Achieving Value and Excellence (SAVE) program to continue finding savings as directed by Council.

On November 29, 2019, Council directed Administration to identify and implement savings of \$24 million by the start of 2021 and \$50 million by the start of 2022 from tax-supported budgets. SAVE sets out a strategic approach to cost-savings that will help address the realities of The City's financial situation while minimizing the need for future across-the-board reductions. It will also help Administration find these savings while maintaining or improving overall customer satisfaction and citizen outcomes.

City Council continues to provide policy guidance and to support the longer-term planning perspective afforded by the multi-year approach to business plans and budgets. Administration will use these as a framework to provide recommendations on how best to supply required infrastructure and services for Calgarians within available funding. The recent economic downturn has reinforced the need to respond to our cyclical economy and to monitor the economy and The City's financial status to ensure continuing adaptation to economic uncertainties. In meeting its mandate for public service, The City will continue to make effective and efficient use of experienced and new City staff, whose combined knowledge and skill will provide maximum value from the financial resources provided by citizens.

## CONCLUSION

Throughout 2019, The City was committed to economic recovery, this recovery was slower than anticipated and will be impacted by the COVID-19 Pandemic. To support Moving Forward Together, in 2019, The City was focused on making strategic investment in infrastructure, supporting business opportunities and financial sustainability.

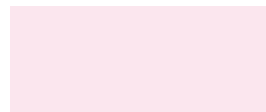
Strategic investment in the BMO Centre expansion project, the Event Centre, Brookfield Residential YMCA at Seton, Arts Commons transformation, Foothills Fieldhouse and the Green Line project supports business, arts, entertainment and accessibility for Calgarians to make life better every day.

Programs such as OCIF continue to support business opportunities through funding for projects to stimulate growth for existing businesses looking to expand operations and to attract business and investment to Calgary.

The council approved \$60 million in-year budget reduction as an adjustment to the first year of the four-year One Calgary service plans and budgets, supports the financial sustainability of The City.

The City is focused on maintaining fiscal responsibility and accountability, adopting efficiencies to reduce cost, and investing in strategic long-term assets designed to boost the local economy and bring recurring revenue to The City of Calgary. The City was also able to maintain its high credit rating, increase overall net revenues, and ended the year in a stronger financial position.

The ongoing economic downturn and recent COVID-19 pandemic emphasized the need to have a robust governance structure that can adapt to emerging risks and ensure citizens are provided with continuing essential services with minimal disruptions. Having the adaptability to address short and long-term risks will be a priority for The City, along with sound financial policies, strong financial position and continuing focus on efficiency and transparency.



Carla Male, Chief Financial Officer  
April 27, 2020



Government Finance Officers Association

## Canadian Award for Financial Reporting

Presented to

**The City of Calgary  
Alberta**

For its Annual  
Financial Report  
for the Year Ended

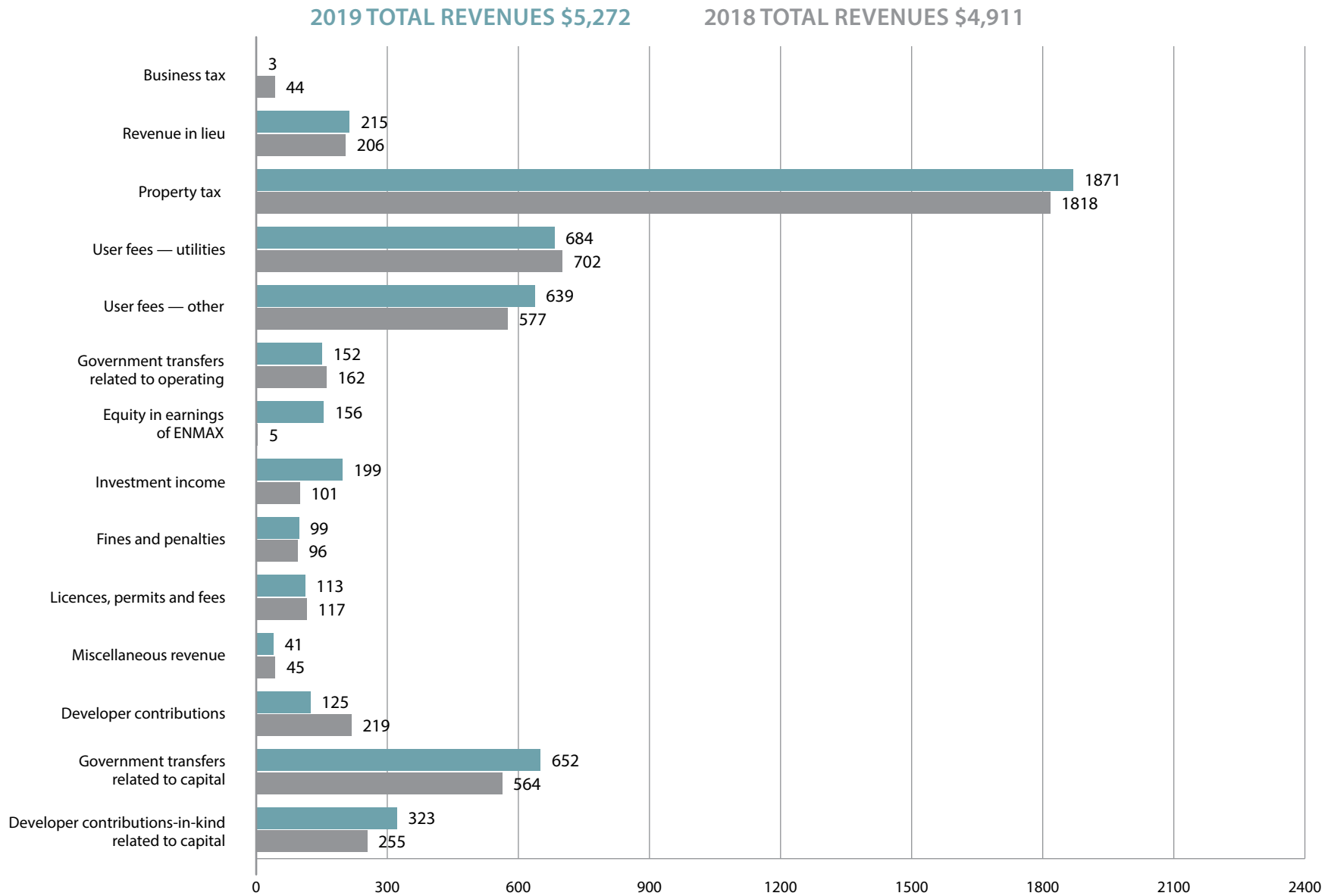
**December 31, 2018**

*Christopher P. Morill*

Executive Director/CEO

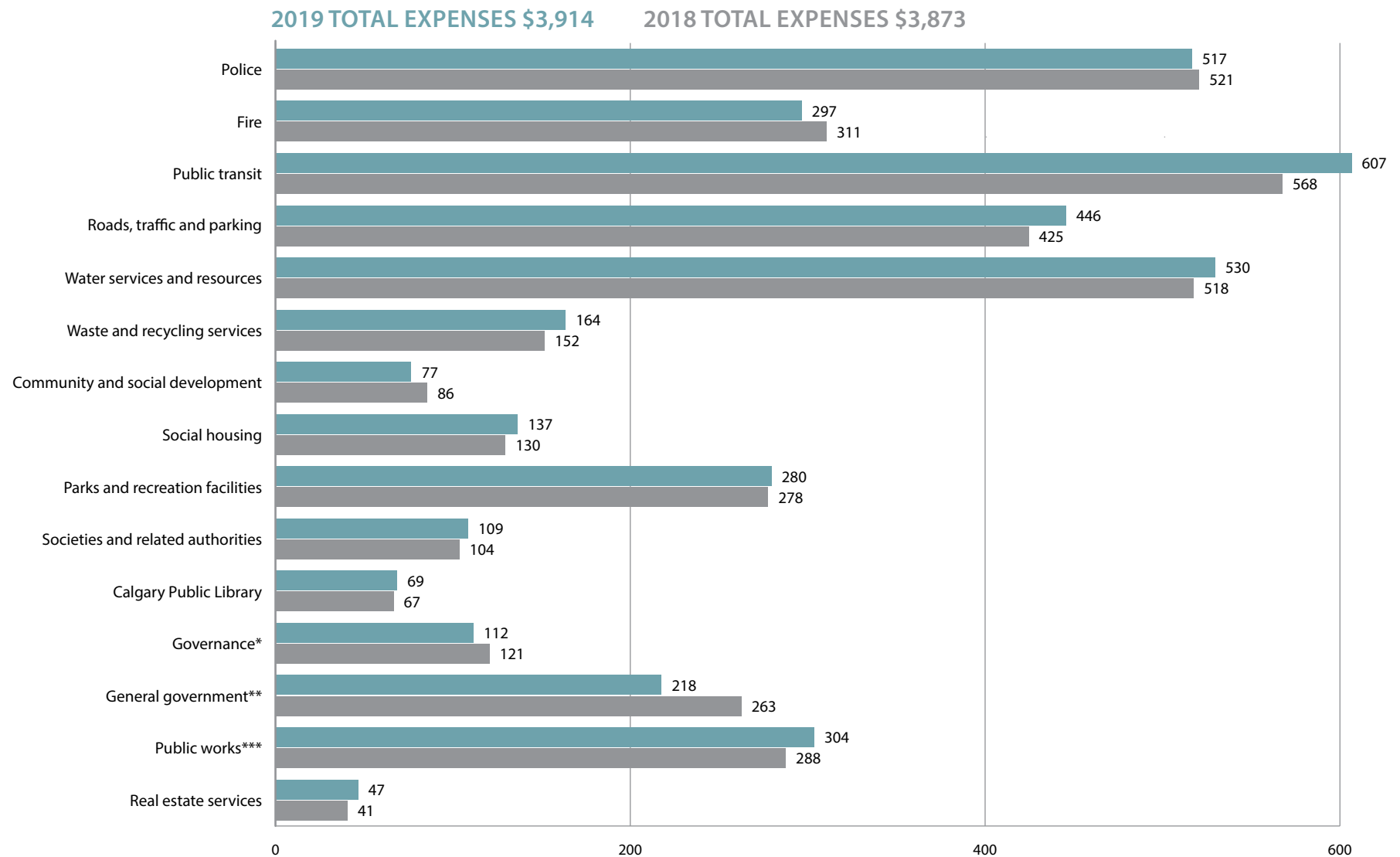
# Financial Synopsis 2019 Sources of Revenue

For the Years Ended December 31 (in millions of dollars)



# Financial Synopsis 2019 Expenses

For the Years Ended December 31 (in millions of dollars)



\* Includes offices of the Mayor, Councillors, City Manager, Finance, Supply, City Auditor, City Clerk and Law and Legislative Services.

\*\* Includes Assessment, Customer Service & Communications, Human Resources, Information Technology and Corporate Revenue & Costs.

\*\*\* Includes Calgary Community Standards, Calgary Growth Strategies, Community Planning, Environmental & Safety Management, Urban Strategy, Calgary Approvals Coordination, Corporate Analytics & Innovation, Calgary Building Services, Facility Management and Fleet Services.



**CONSOLIDATED FINANCIAL STATEMENTS**

THE CITY OF CALGARY, ALBERTA



# Responsibility for Financial Reporting

## MANAGEMENT’S REPORT

The integrity, relevance and comparability of the data in the accompanying consolidated financial statements are the responsibility of management.

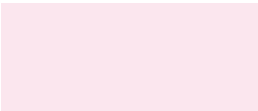
The consolidated financial statements are prepared by management, in accordance with Canadian Public Sector Accounting Standards. They necessarily include some amounts that are based on the best estimates and judgments of management. Financial data elsewhere in the report is consistent with that in the consolidated financial statements.

To assist in its responsibility, management maintains accounting, budget and other controls to provide reasonable assurance that transactions are appropriately authorized, that assets are properly accounted for and safeguarded, and that financial records are reliable for preparation of the consolidated financial statements.

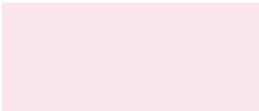
The City Auditor’s Office reports directly to Council, through the Audit Committee, on an ongoing basis, carrying out its audit program to ensure internal controls and their application are reviewed and financial information is tested and independently verified.

In 2019, City Council fulfilled its responsibility for financial reporting through the Priorities and Finance Committee and its Audit Committee. The Priorities and Finance Committee, which consists of the Mayor, the Chairs of each of the four Standing Policy Committees, the Chair of the Audit Committee and a Councillor at large, meets regularly to deal with, among other issues, financial planning and reporting matters. The Audit Committee consists of four councillors and three citizen representatives, which meets regularly with both the independent external auditor and the City Auditor to review financial control and reporting matters.

Deloitte LLP, Chartered Professional Accountants, have been appointed by City Council to express an audit opinion on The City’s consolidated financial statements. Their report follows.



David Duckworth, City Manager



Carla Male, Chief Financial Officer

Calgary, Canada  
April 27, 2020

# Responsibility for Financial Reporting

## INDEPENDENT AUDITOR'S REPORT

**To His Worship Mayor Naheed Nenshi and Members of City Council,  
The City of Calgary**

### Opinion

We have audited the consolidated financial statements of The City of Calgary (The City), which comprise the consolidated statement of financial position as at December 31, 2019, and the consolidated statements of operations and accumulated surplus, cash flows and changes in net financial assets for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the financial statements).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of The City as at December 31, 2019, and the results of its operations, cashflows and changes in net financial assets for the year then ended in accordance with Canadian public sector accounting standards (PSAS).

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards (Canadian GAAS). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of The City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the Financial Statement Discussion and Analysis.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained the Financial Statement Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

### Responsibilities of City Administration and Those Charged with Governance for the Consolidated Financial Statements

City Administration is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as City Administration determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, City Administration is responsible for assessing The City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless City Administration either intends to liquidate The City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing The City's financial reporting process.

## Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

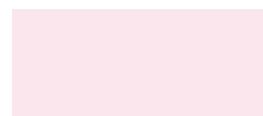
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of The City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by City Administration.
- Conclude on the appropriateness of City Administration's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on The City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause The City to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants  
April 27, 2020

# Consolidated Statement of Financial Position

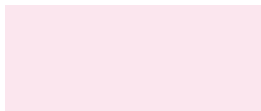
As at December 31 (in thousands of dollars)

	2019	2018
<b>FINANCIAL ASSETS</b>		
Cash and cash equivalents (Note 2)	\$ 263,209	\$ 246,116
Investments (Note 3)	4,230,756	4,038,562
Receivables (Notes 4 and 7 iii))	375,636	357,296
Land inventory (Note 5)	275,592	279,532
Other assets (Note 6)	94,701	106,386
Investment in ENMAX Corporation (Note 7)	2,339,699	2,261,350
	<b>7,579,593</b>	<b>7,289,242</b>
<b>FINANCIAL LIABILITIES</b>		
Bank indebtedness (Note 8)	51,711	73,640
Accounts payable and accrued liabilities (Notes 7 iii) and 9)	811,799	947,274
Deferred revenue (Note 10)	103,629	96,249
Capital deposits (Notes 11 and 34)	675,135	771,294
Provision for landfill rehabilitation (Note 12)	101,198	93,709
Employee benefit obligations (Note 13)	495,564	499,641
Long-term debt (Note 14)	2,883,447	2,888,831
	<b>5,122,483</b>	<b>5,370,638</b>
<b>NET FINANCIAL ASSETS</b>	<b>2,457,110</b>	<b>1,918,604</b>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (Notes 15 and 34)	18,481,951	17,698,579
Inventory	59,401	55,435
Prepaid assets	26,944	22,465
	<b>18,568,296</b>	<b>17,776,479</b>
<b>ACCUMULATED SURPLUS</b> (Note 17)	<b>\$ 21,025,406</b>	<b>\$ 19,695,083</b>

**Commitments, contingent liabilities and guarantees** (Notes 28 and 29)

**See accompanying notes to the consolidated financial statements**

Approved on behalf of City Council:



Mayor Naheed Nenshi



# Consolidated Statement of Operations and Accumulated Surplus

For the year ended December 31 (in thousands of dollars)

	Budget 2019 (Note 16)	Actual 2019	Actual 2018
<b>REVENUES</b>			
Net taxes available for municipal purposes (Note 20)	\$ 2,103,011	\$ 2,088,755	\$ 2,068,070
Sales of goods and services	1,386,737	1,323,154	1,278,099
Government transfers and revenue sharing agreements (Note 23)			
Federal	809	1,482	1,736
Provincial	164,946	150,855	160,387
Investment income	72,833	198,927	101,236
Fines and penalties	94,593	98,646	95,747
Licences, permits and fees	112,236	113,111	117,254
Miscellaneous revenue	28,356	40,542	44,951
Equity in earnings of ENMAX Corporation (Note 7)	173,000	156,162	5,094
	<b>4,136,521</b>	<b>4,171,634</b>	<b>3,872,574</b>
<b>EXPENSES</b>			
Police	505,467	517,498	521,224
Fire	284,117	297,449	310,823
Public transit	470,760	607,382	567,655
Roads, traffic and parking	282,715	445,867	425,123
Water services & resources	495,772	529,891	517,822
Waste and recycling services	148,802	163,761	151,587
Community and social development	71,602	76,842	85,787
Social housing	152,025	136,777	129,831
Parks and recreation facilities	209,263	279,505	277,912
Societies and related authorities	93,218	108,926	103,657
Calgary Public Library Board	65,319	69,150	67,390
General government	401,125	330,169	384,844
Public works	289,365	303,494	287,594
Real estate services	57,732	46,858	41,395
	<b>3,527,282</b>	<b>3,913,569</b>	<b>3,872,644</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES BEFORE OTHER</b>	<b>609,239</b>	<b>258,065</b>	<b>(70)</b>
<b>OTHER</b>			
Developer contributions	193,049	124,988	218,988
Government transfers related to capital (Note 23)	774,576	652,016	564,652
Developer contributions-in-kind related to capital (Note 23)	–	323,067	254,799
	<b>967,625</b>	<b>1,100,071</b>	<b>1,038,439</b>
<b>NET REVENUES</b>	<b>1,576,864</b>	<b>1,358,136</b>	<b>1,038,369</b>
ENMAX Corporation – other comprehensive loss adjustment (Note 7)	–	(27,813)	(16,351)
<b>ANNUAL SURPLUS</b>	<b>1,576,864</b>	<b>1,330,323</b>	<b>1,022,018</b>
<b>ACCUMULATED SURPLUS, BEGINNING OF YEAR</b>	<b>19,695,083</b>	<b>19,695,083</b>	<b>18,674,458</b>
Impact of Adoption of IFRS 9 by ENMAX Corporation (Note 7)	–	–	(1,393)
<b>ACCUMULATED SURPLUS, END OF YEAR</b>	<b>\$ 21,271,947</b>	<b>\$ 21,025,406</b>	<b>\$ 19,695,083</b>

See accompanying notes to the consolidated financial statements.

# Consolidated Statement of Cash Flows

For the year ended December 31 (in thousands of dollars)

	2019	2018
<b>NET INFLOW (OUTFLOW) OF CASH AND CASH EQUIVALENTS:</b>		
<b>OPERATING ACTIVITIES</b>		
Annual Surplus	\$ 1,330,323	\$ 1,022,018
Deduct items not affecting cash:		
Equity in earnings of ENMAX Corporation (Note 7)	(156,162)	(5,094)
ENMAX Corporation – other comprehensive loss (Note 7)	27,813	16,351
Amortization of tangible capital assets	678,251	678,537
Net loss on disposal of tangible capital assets	4,771	3,608
Developer contributions-in-kind related to capital	(323,067)	(254,799)
Change in non-cash items:		
Receivables	(18,340)	(29,571)
Land inventory	3,940	(3,114)
Other assets	11,685	3,048
Inventory	(3,966)	(1,493)
Prepaid assets	(4,479)	12,907
Accounts payable and accrued liabilities	(135,475)	86,821
Deferred revenue	7,380	3,323
Capital deposits	(96,159)	58,609
Provision for landfill rehabilitation	7,489	4,804
Employee benefit obligations	(4,077)	5,771
	<b>1,329,927</b>	<b>1,601,726</b>
<b>CAPITAL ACTIVITIES</b>		
Acquisition of tangible capital assets	(1,160,353)	(1,270,669)
Proceeds on sale of tangible capital assets	17,026	35,850
	<b>(1,143,327)</b>	<b>(1,234,819)</b>
<b>INVESTING ACTIVITIES</b>		
Dividends from ENMAX Corporation	50,000	40,000
Net purchases of investments	(192,194)	(144,805)
	<b>(142,194)</b>	<b>(104,805)</b>
<b>FINANCING ACTIVITIES</b>		
Proceeds from long-term debt issued	309,067	153,475
Long-term debt repaid	(314,451)	(330,907)
Net (decrease) increase in bank indebtedness	(21,929)	27,440
	<b>(27,313)</b>	<b>(149,992)</b>
<b>INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>17,093</b>	<b>112,110</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b>246,116</b>	<b>134,006</b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$ 263,209</b>	<b>\$ 246,116</b>

See accompanying notes to the consolidated financial statements.



# Consolidated Statement of Changes in Net Financial Assets

For the year ended December 31 (in thousands of dollars)

	Budget 2019 (Note 16)	Actual 2019	Actual 2018
<b>ANNUAL SURPLUS</b>	<b>\$ 1,576,864</b>	<b>\$ 1,330,323</b>	<b>\$ 1,022,018</b>
Amortization of tangible capital assets	128,932	678,251	678,537
Proceeds on sale of tangible capital assets	603	17,026	35,850
Tangible capital assets received as contributions	–	(323,067)	(254,799)
Net loss on disposal of tangible capital assets	–	4,771	3,608
Acquisition of tangible capital assets	(556,434)	(1,160,353)	(1,270,669)
Acquisition of supplies inventories	–	143,291	183,690
Use of supplies inventories	–	(147,257)	(185,183)
Acquisition of prepaid assets	–	259,475	262,686
Use of prepaid assets	–	(263,954)	(249,779)
<b>INCREASE IN NET FINANCIAL ASSETS</b>	<b>1,149,965</b>	<b>538,506</b>	<b>225,959</b>
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	<b>1,918,604</b>	<b>1,918,604</b>	<b>1,694,038</b>
Impact of Adoption of IFRS 9 by ENMAX Corporation (Note 7)	–	–	(1,393)
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	<b>\$ 3,068,569</b>	<b>\$ 2,457,110</b>	<b>\$ 1,918,604</b>

See accompanying notes to the consolidated financial statements.

# Notes to the Consolidated Financial Statements

December 31, 2018 (in thousands of dollars)

The City of Calgary (The City) is a municipality in the Province of Alberta incorporated in 1884 as a town and in 1894 as a city and operates under provisions of the *Municipal Government Act*.

## 1. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of The City are prepared by management in accordance with Canadian Public Sector Accounting Standards (PSAS).

### a) Basis of Consolidation

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of the operating fund, capital fund and reserve fund of The City.

The consolidated financial statements fully consolidate all organizations that are controlled by The City, as defined below as Related Authorities, except for The City's government business enterprise, ENMAX Corporation (ENMAX) which is accounted for on a modified equity basis. The City's inter-departmental transactions and balances have been eliminated.

### Government Business Enterprise

ENMAX, a wholly owned subsidiary of The City, is accounted for on a modified equity basis, consistent with the generally accepted accounting treatment for a government business enterprise (Note 7). Under the modified equity basis, the government business enterprise's accounting principles are not adjusted to conform with those of The City, and inter-organizational transactions and balances are not eliminated. Other comprehensive income (loss) due to fair value adjustments is reported on the consolidated statement of operations and accumulated surplus as an adjustment to accumulated surplus.

### Related Authorities

The eight related authorities (Note 21) are controlled by The City and are therefore included in the consolidated financial statements are:

Calgary Parking Authority  
Calgary Public Library Board  
Calhome Properties Ltd. (operating as Calgary Housing Company)  
Calgary Municipal Land Corporation  
Attainable Homes Calgary Corporation  
The Calgary Convention Centre Authority  
(operating as Calgary TELUS Convention Centre)  
Calgary Economic Development Ltd.  
Calgary Arts Development Authority Ltd.

The City and related authorities' inter-entity transactions and balances have been eliminated.

### Partners

The City has fiscal relationships with many organizations for which control lies outside of Calgary City Council. These consolidated financial statements include operating and capital requisitions for certain educational, cultural, social and other external organizations, but do not include the financial results of these organizations. Separate financial information may be sought directly from such organizations and registered pension plans, which include the following:

### City Partners

Alberta Health Services  
Burns Memorial Trust  
Calgary 2026  
Calgary Bid Exploration Committee  
Calgary Board of Education  
Calgary Exhibition and Stampede Limited  
Calgary Roman Catholic Separate School District No.1  
Conseil Scolaire FrancoSud  
Saddledome Foundation  
St. Mary's University College  
The Burns Memorial Fire Fund  
The Burns Memorial Police Fund

### Civic Partners

Aero Space Museum of Association Calgary (operating as the Hangar Flight Museum)  
Calgary Centre for Performing Arts (operating as Arts Commons)  
Calgary Science Centre Society (operating as TELUS Spark)  
Calgary Sport Council Society (operating as Sport Calgary)  
Calgary Technologies Inc. (operating as Platform Calgary)  
Calgary Young Men's Christian Association (operating as YMCA)  
Calgary Zoological Society (operating as Calgary Zoo)  
Contemporary Calgary Arts Society (operating as Contemporary Calgary)  
Fort Calgary Preservation Society  
Heritage Park Society  
Lindsay Park Sports Society (operating as Repsol Sport Centre)  
NE Centre of Community Society (operating as Genesis Centre)  
Nose Creek Sports and Recreation Association (operating as Vivo)  
Opportunity Calgary Investment Fund Ltd.  
Parks Foundation, Calgary  
Silvera for Seniors  
South Fish Creek Recreation Association (operating as Cardel Rec South)  
The Calgary Heritage Authority (operating as Heritage Calgary)  
Tourism Calgary – Calgary Convention & Visitors Bureau  
Vecova Centre for Disability Services and Research  
Vibrant Initiatives Ltd. (operating as Vibrant Communities Calgary)  
Westside Regional Recreation Centre

## Registered Pension Plans

Civic employees and elected officials participate in one or more registered defined-benefit pension plans and/or multi-employer pension plans provided by The City.

## City-sponsored registered pension plans

The City records its share of the obligations net of plan assets which are held in trust by external parties. These plans include:

- Calgary Firefighters' Supplementary Pension Plan;
- Calgary Police Supplementary Pension Plan;
- Pension Plan for Elected Officials of The City of Calgary; and
- The City of Calgary Supplementary Pension Plan.

## Multi-employer registered pension plans

Due to the multi-employer nature of these plans, information is not available to determine the portion of the plans' obligations and assets attributable to each employer. Therefore, The City appropriately accounts for both plans following the standards for defined contribution plans. These plans include:

- Local Authorities Pension Plan; and
- Special Forces Pension Plan.

Further details about these pension plans are available in Notes 1k) and 13.

## Funds Held in Trust

Funds held in trust and their related operations administered by The City for the benefit of external parties are not included in the consolidated financial statements, but are reported separately in Note 32, Funds Held in Trust.

### b) Basis of Accounting

- i) Revenues are accounted for in the period in which the transactions or events giving rise to the revenue occur, providing the revenues are reliably measured and reasonably estimated. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.
- ii) Taxation revenues are recorded at the time tax billings are issued. Taxation billings are subject to appeal. A provision has been recorded in accounts payable and accrued liabilities for potential losses on taxation revenue appeals outstanding as of December 31, 2019.
- iii) Local improvements are recognized as revenue, and established as a receivable, for the property owners' share of the improvements in the period that the project expenses are incurred.

- iv) Government transfers and grants are recognized in the consolidated financial statements as revenues in the period in which the events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria and stipulations have been met and reasonable estimates of the amounts can be made. Where transfers are received but eligibility criteria or stipulations are not met, government transfers are recognized in Capital Deposits (Capital Grants) or Deferred Revenue (Operating Grants) until eligibility criteria or stipulations are met.
- v) Expenses are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due.
- vi) Authorized transfers from The City are recorded as expenses when eligibility criteria have been met by the recipient and the amount can be reasonably estimated.
- vii) Inter-entity transactions are recorded at the exchange amount when they are undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length. Cost allocations to/from commonly controlled entities are recorded on a gross basis. Inter-entity transfers and receipts of assets or liabilities for nominal or no consideration are recorded at carrying amount. Differences between the exchange amount and carrying amount for asset or liability transfers are recorded as a gain or loss in the statement of operations. A value for unallocated costs is not recorded.

### c) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on deposit, treasury bills and Guaranteed Investment Certificates (GICs) with original maturities of 90 days or less at the date of acquisition and are recorded at cost.

### d) Investments

Included in investments are internally managed portfolios consisting of investments in money market instruments and short term bonds. The City also has externally managed investment portfolios consisting of short and long term investments including money market securities, bonds, mortgages, equities and fixed-income securities. Investments are recorded at the lower of original cost net of amortized discounts and premiums and market value on a portfolio basis. When there has been a loss in value that is not determined to be a temporary decline, the respective investment is written down to recognize the loss.

### e) Land Inventory

Land inventory is carried at the lower of cost and net realizable value. Cost includes amounts for land development expenses. Land inventory is held for sale in the normal course of business.

### f) Bank Indebtedness

Bank indebtedness consists of cheques outstanding in excess of deposits with commercial banks and short term borrowing.

#### **g) Deferred Revenue**

Deferred revenue represents amounts received from third parties for a specified operating purpose. These amounts include deferred government transfers, which are externally restricted until it is used for the purpose intended. Also included in deferred revenue are private contributions, advance sales of goods and services and amounts received for licenses, permits, and application fees, which are recognized as revenue in the period when the related expenses are incurred to reflect the completion of The City's performance obligations.

#### **h) Capital Deposits**

Capital deposits represent amounts received from third parties for specified capital projects. Deposits must be expended on projects for which they are designated, and are recognized as revenue when expenditures are made.

#### **i) Provision for Landfill Rehabilitation**

The *Environmental Enhancement and Protection Act* (Alberta) sets out the regulatory requirements to properly close and maintain all landfill sites. Under environmental law, there is a requirement for closure and post-closure care of landfill sites. This requirement is being provided for over the estimated remaining life of the landfill sites based on usage, and is funded through tipping fees. The annual provision is reported as an operating fund expense in Waste & Recycling Services, and the accumulated provision is reported as a liability on the consolidated statement of financial position.

#### **j) Provision for Contaminated Sites**

The *Environmental Enhancement and Protection Act* (Alberta) sets out the regulatory requirements in regards to contaminant releases. Under this Act, there is a requirement for the persons responsible to address a contaminant release that is causing or has caused an adverse effect. A provision in PS 3260 is provided for non-productive sites where contamination exists that exceeds an environmental standard, The City is legally responsible or has accepted responsibility for the contamination, future economic benefits are expected to be given up and a reasonable estimate for the provision can be made. Non-productive sites include any site where the contamination is a result of past on-site activities not related to the current use of the site.

The provision reflects The City's best estimate of the amount required to remediate sites to a condition that is suitable for the sites' intended use, as of the financial statement date. The provision is determined on a site-by-site basis, and is adjusted to reflect the passage of time, new obligations, and changes to management's intent and actual remediation costs incurred.

The provision for future remediation is an estimate of the minimum costs known for sites where an assessment has been conducted and where there is available information that is sufficient to estimate costs. Where sites require ongoing monitoring or maintenance as part of the remediation plan, the present value of all estimated future costs are discounted using The City's weighted average cost of capital. The provision is included in accounts payable and accrued liabilities.

#### **k) Employee Benefit Obligations**

The City has fully met its current year cash contribution requirements for employee benefit obligations at December 31, 2019. Long term unamortized actuarial losses will be funded in future periods.

- i) Contributions to multi-employer plans are expensed when the contributions are due.
- ii) The cost of City-sponsored registered and non-registered defined-benefit pension plans and post-retirement benefits are recognized when earned by plan members. These costs are actuarially determined using the projected benefit method prorated on service, applying management's best estimate of expected salary and benefit escalation, retirement ages of employees, and plan investment performance. Plan obligations are discounted using The City's cost of borrowing based on estimated rates for debt with maturities similar to expected future benefit payments.
- iii) The City records the actuarially determined net fund benefit asset or liability for City-sponsored, registered defined-benefit pension plans. For jointly sponsored plans, The City records its proportionate share of that asset or liability. For non-registered defined-benefit plans and other retirement benefit obligations, The City records the actuarially determined accrued benefit liability; assets are held within The City's cash and investments accounts to fund these obligations. No obligations are recorded for multi-employer defined-benefit pension plans administered by external parties as The City's share of those obligations is not readily determinable.
- iv) Adjustments arising from actuarial gains and losses for active plans are amortized on a straight-line basis over the expected average remaining service period of the active employee group. Adjustments arising from: actuarial gains and losses for plans closed to new entrants, prior service costs related to plan amendments, and changes in the valuation allowance, are fully recognized in the year they arise.

#### **l) Non-Financial Assets**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, is provided in the consolidated Change in Net Financial Assets for the year.

#### **m) Accumulated Surplus/Deficit**

Accumulated surplus/deficit represents The City's net economic resources. It is an amount by which all assets (financial and non-financial) exceed liabilities. An accumulated surplus indicates that The City has net resources (financial and non-financial) that can be used to provide future services. An accumulated deficit means that liabilities are greater than assets.

#### n) Tangible Capital Assets

Tangible capital assets, including assets held under capital leases, are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Donated and contributed assets are capitalized and recorded at their estimated fair value at the time they are transferred to The City; and their corresponding revenue is recognized. Interest charges are not capitalized.

Work in progress represents assets which are not available for use and therefore are not subject to amortization.

Works of art for display are not recognized as tangible capital assets (Note 25).

Tangible capital assets are reviewed annually for any impairment and written down when there is permanent and measurable impairment in value and the tangible capital asset still exists.

The cost, less residual value, of tangible capital assets is amortized on a straight line basis over the estimated useful life as follows:

	Years
Buildings	
Buildings	10 – 75
Leasehold improvements	5
Vehicles	
Light rail transit	25
Transit buses and fire trucks	5 – 20
Vehicles	5 – 10
Land improvements	15 – 25
Engineered structures	
Drainage, waterworks and wastewater distribution and collection systems and treatment plants	15 – 75
Transit network	15 – 50
Road and transportation network	5 – 100
Communication networks and landfills	5 – 45
Machinery and equipment	
Computer equipment	5
Computer software	7
Other equipment and machinery	5 – 20

#### o) Inventories

Inventories comprising materials and supplies are carried at the lower of cost and replacement cost.

#### p) Land Held for Municipal Purposes

Land held for municipal purposes are comprised of land held for future civic use and is carried at the lower of cost and net realizable value. Cost includes amounts for land acquisition and improvements to prepare the land for civic use. Land held for municipal purposes is included in tangible capital assets for financial statement purposes.

#### q) Equity in Non-Financial Assets

Equity in non-financial assets represents the investment in non-financial assets after deducting the portion of these assets that have been financed by long-term debt.

#### r) Budget Figures

The 2019 budget is reflected on the consolidated statement of operations and accumulated surplus. The budget consists of the Council-approved amounts for the operating fund and the capital fund, modified for capital revenue adjustments, assets capitalized on the statement of financial position, and depreciation expense for tax-supported assets. The budgets established for the capital fund are for projects in which costs may be incurred over one or more years. The capital budget figures include unspent budget for ongoing projects from the preceding year.

#### s) Environmental Provisions

The City has a formal environmental assessment and reclamation program in place to ensure that it complies with environmental legislation. The City provides for the cost of compliance with environmental legislation when costs are identified and can be reasonably measured. The provision is included in accounts payable and accrued liabilities.

#### t) Financial Instruments and Fair Values

The City is exposed to the risks that arises from fluctuations in interest rates and currency exchange rates and the degree of volatility of these rates.

The City utilizes derivative financial instruments in order to manage the impact of fluctuating interest rates and foreign currencies on its investment income, and to manage foreign exchange on expected future expenses in foreign currencies. Gains (losses) on these financial instruments are included as revenues (losses). The City's policy is not to utilize derivative financial instruments for trading or speculative purposes.

The settlements of financial instruments are recorded through The City's cash and investments.

Based on available market information, the carrying value of The City's derivative financial instruments and hedges approximates their fair value due to their short period to maturity, except with respect to investments as indicated in Note 3 and long-term debt, as indicated in Note 14(e).

#### u) **Loan Guarantees**

Periodically The City provides loan guarantees on specific debt issued by related authorities and other entities not consolidated in The City's financial statements. Loan guarantees are accounted for as contingent liabilities and no amounts are accrued in the consolidated financial statements of The City until The City considers it likely that the borrower will default on the specified loan obligation. Should a default occur, The City's resulting liability would be recorded in the consolidated financial statements.

#### v) **Use of Estimates**

The preparation of the consolidated financial statements requires management to make estimates and use assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Where estimation uncertainty exists, the consolidated financial statements have been prepared within reasonable limits of materiality. Actual results could differ from estimates. The amounts recorded for valuation of tangible capital assets, the useful lives and related amortization of tangible capital assets, accrued liabilities, employee benefit obligations, provision for tax appeals, provision for landfill rehabilitation, contaminated sites and environmental assessments and contingent liabilities are areas where management makes significant estimates and assumptions in determining the amounts to be recorded in the consolidated financial statements.

#### w) **Loans Receivable**

Loans receivable are recorded at cost less allowance for doubtful accounts. Allowance for doubtful accounts is recognized when collection is in doubt, and are stated at the lower of cost and net recoverable value. No interest is charged on owed amounts.

#### x) **Public-Private Partnerships**

A public-private partnership (P3s) is a contractual agreement between a public authority and a private entity for the provision of infrastructure and/or services.

The City's P3s are assessed based on the substance of the underlying agreement. In the event The City is seen to control the acquired and/or constructed asset(s), P3 costs will be accounted as follows:

- Costs incurred during construction or acquisition are recognized in the work-in-progress and liability balances based on the estimated percentage complete.
- Construction costs, as well as the combined total of future payments, are recognized as a tangible capital asset and amortized over the estimated useful life once the asset is in-service.
- Sources of funds used to finance the tangible capital asset and future payments will be classified based on the nature of the funds, such as debt, grants, and/or reserves.

If The City does not control the asset(s) arising from P3s, then all costs associated with the transaction will be expensed in the period in which the costs are incurred.

#### y) **Related Party Disclosure**

Related Party Disclosure (PS 2200) standard covers disclosure of related party and establishes disclosures required for related party transactions. Parties are considered related when one party has the ability to exercise control or shared control over the other, it could be an individual or an entity. Key management personnel include members of council, general managers and their close family members including their spouse and any dependents.

Disclosure will include information about the types of related party transactions and the relationship underlying them especially when they have occurred at a value different from that which would have been arrived at if the parties were unrelated. And they have, or could have, a material financial effect on the financial statements.

As of December 31, 2019, there are no material transactions for disclosure from key management personnel (2018 – none). Refer to note 7 iii for ENMAX related party disclosures.

#### z) **Accounting Standards Adopted in the Current Year**

##### **Restructuring Transactions**

In 2019, the City adopted the PS 3430 Restructuring Transactions (PS 3430) to comply with PSAS. These standards apply to all public sector entities for years beginning on or after April 1, 2018. The City has adopted this standard on January 1, 2019. The City has applied this standard prospectively on applicable restructuring transactions. PS 3430 establishes how to record assets, liabilities, revenues, and expenses related to restructuring transactions as well as disclosure requirements for the recipient and transferor. For the year ended December 31, 2019, there were no restructuring transactions.

#### aa) **Future Accounting Pronouncements**

##### **Standards effective for the fiscal year ending December 31, 2022**

##### **i) Financial Statement Presentation**

Financial Statement Presentation (PS 1201) was amended to conform to Financial Instruments (PS 3450), and requires a new statement of re-measurement gains and losses separate from the statement of operations. Included in this new statement are the unrealized gains and losses arising from the re-measurement of financial instruments and items denominated in foreign currencies, as well as the government's proportionate share of other comprehensive income that arises when a government includes the results of government business enterprises and partnerships.

##### **ii) Portfolio Investments**

Portfolio Investments (PS 3041) has removed the distinction between temporary and portfolio investments. This section was amended to conform to Financial Instruments (PS 3450), and now includes pooled investments in its scope. Upon adoption of PS 3450 and PS 3041, Temporary Investments (PS 3030) will no longer apply.



### iii) Foreign Currency Translation

Foreign Currency Translation (PS 2601) requires exchange rates to be adjusted to the rate in effect at the financial statement date for monetary assets and liabilities denominated in foreign currency and non-monetary items included in the fair value category. Unrealized gains and losses are to be presented in the statement of re-measurement gains and losses. Gains and losses on long-term monetary assets and liabilities are amortized over the remaining term of the item.

### iv) Financial Instruments

Financial Instruments (PS 3450) establishes recognition, measurement, and disclosure requirements for derivative and non-derivative financial instruments. The standard requires fair value measurement of derivatives and equity instruments that are quoted in an active market; all other financial instruments can be measured at cost/amortized cost or fair value at the election of the government. Unrealized gains and losses are presented in a new statement of re-measurement gains and losses. There is a requirement to disclose the nature and extent of risks arising from financial instruments and clarification is given for de-recognition of financial liabilities.

### v) Asset Retirement Obligations

Asset Retirement Obligation (PS 3280) establishes standards on when to recognize, and how to account for and report a liability for asset retirement obligations associated with the tangible capital assets controlled by a public sector entity. This standard covers the entity's legal obligations established by agreement, contract or legislation including obligations created by a promissory estoppel for tangible assets controlled by a public sector entity that are in productive and that are no longer in productive use. As this standard includes solid waste landfill sites active and post-closing obligations upon adoption of this new standard, existing Solid Waste Landfill Closure and Post-Closure Liability section PS 3270 will be withdrawn.

The City continues to assess the impacts of the above standards. While the timing of standards adoption may vary, certain standards must be adopted concurrently. The requirements in Financial Statement Presentation (PS 1201), Financial Instruments (PS 3450), Foreign Currency Translation (PS 2601) and Portfolio Investments (PS 3041) must be implemented at the same time.

## Standards effective for the fiscal year ending December 31, 2023

### vi) Revenue

Revenue (PS 3400) establishes standards on how to account for and report on revenue. This standard covers the identification, recognition, measurement, and disclosure for revenues arising from transactions that include performance obligations and transactions that do not have performance obligations. Performance obligations are enforceable promises to provide specific goods or services to a specific payor.

The City continues to assess the impact of this standard on the financial statements.

## 2. CASH AND CASH EQUIVALENTS

	2019	2018
Cash on deposit	\$ 262,950	\$ 138,079
Treasury bills and GICs with original maturities of 90 days or less	259	108,037
	\$ 263,209	\$ 246,116

Treasury bills and GICs interest rates are approximately 1.7 per cent in 2019 and 1.3 per cent in 2018.

## 3. INVESTMENTS

All the investments managed by The City are held in fixed income securities and equity investments. Investments with a cost of \$2,327 (2018 – \$2,471) are managed by the Parks Foundation Calgary<sup>(1)</sup>, and include equity investments of \$1,596 (2018 – \$1,542). The cost and market value of all investments as at December 31 are as follows:

	2019 Cost	2019 Market value	2018 Cost	2018 Market value
Government of Canada	\$ 314,011	\$ 313,910	\$ 358,864	\$ 369,707
Other Government	401,467	407,729	195,357	195,829
Corporate	2,128,282	2,137,713	2,700,491	2,733,093
Global fixed income investments	797,670	803,403	401,372	358,748
Equity investments	589,326	631,881	382,478	401,215
	\$4,230,756	\$4,294,636	\$ 4,038,562	\$ 4,058,592

The average yield earned from investments during the year ended December 31, 2019, was 3.5 per cent (2018 – 2.7 per cent). Maturity dates on the investments range from 2020 to 2079. Investments include \$614,311 (2018 – \$1,513,913) in an internally managed portfolio composed of short-term money market instruments and bonds.

A portion of City investments are committed for certain purposes including reserves, capital deposits and employee benefit obligations.

(1) Parks Foundation Calgary is an endowment fund which uses investment income to fund the administrative costs of the Parks Foundation which reduces the annual contribution from The City to its operating budget.



## 4. RECEIVABLES

	2019	2018
Taxes	\$ 53,048	\$ 48,715
Federal and Provincial governments	45,122	52,715
General	277,466	255,866
	<b>\$ 375,636</b>	<b>\$ 357,296</b>

## 5. LAND INVENTORY

Land inventory includes acquisition costs of the land and the improvements to prepare the land for sale or servicing. Related development costs incurred to provide infrastructure are recorded as capital assets.

	2019	2018
Developed land	\$ 83,155	\$ 90,681
Under development	107,460	103,276
Long-term inventory	84,977	85,575
	<b>\$ 275,592</b>	<b>\$ 279,532</b>

## 6. OTHER ASSETS

	2019	2018
Long-term debt recoverable	\$ 12,498	\$ 19,839
Long-term receivables	66,628	65,251
Other receivables	10,596	15,871
Loans receivable	4,979	5,425
	<b>\$ 94,701</b>	<b>\$ 106,386</b>

Long-term receivables consist primarily of local improvement levies recognized as revenue on the basis of full or partial completion of the related projects, a receivable from St. Mary's University (see Note 14 a) i)) and vendor take-back (VTB) mortgages granted to Attainable Homes Calgary Corporation (AHCC).

Loans receivable consist of interest-free loans offered by AHCC to citizens when they purchase their housing units, and are secured by The City's encumbrance on the title of each property. The interest portion of the loans are recognized as an expense. In 2019, an allowance for doubtful accounts of \$3,388 (2018 – \$3,454) related to the loans receivable was recognized. These loans are forgiven once the home owner sells or refinances their housing unit and a shared participation amount is repaid.

## 7. INVESTMENT IN ENMAX

- i) ENMAX is a wholly-owned subsidiary of The City and was formed to carry on the electric utility transmission and distribution operations previously provided by the Calgary Electric System, a former department of The City. ENMAX operates in two segments; ENMAX Power, a regulated, wholly-owned subsidiary established to carry out all electricity distribution and transmission service functions, and ENMAX Energy, an unregulated, wholly-owned subsidiary established to carry out all energy supply and retail functions.

ENMAX Power Corporation, ENMAX's electricity distribution and transmission subsidiary, has been regulated by the Alberta Utilities Commission (AUC) since January 1, 2008. This includes rate regulation approval responsibilities for ENMAX Power's electricity transmission and distribution rates charged to customers within ENMAX's service area.

ENMAX and its subsidiaries operating in the province of Alberta are municipally owned and are generally not subject to federal and provincial income taxes. In 2001, the Government of Alberta introduced a payment-in-lieu-of-taxes (PILOT) regulation in conjunction with the deregulation of the Alberta utilities industry. This regulation required municipally owned retailers and municipally owned power purchase arrangement holders to remit PILOT payments to the Balancing Pool of Alberta. ENMAX's subsidiaries that do not meet the criteria for municipal exemption are taxable under the Income Tax Act (ITA) and the Alberta Corporate Tax Act (ACTA). All references to income tax recognize the combined obligations under PILOT, the ITA, and the ACTA.

Debentures reported by ENMAX as long-term debt in the amount of \$1,283,320 (2018 – \$1,185,380) have been issued in the name of The City (Note 14(a)).

- ii) The financial statements of ENMAX are prepared in accordance with International Financial Reporting Standards (IFRS). New accounting standard effective for 2019 is IFRS 16 "Leases". The standard has been applied with modified retrospective application with any adoption impacts recorded as an adjustment to opening balances on January 1, 2019. There was no impact to opening retained earnings on adoption.

In 2018, IFRS 9 has introduced a single expected credit loss model for all financial assets measured at amortized cost and fair value through other comprehensive income (FVOCI). ENMAX was required to revise its impairment methodology under IFRS 9 over accounts receivables, and this has been reported as a change in Equity in ENMAX Corporation of \$1,393 in the 2018 results.

The following table provides condensed supplementary financial information reported separately by ENMAX.

	2019	2018
<b>Financial Position</b>		
Current assets	\$ 1,948,257	\$ 958,898
Deferred income taxes	35,933	52,227
Capital and intangible assets	4,679,953	4,431,692
Other assets	79,982	57,000
Total assets	6,744,125	5,499,817
Regulatory deferral account debit balances	31,183	81,965
Total assets and regulatory deferral account debit balances	6,775,308	5,581,782
Current liabilities (including current portion of long-term debt; 2019 – \$73,271; 2018 – \$71,327)	945,512	791,626
Deferred income tax liabilities	31,636	57,312
Other long-term liabilities	787,009	745,885
Asset retirement obligations	121,262	106,021
Long-term debt	2,548,667	1,614,636
Total liabilities	4,434,086	3,315,480
Regulatory deferral account credit balances	1,523	4,952
Total liabilities and regulatory deferral account credit balances	4,435,609	3,320,432
ENMAX net assets	2,339,699	2,261,350
Accumulated other comprehensive loss	(32,438)	(4,625)
Retained earnings	2,372,137	2,265,975
<b>Investment in ENMAX Corporation</b>	<b>\$ 2,339,699</b>	<b>\$ 2,261,350</b>

	2019	2018
<b>Results of Operations</b>		
Revenues	\$ 2,524,981	\$ 2,378,659
Operating expenses	2,207,071	2,181,809
Interest charges (net)	80,602	68,493
Net earnings before income tax	237,308	128,357
Income tax expense	(33,788)	(133,503)
Net earnings (loss) before net movements in regulatory deferral account balances	203,520	(5,146)
Net movement in regulatory deferral account balances	(47,358)	10,240
Net earnings (loss) before dividends paid	156,162	5,094
Dividends paid	(50,000)	(40,000)
Net earnings (loss) after dividends paid	106,162	(34,906)
Other comprehensive loss	(27,813)	(16,351)
Net earnings (loss) after other comprehensive loss	78,349	(51,257)
Net assets, beginning of year	2,261,350	2,314,000
Impact of adoption of IFRS 9	–	(1,393)
<b>Equity in ENMAX Corporation</b>	<b>\$ 2,339,699</b>	<b>\$ 2,261,350</b>

iii) The following summarizes The City's related-party transactions with ENMAX:

	2019	2018
<b>Received by The City</b>		
Dividends	\$ 50,000	\$ 40,000
Local access fee	142,450	136,078
Sales of services	23,206	24,493
<b>Purchased by The City</b>		
Power and other services	\$ 157,424	\$ 145,999

The City's accounts payable and accrued liabilities and deferred revenue include \$16,817 (2018 – \$19,851) for amounts owed to ENMAX at December 31, 2019. The City's receivables include \$19,100 (2018 – \$17,306) for amounts owing to The City by ENMAX at December 31, 2019. Corresponding related-party differences between the payables and receivables for The City and ENMAX result primarily from timing differences related to recognizing the receipt of payments. Sale of services and purchase of power and other services are transacted at fair market value, which is the amount agreed upon by the parties.

## 8. BANK INDEBTEDNESS

An unsecured short-term bank line of credit with a commercial bank is available to The City up to an amount of \$60,000. As at December 31, 2019, The City had a total of \$43,516 (2018 – \$62,783) of bank indebtedness comprised of cheques issued in excess of deposits, included in this balance is \$2,397 (2018 – \$14,501) from two related authorities. As at December 31, 2019 and 2018, The City has not issued any promissory notes.

The City has the approved authority to issue up to \$200,000 of short-term borrowing, through a combination of a bank line of credit and the issue of commercial paper. As at December 31, 2019, The City had \$8,195 (2018 – 10,857) of short-term borrowings, which consisted of demand loans held by Attainable Homes Calgary Corporation, and Calgary Arts Development Authority Ltd.

## 9. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2019	2018
Trade	\$ 763,702	\$ 903,164
Federal and Provincial governments	30,064	25,409
Accrued interest	18,033	18,701
	<b>\$ 811,799</b>	<b>\$ 947,274</b>

## 10. DEFERRED REVENUE

Advance sales of goods and services are revenues received from operations in advance of the services being provided. Licenses, permits and application fees include amounts received for building permits, business and animal licenses that are recognized as revenue over the term of the underlying agreements. Government grants are externally restricted amounts that are recognized in revenue when the conditions of use are satisfied. Other contributions relate primarily to private sponsorships and donations received for which the related expenditures have not yet been incurred. These funds are recognized as revenue in the period they are used for the purpose specified.

Deferred revenue is comprised of the following:

	December 31, 2018	Inflows	Revenue Recognized	December 31, 2019
Advance sales of goods and services	\$ 29,765	\$ 81,703	\$ (75,874)	<b>\$ 35,594</b>
Licences, permits and application fees	42,550	32,032	(29,578)	<b>45,004</b>
Government grants	14,739	50,859	(52,394)	<b>13,204</b>
Other contributions	9,195	3,022	(2,390)	<b>9,827</b>
	<b>\$ 96,249</b>	<b>\$ 167,616</b>	<b>\$ (160,236)</b>	<b>\$ 103,629</b>

## 11. CAPITAL DEPOSITS

Capital deposits are received for various capital projects from land developers, pursuant to development agreements or the *Municipal Government Act*, and from other governments, through grants and provincial tax revenue sharing agreements. Certain deposits are allocated investment income, and some may become refundable with interest should they not be fully utilized for the designated capital projects. Year-end balances are summarized below:

	2019	2018 (Note 34)
Developers contributions	<b>\$ 145,925</b>	\$ 144,095
Offsite levies	<b>293,381</b>	284,487
Other private contributions	<b>10,544</b>	17,292
Provincial government grants	<b>80,880</b>	262,244
Federal government grants	<b>144,405</b>	63,176
	<b>\$ 675,135</b>	<b>\$ 771,294</b>

## 12. PROVISION FOR LANDFILL REHABILITATION

Under environmental law, there is a requirement for closure and post-closure care of landfill sites. Closure and post-closure care includes final covering and landscaping of a landfill, pumping of ground water and leachates from the site and ongoing environmental monitoring, site inspections and maintenance.

In 2018, The City re-assessed and updated the model supporting the provision of the landfill liability. The model was revised to ensure alignment with Alberta Environment and Parks' (AEP) requirements and to reflect the current economic conditions. The model was adjusted to better reflect the onsite management of cleanfill, increased environmental sampling frequency as per AEP protocols, addition of new closure and post-closure activities, and including new activities resulting from improvements in best practices and technology.

As at December 31, 2019, management estimates that the total liability for operating and closed landfill sites is \$163,612 (2018 – \$157,573). This is the sum of the discounted future cash flows for closure and post-closure activities for 25 years following the closure of operating sites, and the estimated requirements at currently closed sites. The duration of post-closure care is dependent on the overall activities that are required at each landfill site – a discount rate of 3.2 per cent (2018 – 3.2 per cent) was used for the active landfills and 3.1 per cent (2018 – 3.1 per cent) for the closed landfills.

The calculation of the reported liability of \$101,198 (2018 – \$93,709) is based on the cumulative capacity used at December 31, 2019 compared to the total estimated landfill capacity at that same date. The change in calculation resulted in \$10,184 (2018 – \$4,087) of unfunded liability being recognized in 2019. The unfunded liability will be funded through future contributions from the Waste & Recycling Sustainment Reserve. At December 31, 2019, the balance of the Waste & Recycling Sustainment Reserve is \$67,312 (2018 – \$63,083).

The estimated remaining capacity of the landfill sites is 46.4 (2018 – 47.6) million cubic metres, which is 47 per cent (2018 – 49 per cent) of the sites' total capacity. In 2019, The City determined that the landfills' expected remaining life would be kept at 44 (2018 – 44 years), which was based on factors including current disposal practices, the residential Green Cart program and projected population growth rates. Change in the available landfill capacity is reviewed every three years and the next review is due in 2021.

## 13. EMPLOYEE BENEFIT OBLIGATIONS

The City participates in multi-employer pension plans and sponsors defined-benefit pension plans and post-retirement benefit plans for eligible civic employees and elected officials. The employee benefit obligations related to The City-sponsored plans represent liabilities earned but not taken by the plan members as at December 31, 2019.

The City has fully met its current year cash contribution requirements for employee benefit obligations as at December 31, 2019. Employee benefit obligation recognized on The City's statement of financial position in respect to employee benefits is as follows:

	2019 *Funded	2018 *Funded
a) Registered defined-benefit pension plans	\$ 52,483	\$ 52,446
b) Non-registered defined-benefit pension plans	39,952	40,297
c) Post-retirement benefits	179,247	186,652
d) Vacation and overtime (undiscounted)	223,882	220,246
	<b>\$ 495,564</b>	<b>\$ 499,641</b>

\* The concept of funding refers to amounts recorded as an expense in the consolidated financial statements with associated funding held for this purpose within The City's investments.

In addition to the funded obligations referred to above, The City has long-term unamortized net actuarial (gains)/losses that are amortized over the expected average remaining service life of the related active employee groups as follows:

	2019	2018
Registered defined-benefit pension plans	\$ 701	\$ (3,422)
Non-registered defined-benefit pension plans	18,176	18,372
Post-retirement benefits	(41,550)	(51,464)
	<b>\$ (22,673)</b>	<b>\$ (36,514)</b>

Obligations related to multi-employer pension plans, Local Authorities Pension Plan (LAPP) and Special Forces Pension Plan (SFPP), are not recorded by The City as The City's share is not determinable. Contributions to LAPP and SFPP for current and past service are recorded as expenses in the year in which they become due, see Note 13(e) i) and ii).

## Accounting Methodology

Annual valuations for accounting purposes are completed for The City-sponsored registered and non-registered defined-benefit pension plans and post-retirement benefits using the actuarial projected benefit method prorated on service to determine the accrued benefit obligation and the expense to be recognized in the consolidated financial statements. The significant actuarial assumptions used for the valuations reflect The City's best estimates as follows:

	Dec 31, 2019	Dec 31, 2018
Year-end obligation discount rate (%)	<b>2.85</b>	3.25
Inflation rate (%)	<b>2.00</b>	2.00
Expected rate of return on plan assets (%)	<b>6.00</b>	6.00

### a) Registered defined-benefit pension plans

Certain defined-benefit pension plans are registered for Canada Revenue Agency (CRA) purposes. These plans provide benefits up to limits prescribed by the ITA. The assets of these plans are held in trust and The City records its share of the obligations net of plan assets.

The following table sets out the results of, and significant assumptions utilized, in the most recent valuations for accounting purposes of The City sponsored registered pension plans:

	2019	2018
Fair value of plan assets – beginning of year	\$ <b>145,662</b>	\$ 144,598
Contributions – employer	<b>8,935</b>	8,532
Contributions – member	<b>154</b>	150
Expected interest on plan assets	<b>8,789</b>	8,718
Less benefits paid	<b>(7,447)</b>	(7,293)
Actuarial gain/(loss)	<b>8,165</b>	(9,043)
Fair value of plan assets – end of year	\$ <b>164,258</b>	\$ 145,662
Accrued benefit obligation – beginning of year	\$ <b>194,686</b>	\$ 186,633
Current period benefit cost	<b>8,939</b>	8,487
Interest on accrued benefit obligation	<b>6,497</b>	6,223
Less benefits paid	<b>(7,447)</b>	(7,293)
Actuarial loss	<b>14,767</b>	636
Accrued benefit obligation – end of year	\$ <b>217,442</b>	\$ 194,686
Funded status – plan deficit	\$ <b>53,184</b>	\$ 49,024
Unamortized net actuarial (loss) gain	<b>(701)</b>	3,422
Accrued benefit liability	\$ <b>52,483</b>	\$ 52,446
Current period benefit cost	\$ <b>8,939</b>	\$ 8,487
Amortization of actuarial losses	<b>2,479</b>	1,901
Less member contributions	<b>(154)</b>	(150)
Benefit expense	\$ <b>11,264</b>	\$ 10,238
Interest on accrued benefit obligation	<b>6,497</b>	6,223
Less expected interest on plan assets	<b>(8,789)</b>	(8,718)
Benefit interest	<b>(2,292)</b>	(2,495)
Total expense	\$ <b>8,972</b>	\$ 7,743

Unamortized net actuarial gains and losses are amortized over the expected average remaining service life (EARS�) of the active employee groups, except for The Calgary Police Supplementary Pension Plan (PSPP) which is deemed a closed plan, and commence in the period following the determination of the gain or loss. The EARS� for each plan is:

	2019	2018
Calgary Firefighters' Supplementary Pension Plan (FSPP)	15.9	15.9
The City of Calgary Supplementary Pension Plan (SPP)	8.3	8.0
Pension Plan for Elected Officials of The City of Calgary (EOPP)	9.2	9.9
Calgary Police Supplementary Pension Plan (PSPP)	Not applicable	Not applicable

In accordance with regulations, actuarial valuations for funding purposes are performed at least triennially for the registered plans, except for the Calgary Police Supplementary Pension Plan (refer to Note 13 e) ii)), to determine The City's required contributions to the plan trusts. The most recent actuarial valuations for the purposes of developing funding requirements were (will be) prepared as of the following dates:

Pension Plan	Latest Valuation Date	Next Valuation Date
FSPP	December 31, 2018	December 31, 2021
SPP	December 31, 2016	December 31, 2019
EOPP	December 31, 2018	December 31, 2021
PSPP	Not applicable	Not applicable

#### i) Calgary Firefighters' Supplementary Pension Plan

The FSPP was established on June 3, 1975. The plan is jointly administered by The City and The International Association of Firefighters (IAFF) Local 255. The plan is supplemental to the LAPP (Note 13 e) i)) and provides an annual retirement benefit of 1.4 per cent of pensionable earnings up to the year's maximum pensionable earnings (YMPE), 2 per cent of pensionable earnings over YMPE, a bridge benefit of 0.6 per cent of YMPE to age 65, and improved early retirement and death benefits, up to maximum pension limits of the ITA. The City and the IAFF Local 255 have agreed to share the cost of future service and future additional unfunded liabilities 55 per cent by The City and 45 per cent by the plan members. The consolidated financial statements of The City reflect The City's portion only of both the expense and the accrued benefit liability.

At December 31, 2019, The City's portion of plan assets, held in trust, is invested in a mix of equities, bonds and money market instruments. Plan assets are stated at market value.

The City's and members' cash contributions to the external trust are made in compliance with the minimum funding requirements pursuant to the most recent actuarial funding valuation report dated December 31, 2018 as follows:

	2019 Employer	2019 Members	2018 Employer	2018 Members
Current service contributions	\$ 5,320	\$ 4,330	\$ 5,103	\$ 4,227
Contribution rates (% of pensionable salaries)	*2.83%	*2.32%	3.22%	2.63%

\*Contribution rate reduction effective October 1, 2019

#### ii) The City of Calgary Supplementary Pension Plan

The SPP commenced on February 1, 2000 and is sponsored and administered by The City. The plan is supplemental to the LAPP (Note 13 e) i)) and provides an annual retirement benefit of 2 per cent of earnings, up to maximum pension limits of the ITA for years of service since the later of February 1, 2000 and the date of eligibility for membership in the plan, as well as enhanced death benefits. The cost of future service and future additional unfunded liabilities are shared 55 per cent by The City and 45 per cent by the plan members. The consolidated financial statements of The City reflect The City's portion only of both the expense and the accrued benefit liability.

At December 31, 2019, The City's portion of plan assets, held in trust, is invested in a mix of equities, bonds and money market instruments. Plan assets are stated at market value.

The City's and members' cash contributions to the external trust are made in compliance with the minimum funding requirements pursuant to the most recent actuarial funding valuation report dated December 31, 2016 as follows:

	2019 Employer	2019 Members	2018 Employer	2018 Members
Current service contributions	\$ 3,134	\$ 2,532	\$ 2,954	\$ 2,378
Contribution rates (% of pensionable salaries)	2.92%	2.35%	2.92%	2.35%



### iii) Pension Plan for Elected Officials of The City of Calgary

The EOPE commenced on October 1, 1989 and provides pension benefits of 2 per cent of taxable salary, up to a maximum pension limit of the ITA per year of service to The City elected officials who choose to participate.

At December 31, 2019, plan assets, held in trust, are invested in a mix of equities, bonds and money market instruments. Plan assets are stated at market value.

The City's and members' cash contributions to the external trust are made in compliance with the minimum funding requirements pursuant to the most recent actuarial funding valuation report dated December 31, 2018 as follows:

	2019 Employer	2019 Members	2018 Employer	2018 Members
Current service contributions	\$ 320	\$ 154	\$ 310	\$ 149
Contribution rates (% of pensionable salaries)	18.64%	9.00%	18.64%	9.00%

### iv) Calgary Police Supplementary Pension Plan

The PSPP commenced on January 1, 1975 and provides supplemental pension benefits to those police officers who retired prior to September 1, 1979. The PSPP is deemed a closed plan as police officers who have retired after September 1, 1979 are covered under the SFPP Plan (Note 13 e) ii).

The PSPP is not subject to provincial minimum funding legislation. Pursuant to the agreement made in 1985, The City will continue to pay benefits out of its investments. In 2007, the fund was exhausted and benefits to pensioners for the year and future years are now being paid from The City's investments. Since 2003, the liabilities associated with these continued benefits have been accounted for in accordance with PSAS Handbook Section 3250 (PS 3250) Retirement Benefits.

Sufficient funds are held within The City's investments to cover the liabilities as determined by the actuarial valuation for accounting purposes as at December 31, 2019.

### b) Non-registered defined-benefit pension plans

Certain plans are non-registered for CRA purposes and provide benefits beyond the limits of the ITA supplemental to the registered plans. As such, there is no legislated requirement to pre-fund these plans through external trusts, and current income tax rules would impose additional costs on any external pre-funding arrangement.

Actuarial valuations for accounting purposes were (will be) performed as follows:

Pension Plan	Latest Valuation Date	Next Valuation Date
The City of Calgary Overcap Pension Plan (OCPP)	December 31, 2019	December 31, 2020
The City of Calgary Police Chief & Deputy Overcap Pension Plan (PCDOPP)	December 31, 2019	December 31, 2020
The City of Calgary Fire Chief and Deputies Overcap Pension Plan (FCDOPP)	December 31, 2019	December 31, 2020
Supplementary Pension Plan for Elected Officials of The City of Calgary (EOSP)	December 31, 2019	December 31, 2020
Executive Pension Plan (EPP)	December 31, 2019	December 31, 2020
Contractual obligations	December 31, 2019	December 31, 2020

The following table sets out the results of, and significant assumptions utilized, in the December 31, 2019 valuations for accounting purposes for the non-registered pension plans:

	2019	2018
Accrued benefit obligation – beginning of year	\$ 58,669	\$ 55,227
Current period benefit cost	1,167	1,253
Interest on accrued benefit obligation	1,828	1,780
Less benefits paid	(7,199)	(3,394)
Actuarial loss	3,663	3,803
Accrued benefit obligation – end of year	\$ 58,128	\$ 58,669
Funded status – plan deficit	\$ 58,128	\$ 58,669
Unamortized net actuarial (loss)	(18,176)	(18,372)
Accrued benefit liability <sup>(1)</sup>	\$ 39,952	\$ 40,297
Current period benefit cost	\$ 1,167	\$ 1,253
Amortization of actuarial losses	3,859	3,279
Interest on accrued benefit obligation	1,828	1,780
Total expense	\$ 6,854	\$ 6,312

(1) To satisfy the obligations under these plans, assets in the amount of \$39,952 (2018 – \$40,297) are held within The City's investments.

Unamortized net actuarial gains and losses of the OCPP and EOSP are amortized over the EARS of the active employee groups and commence in the period following the determination of the gain or loss. Net actuarial gains and losses for plans closed to new entrants are fully amortized in the year in which they arise. The EARS for each plan is:

	2019	2018
OCPP	9.1	7.9
PCDOPP	6.4	7.2
FCDOPP (closed plan)	Not applicable	Not applicable
EOSP	13.8	14.8
EPP (closed plan)	Not applicable	Not applicable
Contractual obligations (closed plan)	Not applicable	Not applicable

The following information details the structure and benefits of each of The City's non-registered defined-benefit pension plans:

#### i) The City of Calgary Overcap Pension Plan

The OCPP commenced on February 1, 2000. The plan is sponsored and administered by The City and provides supplementary pension benefits for management employees, the Police Chief and deputies, and the Fire Chief and deputies.

The OCPP for management employees provides a coordinated benefit with the LAPP (Note 13 e) i)), and the SPP (Note 13 a) ii)), to provide an annual retirement benefit of 2 per cent of all pensionable earnings for the years of service since the later of January 1, 1992 and the date of hire with The City.

The OCPP for the Police Chief and Deputies and the OCPP for the Fire Chief and Deputies provide supplementary pension benefits in excess of the maximum pension benefits provided under the SFPP (Note 13 e) ii)) and the FSPP (Note 13 a) i)) respectively. The OCPP for the Fire Chief and Deputies is deemed a closed plan as new entrants are not eligible to participate. The Plan will continue to provide benefits to existing retirees and to grandfathered members.

#### ii) Supplementary Pension Plan for Elected Officials of The City of Calgary

The EOSP commenced on October 1, 1999. This plan is sponsored and administered by The City and provides a coordinated benefit with the EOPP to provide an annual retirement benefit of 2 per cent of all pensionable earnings for the years of service recognized under the EOPP (Note 13 a) iii)).

#### iii) Executive Pension Plan

The EPP was designed to provide pension arrangements for key members of senior management pursuant to individual employment contracts with The City prior to the inception of the OCPP and SPP. The EPP is deemed a closed plan as it provides no benefits to active employees; however, benefits will continue to existing retirees.

#### iv) Contractual Obligations

The City has entered into individual compensation arrangements with key members of management that provide defined benefits upon retirement. These contractual obligations were grandfathered to members and have been deemed as closed as no benefits are provided to new employees; however, benefits will continue to retirees. These arrangements are sponsored and administered by The City.

### c) Post-retirement benefits

#### i) Pensioners and Widows/Widowers Benefits (PWB)

The City and the Calgary Parking Authority (CPA) sponsor optional post-retirement benefits for extended health, dental and life insurance benefits for qualifying retirees and their surviving spouses, from the date of retirement to age 65. After 10 years or age 65, the life insurance policy reduces to a paid-up death benefit based on the number of years of contributory service prior to retirement (this benefit is not available to CPA retirees). The sponsors and retirees share equally in the cost of benefits.

The consolidated City financial statements show the sponsors' portions only of the expense and the accrued benefit liability.

#### ii) Retirement Allowance

The City and CPA sponsor a non-contributory retirement allowance of up to 7 weeks of salary for qualifying retirees. The cost of these benefits is recognized as an expense and an accrued benefit liability. Council made the decision on December 17, 2019 to discontinue the retirement allowance as of December 31, 2021, subject to applicable Labour Code requirements. Management exempt employees that do not qualify for retirement before December 31, 2021 have been removed from the retirement allowance obligation.

#### iii) Supplemental Compensation

The City sponsors a supplementary compensation plan for employees who were disabled, or survivors of employees who were killed, in the line of duty. The plan is deemed closed as employees are not actively accruing benefits.

Actuarial valuations for accounting purposes were (will be) performed as follows:

	Latest Valuation Date: The City and CPA	Next Valuation Date: The City and CPA
PWB	December 31, 2019	December 31, 2020
Retirement Allowance	December 31, 2019	December 31, 2020
Supplemental Compensation	December 31, 2019	December 31, 2020

The following table sets out the results of, and significant assumptions utilized, in the December 31, 2019 valuations for accounting purposes for post-retirement benefits:

	2019	2018
Accrued benefit obligation – beginning of year	\$ 137,129	\$ 138,785
Current period benefit cost	9,211	9,507
Interest on accrued benefit obligation	4,618	4,678
Less benefits paid	(8,086)	(8,567)
Actuarial (gain)	(3,139)	(7,274)
Accrued benefit obligation – end of year	\$ 139,733	\$ 137,129
Funded status – plan deficit	\$ 139,733	\$ 137,129
Plan assets <sup>(2)</sup>	(2,036)	(1,941)
Unamortized net actuarial gain	41,550	51,464
Accrued benefit liability <sup>(3)</sup>	\$ 179,247	\$ 186,652
Current period benefit cost	\$ 9,211	\$ 9,507
Amortization of actuarial (gain)	(2,608)	(2,202)
Curtailment Gain <sup>(1)</sup>	(10,541)	–
Interest on accrued benefit obligation	4,618	4,678
Total expense	\$ 680	\$ 11,983
Annual increase in extended health costs <sup>(5)</sup>	5.0%	7.3%
Annual increase in dental costs <sup>(5)</sup>	4.0%	4.0%
EARSL <sup>(4) (5)</sup>	12.4 yr	12.6 yr

(1) Changes made to the retirement allowance in December 2019 have resulted in a curtailment gain of \$10,541.

(2) Plan assets in the amount of \$2,036 (2018 – \$1,941) to satisfy future life claims are equal to fair market value.

(3) Assets in the amount of \$179,247 (2018 – \$186,652) to satisfy the obligations under these plans are held within The City's investment portfolio.

(4) Actuarial gains and losses are amortized over the EARSL of the related employee group commencing in the period following the determination of the gain or loss.

(5) Significant assumptions used by CPA are as follows:

- Rate of compensation average increase, excluding merit and promotion: 0.0 per cent
- Annual increase in extended health costs: 5.0 per cent
- Annual increase in dental costs: 4.0 per cent
- EARSL: 11.8 yrs

#### d) Vacation and overtime

The vacation and overtime liability comprises the vacation and overtime that employees are allowed to defer to future years as defined in administrative policies and/or contractual agreements. Assets in the amount of \$223,882 (2018 – \$220,246) are held within The City's investments portfolio and working capital to satisfy the obligations under these programs.

#### e) Multi-employer pension plans

Civic employees, with the exception of police officers, are members of the LAPP. Police officers are members of the SFPP. Both plans are multi-employer, defined-benefit pension plans jointly sponsored by employees and employers through the LAPP and SFPP Corporations respectively and administered by Alberta Pension Services (APS).

Due to the multi-employer nature of these plans, information is not available to determine the portion of the plans' obligations and assets attributable to each employer. Therefore, The City appropriately accounts for both plans following the standards for defined contribution plans. The amount of expense recorded in the consolidated financial statements is equal to The City's current service contributions to the plan as determined by APS for the year and no obligation is recorded in The City's financial statements. As at December 31, 2018, the LAPP was in a surplus position and SFPP was in a deficit position.

##### i) Local Authorities Pension Plan

The LAPP plan provides an annual retirement benefit of 1.4 per cent of earnings up to the YMPE and 2 per cent of earnings over YMPE. Under the Alberta Public Sector Pension Plans Act, The City and members of the LAPP plan made the following contributions:

	2019 Employer	2019 Members	2018 Employer	2018 Members
Current service contributions	\$ 136,637	\$ 128,332	\$ 145,789	\$ 134,272
Contribution Rates (% of pensionable salaries)	<b>9.39% up to YMPE and 13.84 % over YMPE</b>	<b>8.39% up to YMPE and 12.84% over YMPE</b>	10.39% up to YMPE and 14.84% over YMPE	9.39% up to YMPE and 13.84% over YMPE

The LAPP reported a surplus (extrapolation results of the actuarial valuation) for the overall plan as at December 31, 2018 of \$3,469,347 (2017 – \$4,835,515). More recent information was not available at the time of preparing these financial statements. The LAPP Board made the decision to reduce LAPP contribution rates in 2019 by 1.0 per cent for members and employers. The City's 2019 contribution rates were changed accordingly.

LAPP consists of 162,787 active members. The City's active plan membership represents approximately 8.3 per cent of the total LAPP active membership as at December 31, 2018.

##### ii) Special Forces Pension Plan

The SFPP provides an annual retirement benefit of 1.4 per cent of pensionable earnings up to YMPE, 2.0 per cent of pensionable earnings over YMPE, a bridge benefit of 0.6 per cent of YMPE to age 65, and improved early retirement and death benefits, up to maximum pension limits of the *Income Tax Act* (Canada). Under the *Alberta Public Sector Pension Plans Act*, The City and members of the SFPP made the following contributions:

	2019 Employer	2019 Members	2018 Employer	2018 Members
Current service contributions	\$ 35,342	\$ 33,785	\$ 34,638	\$ 31,946
Contribution Rates (% of pensionable salaries)	<b>14.55%</b>	<b>13.45%</b>	14.55%	13.45%

The SFPP reported a deficit (extrapolation results of the actuarial valuation) for the overall plan as at December 31, 2018 of \$191,195 (2017 – surplus of \$71,143). More recent information was not available at the time of preparing these financial statements. The City's 2019 contribution rates did not change as a result of this deficit.

SFPP consists of 4,476 active members. The City active plan membership represents approximately 48.5 per cent of the total SFPP active membership as at December 31, 2018.

## 14. LONG-TERM DEBT

a) Debt payable by and issued in the name of The City includes the following amounts:

	2019				2018			
	Tax Supported	Self Sufficient Tax Supported	Self Supported	Total	Tax Supported	Self Sufficient Tax Supported	Self Supported	Total
i) Debentures	\$ 372,060	\$ 210,322	\$ 3,490,147	\$ 4,072,529	\$ 365,491	\$ 288,343	\$ 3,392,861	\$ 4,046,695
ii) Mortgages and other debt	69,404	–	24,834	94,238	–	–	27,516	27,516
	<b>441,464</b>	<b>210,322</b>	<b>3,514,981</b>	<b>4,166,767</b>	365,491	288,343	3,420,377	4,074,211
Less								
iv) Debt attributable to ENMAX	–	–	(1,283,320)	(1,283,320)	–	–	(1,185,380)	(1,185,380)
	<b>\$ 441,464</b>	<b>\$ 210,322</b>	<b>\$ 2,231,661</b>	<b>\$ 2,883,447</b>	\$ 365,491	\$ 288,343	\$ 2,234,997	\$ 2,888,831

- i) Debentures, which are predominantly held by the Alberta Capital Finance Authority (ACFA), mature in annual amounts to the year 2049.

Tax-supported debt is repaid using tax revenues and is the long-term debt used in tax-supported areas.

Self-sufficient tax-supported debt comprises debt for programs and activities whose operating costs, including debt servicing, have historically been funded in whole or in part, directly or indirectly, by revenue from municipal property and business taxes, but that are currently being funded by revenues resulting from their own operations. Self-sufficient tax-supported debt also includes short-term debt that will be funded from future grant receipts from the Alberta Government's Municipal Sustainability Initiative (MSI).

Self-supported debt, which is primarily related to Water Services & Resources, includes debentures in the amount of \$60,259 (2018 – \$64,075) which has been issued to fund local improvements and are collectable from property owners for work authorized by them and performed by The City. Principal and interest on local improvement debentures are recovered from property owners through annual local improvement levies over the term of the debenture to a maximum of 25 years.

Included in the self-supported debt is the debenture issued in 2010 by The City on behalf of the Lindsay Park Sports Society operating as Repsol Sport Centre (RSP), pursuant to City Bylaw authorization in the amount of \$176 (2018 – \$519), as well as the debenture issued in 2014 by The City on behalf of the St. Mary's University College (SMUC) in the amount of \$3,901 (2018 – \$4,105). In accordance with Credit Agreements between RSP, SMUC, and The City, The City shall service the debenture through the disbursement of principal and interest payments. The City is liable for the outstanding debenture debt to the debenture debt holder. The RSP and SMUC are required to reimburse The City for all principal and interest payments with respect to the debenture on the same day as The City disburses the payments to the debt holder. As at December 31, 2019, RSP and SMUC are in compliance.

- ii) Mortgages and other debt, held by Canada Mortgage and Housing Corporation, mature in annual amounts to the year 2030. Capital assets with a cost of \$51,767 (2019 – \$77,419) are pledged as collateral against the mortgages. In 2019, The City issued new borrowings held by ENMAX and Plenary Infrastructure Calgary LP (Plenary) for The City's Shepard solar park and Stoney compressed natural gas bus storage and transit facility projects respectively. The amounts mature in 2034 with ENMAX and 2049 with Plenary Infrastructure Calgary LP.

- iii) Debenture debt attributable to ENMAX was initially issued by The City on behalf of the Calgary Electric System (CE) pursuant to City Bylaw authorizations prior to January 1, 1998. Pursuant to the Master Agreement between ENMAX and The City, a liability equivalent to the debentures attributable to ENMAX was included in the assumed liabilities upon transfer of substantially all of the assets and liabilities of CE from The City to ENMAX at January 1, 1998. The City continues to borrow on behalf of ENMAX in accordance with a Debt Management Service Level Agreement between The City and ENMAX. The City shall service the existing debentures, which included debt issuance of \$172,415 in 2019 (2018 – \$177,448), through the disbursement of principal and interest payments. The City is liable for the outstanding ENMAX debenture debt to the debenture debt holders. ENMAX is required to reimburse The City for all principal and interest payments with respect to the debentures on the same day as The City disburses the payments to the debt holders. In addition, ENMAX is required to pay to The City a loan guarantee and administration fee of 0.25 per cent on the average monthly outstanding debenture balance held by The City on behalf of ENMAX.

- iv) More detail on the self-supported and tax-supported debt payable can be found in the continuity of long-term debt within the unaudited Financial and Statistical Schedules in the annual report.

b) Long-term debt is repayable as follows:

	Tax Supported	Self Sufficient Tax Supported	Self Supported	Less: Debt attributable to ENMAX	Total
2020	\$ 37,546	\$ 26,434	\$ 268,936	\$ (72,910)	\$ 260,006
2021	35,279	27,301	241,747	(66,435)	237,892
2022	35,813	27,676	226,352	(61,733)	228,108
2023	32,575	27,251	207,135	(62,269)	204,692
2024	27,809	26,931	194,853	(61,725)	187,868
Thereafter	272,442	74,729	2,375,958	(958,248)	1,764,881
	\$ 441,464	\$ 210,322	\$ 3,514,981	\$ (1,283,320)	\$ 2,883,447

c) Debenture interest is payable, before provincial subsidy, at rates ranging from 1.09 per cent to 8.25 per cent (2018 – 1.09 per cent to 8.25 per cent) per annum. Debenture debt held at year end has an average rate of interest of 3.63 per cent (2018 – 3.64 per cent) before provincial subsidy and 3.63 per cent (2018 – 3.63 per cent) after provincial subsidy.

	Tax Supported	Self Sufficient Tax Supported	Self Supported	Average Interest
Gross (before interest subsidy)	4.12%	3.04%	3.62%	3.63%
Net (after interest subsidy)	4.12%	3.04%	3.62%	3.63%

The mortgages of Calgary Housing Company in the amount of \$8,667 (2018 – \$10,056) are payable with interest ranging from 1.04 per cent to 2.22 per cent (2018 – 0.94 per cent to 6.45 per cent) before interest rate subsidy. The effective interest rates after the subsidy for the fixed-subsidy projects is 2.0 per cent (2018 – 2.0 per cent).

d) Interest charges are as follows:

	2019 Tax Supported	2019 Self Sufficient Tax Supported	2019 Self Supported	2019 Total	2018 Tax Supported	2018 Self Sufficient Tax Supported	2018 Self Supported	2018 Total
Debenture interest	\$ 14,110	\$ 7,587	\$ 81,109	\$ 102,806	\$ 14,520	\$ 9,549	\$ 83,176	\$ 107,245
Other interest and charges	\$ 3,249	\$ –	\$ 3,179	\$ 6,428	\$ 2,949	\$ –	\$ 804	\$ 3,753
	\$ 17,359	\$ 7,587	\$ 84,288	\$ 109,234	\$ 17,469	\$ 9,549	\$ 83,980	\$ 110,998

e) The estimated fair value of The City's long-term debt is \$3,039,840 (2018 – \$2,916,393). Calculation of the estimated fair value of the debt is based on lending rates obtainable at December 31, 2019 for debentures with comparable maturities from The City's primary lender, the ACFA.

f) Section 271 of the *Municipal Government Act* (MGA) requires disclosure of debt, debt limits and the debt service limits, which include both interest and principal payments. The debt limit is calculated at 2 times revenue (as defined in the Debt Limit Regulation 255/2000) and the debt service limit is calculated at 0.35 times such revenue. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs. These thresholds are conservative guidelines used by Municipal Affairs to identify municipalities which could be at financial risk if further debt is incurred. The calculation, taken alone, does not represent the financial stability of the municipality as the financial statements must be interpreted as a whole.

Note: Ministerial Order No L:124/11 set out an exception to the calculation of the debt service limit as originally disclosed in section 271 of the MGA, stating the calculation shall not take

into account borrowing that is related to Municipal Affairs Grants Regulation (Municipal Sustainability Initiative Debt) that does not require the repayment of any principal before December 31, 2019. At December 31, 2019, debt principal of \$nil (2018 – \$70,500) and debt interest of \$nil (2018 – \$309) was excluded from the pro-rata calculation of the debt service limit.

	2019	2018 <sup>(1)</sup>
Total debt limit (2 times revenue)	\$ 8,280,921	\$ 8,172,936
Total debt (short- and long-term)	2,961,443	2,976,209
Percentage of debt to debt limit	35.76%	36.42%
Total debt service limit (35% of revenue)	\$ 1,449,161	\$ 1,430,264
Total debt service	369,416	359,705
Percentage of debt service to service limit	25.49%	25.15%

(1) The 2018 total debt limit and total debt service limit values were understated and have been revised including associated percentages. This change is for disclosure purposes only and does not change the previously reported Statement of Financial Position or Operations.



## 15. TANGIBLE CAPITAL ASSETS

Cost	January 1, 2019 Opening Balance	Disposal <sup>(1)</sup>	Adjusted January 1, 2019 Opening Balance	Additions	Disposals	December 31, 2019 Closing Balance
Land	\$ 2,368,999	\$ –	\$ 2,368,999	\$ 160,464	\$ (8,339)	<b>\$ 2,521,124</b>
Land improvements	1,187,466	–	1,187,466	58,988	(10,728)	<b>1,235,726</b>
Engineered structures	15,769,954	–	15,769,954	677,004	(12,173)	<b>16,434,785</b>
Buildings	3,015,057	–	3,015,057	408,485	(9,704)	<b>3,413,838</b>
Machinery and equipment	871,988	(147,773)	724,215	63,537	(60,447)	<b>727,305</b>
Vehicles	1,547,755	–	1,547,755	140,458	(76,343)	<b>1,611,870</b>
	<b>\$ 24,761,219</b>	<b>\$ (147,773)</b>	<b>\$ 24,613,446</b>	<b>\$ 1,508,936</b>	<b>\$ (177,734)</b>	<b>\$ 25,944,648</b>
Work in progress						
Land	13,673	–	13,673	73	–	<b>13,746</b>
Construction	1,309,059	–	1,309,059	(4,625)	(20,152)	<b>1,284,282</b>
	<b>\$ 26,083,951</b>	<b>\$ (147,773)</b>	<b>\$ 25,936,178</b>	<b>\$ 1,504,384</b>	<b>\$ (197,886)</b>	<b>\$ 27,242,676</b>

Accumulated Amortization	January 1, 2019 Opening Balance	Disposal <sup>(1)</sup>	Adjusted January 1, 2019 Opening Balance	Additions	Disposals	December 31, 2019 Closing Balance
Land improvements	\$ 629,579	\$ –	\$ 629,579	\$ 45,135	\$ (9,195)	<b>\$ 665,519</b>
Engineered structures	5,394,424	–	5,394,424	365,031	(7,665)	<b>5,751,790</b>
Buildings	1,027,940	–	1,027,940	112,384	(8,425)	<b>1,131,899</b>
Machinery and equipment	601,460	(147,773)	453,687	68,797	(59,934)	<b>462,550</b>
Vehicles	731,969	–	731,969	86,904	(69,906)	<b>748,967</b>
	<b>\$ 8,385,372</b>	<b>\$ (147,773)</b>	<b>\$ 8,237,599</b>	<b>\$ 678,251</b>	<b>\$ (155,125)</b>	<b>\$ 8,760,725</b>
Net book value	<b>\$ 17,698,579</b>	<b>\$ –</b>	<b>\$ 17,698,579</b>	<b>\$ 826,133</b>	<b>\$ (42,761)</b>	<b>\$ 18,481,951</b>

(1) Fully depreciated machinery and equipment was disposed, there is no impact to the net book value of tangible capital assets as a result of this disposal.

In 2019, \$323,067 (2018 – \$254,799) in engineered structures, land improvements and land were contributed to The City. These contributions were represented at their fair value at the time received. Assets recognized at nominal value by The City in 2019 and 2018 consist of certain buildings and land.

The City entered into a P3 agreement with Plenary on September 13, 2016 to design, build, operate, and maintain The City's Stoney compressed natural gas bus storage and transit facility. The new facility is funded through capital debt and grant funding. The new facility was substantially completed on February 1, 2019. Plenary started operating the new facility in 2019 and will operate until February 2049.

Cultural and historical properties and treasures are held by The City in various locations. Due to the subjective nature of the assets, they are unrecognized in the values shown on the consolidated financial statements (Note 25).

In accordance with policy, no interest was capitalized by The City in 2019 (2018 – \$nil).

## 16. 2019 BUDGET

Budget data presented in these consolidated financial statements are based upon the 2019 operating and capital budgets as approved by Council. Council approved budgets are prepared on a modified cash basis which differs from budget amounts reported on the consolidated statement of operations and changes in net financial assets which are prepared in accordance with PSAS. The table below reconciles the approved budget to the budget figures reported in these consolidated financial statements. Actual amounts have been used to approximate budget amounts for certain reconciling items that were not included in the Council budget.

	Revenues	Expenses	Other Revenues
Budget as approved by Council			
Operating	\$ 4,018,605	\$ 4,083,319	\$ 64,716
Capital	–	1,754,982	1,754,982
Add			
Capital budget adjustment	–	35,623	35,623
Related authorities	281,487	252,189	60,201
Equity in earnings of ENMAX	126,000	–	–
Transfers between capital and operating	–	–	295,748
	<b>\$ 4,426,092</b>	<b>\$ 6,126,113</b>	<b>\$ 2,211,270</b>
Less			
Operating budget adjustments	(34,869)	(34,869)	–
Intercompany eliminations	(77,102)	(86,773)	(18,869)
Contributions from Utilities	(65,952)	(42,716)	–
Contributions from reserves and operations	(103,539)	(755,729)	–
Contributions between reserves	(8,109)	–	–
Debt principal repayments	–	(64,348)	–
Tangible capital asset adjustments	–	(1,485,464)	–
Debt issued	–	–	(451,791)
Transfers from reserves	–	–	(772,985)
Amortization	–	(128,932)	–
<b>BUDGET FOR FINANCIAL STATEMENT PURPOSES</b>	<b>\$ 4,136,521</b>	<b>\$ 3,527,282</b>	<b>\$ 967,625</b>

## 17. ACCUMULATED SURPLUS

Accumulated Surplus consists of restricted and unrestricted amounts of equity in non-financial assets as follows:

	2019	2018
Operating fund	\$ 110,095	\$ 38,751
Capital fund	341,047	146,082
Local improvements to be funded in future years	62,234	60,715
Obligation to be funded in future years(1)	(10,184)	(4,087)
Reserves (Note 19)	2,493,588	2,299,998
Equity in ENMAX (Note 7)	2,339,699	2,261,350
Equity in non-financial assets (Note 18)	15,688,927	14,892,274
	<b>\$ 21,025,406</b>	<b>\$ 19,695,083</b>

(1) Obligation to be funded in future years consists of unfunded liabilities of \$10,184 (2018 – \$4,087) for the landfill rehabilitation provision (Note 12).

## 18. EQUITY IN NON FINANCIAL ASSETS

	2019	2018
Tangible capital assets (Note 15)	\$ 27,242,676	\$ 26,083,951
Accumulated amortization (Note 15)	(8,760,725)	(8,385,372)
Long-term debt (Note 14)	(2,883,447)	(2,888,831)
Long-term debt recoverable – non capital	4,078	4,626
Inventory	59,401	55,435
Prepaid assets	26,944	22,465
	<b>\$ 15,688,927</b>	<b>\$ 14,892,274</b>

## 19. RESERVES

Reserves are established and managed in accordance with the reserve's purpose and any or all conditions and/or restriction placed on the reserve by Council. Reserve funds are transferred either to operating or capital funds for use.

Individual reserves with significant balances include:

	2019	2018
Fiscal stability	\$ 426,189	\$ 617,531
Reserve for future capital	357,467	305,675
Budget savings account	91,251	135,198
Major capital projects	400,011	–
Debt servicing	52,570	52,570
Legacy parks	7,889	7,025
Corporate housing reserve	33,952	31,622
Real estate services	93,238	77,971
Community investment	61,481	43,704
Opportunity Calgary investment fund	95,853	101,047
Calgary building services sustainment	81,707	77,908
Reserve for tax loss provision	–	37,398
Lifecycle maintenance and upgrade	245,554	248,660
Calgary Housing Company	28,726	27,653
Subtotal	<b>\$ 1,975,888</b>	<b>\$ 1,763,962</b>

Other reserve balances:

	2019	2018
Utilities sustainment	\$ 156,957	\$ 175,255
Cash in Lieu lifecycle sustainment	42,477	–
Social programs	8,523	8,387
Police services	41,825	44,868
Waste and recycling sustainment	67,312	63,083
ENMAX dividend stabilization	14,500	13,000
Other operating	95,463	98,831
Other capital expenditures	90,643	132,612
Subtotal	<b>\$ 517,700</b>	<b>\$ 536,036</b>
Total	<b>\$ 2,493,588</b>	<b>\$ 2,299,998</b>

## 20. NET TAXES AVAILABLE FOR MUNICIPAL PURPOSES

	2019	2018
Property taxes	\$ 2,611,336	\$ 2,564,601
Community Revitalization Levy	39,882	39,582
Business taxes	3,500	43,978
Revenue in lieu of taxes	214,636	206,488
Local improvement levies and special taxes	16,476	6,273
	<b>\$ 2,885,830</b>	<b>\$ 2,860,922</b>
Less: Provincial property taxes (see below)		
Current year levy	(795,866)	(780,499)
Prior year levy	(1,209)	(12,353)
Net taxes available for municipal use	<b>\$ 2,088,755</b>	<b>\$ 2,068,070</b>

The City is required to collect provincial property taxes under Section 353 of the *Municipal Government Act*. The amount of these provincial property taxes is determined solely by the Government of Alberta. Provincial property taxes are recorded at the amounts levied. If property taxes are reduced due to an assessment reduction, The City is required by legislation to fund the repayment of both the municipal and provincial taxes with applicable interest.

An amount of provincial property taxes receivable of \$23,151 (2018 – \$1,209) has been recorded at December 31, 2019 within accounts receivable that will be funded through an increase in the subsequent year's provincial property tax rate.

## 21. RELATED AUTHORITIES

The assets and liabilities and the operations of the following related authorities are included in The City's consolidated financial statements.

The Calgary Convention Centre Authority (the Authority) is incorporated under the laws of the Province of Alberta and operates the Calgary TELUS Convention Centre (CTCC) pursuant to an operating agreement between the Authority and The City. The land, building, furniture and equipment are owned by The City, who also contributes a grant towards the operating costs of CTCC. In accordance with an amendment to the operating agreement, the Authority retains operating surpluses and is responsible to fund net operating deficits.

Attainable Homes Calgary Corporation is a controlled corporation of The City and was incorporated on November 27, 2009 under the *Alberta Business Corporations Act*. The purpose of AHCC is the implementation and administration of attainable housing in The City. AHCC incurred a loss of \$3,029 for the year ended December 31, 2019 (2018 – \$3,034) and has also recorded inventory write downs to net realizable value and allowances on its equity loans. The City has consolidated these results on a going concern basis which contemplates the realization of assets and the payment of liabilities in the ordinary course

of business. Should AHCC be unable to continue as a going concern, it may be unable to realize the carrying value of its assets and meet its liabilities as they become due. In this event, the adjustments necessary to the presentation and carrying amounts of the assets and liabilities of AHCC would not be material to The City's financial position. The City has guaranteed certain indebtedness of AHCC as disclosed in Note 29 a) iii).

The Calgary Parking Authority operates and manages parking facilities owned by The City and is also responsible for parking enforcement and the management of the Municipal Vehicle Impound Lot.

The Calgary Public Library Board is constituted under the *Libraries Act* of the Province of Alberta. It operates a system of 20 branches and the central library in Calgary.

Calhome Properties Ltd. (operating as Calgary Housing Company) owns, develops and operates low and moderate-rent housing projects on a not-for-profit basis under agreements with the Province of Alberta and Canada Mortgage and Housing Corporation, which provide subsidies for certain projects.

Calgary Municipal Land Corporation (CMLC) is a controlled corporation of The City pursuant to Section 73 of the *Municipal Government Act*, and the Control of Corporations Regulation. CMLC began operations in 2007, with The City as the sole shareholder of CMLC. CMLC is accountable for the development and sale of land transferred from The City and the implementation of public infrastructure improvements in The Rivers District, a former industrial and residential area located in downtown Calgary. On January 15, 2019, though City Bylaw authorization, council approved an amendment to the Bylaw to extend the Rivers District Community Revitalization Levy an incremental 20 years from the originally planned end date of 2027 through to 2047. On February 13, 2019, the Lieutenant Governor of Alberta approved the amended City Bylaw pursuant to Section 381.2 of the *Municipal Government Act*.

Calgary Economic Development Ltd. (CED) is a controlled corporation of The City and was incorporated in July 1999 under the *Alberta Business Corporations Act*. The mandate of CED is to lead The City's economic development efforts in promoting The City's competitive advantages and pro-business climate. Successful economic development results in business growth and industry development, increased investment and trade activities.

Calgary Arts Development Authority Ltd. (CADA) is a controlled corporation of The City and was incorporated under the *Alberta Business Corporations Act* on March 18, 2005. The mandate of CADA is to promote and direct investment in the arts to increase the sector's public and artistic impact on behalf of the citizens of The City.

	2019 Calgary TELUS Convention Centre	2019 Attainable Homes Calgary Corporation	2019 Calgary Parking Authority	2019 Calgary Public Library Board	2019 Calgary Housing Company
<b>Financial Position</b>					
Physical assets	\$ 1,856	\$ –	\$ 122,763	\$ 48,729	\$ 92,408
Financial assets	6,078	19,876	28,960	8,726	50,495
	7,934	19,876	151,723	57,455	142,903
Long-term debt	–	–	813	–	8,667
Financial liabilities	9,492	10,072	14,975	4,055	44,492
	9,492	10,072	15,788	4,055	53,159
Net assets (debt)	\$ (1,558)	\$ 9,804	\$ 135,935	\$ 53,400	\$ 89,744
<b>Results of Operations</b>					
<b>Revenue</b>					
Community Revitalization Levy	\$ –	\$ –	\$ –	\$ –	\$ –
Sales of goods & services	24,389	20,718	59,655	–	50,154
Government transfers, agreements & subsidies	–	171	–	7,703	49,605
Developer contributions	–	–	5,567	–	–
Investment income	–	13	7,904	254	910
Fines & penalties	–	–	22,838	1,028	–
Licenses, permits and fees	–	–	1,317	–	–
Miscellaneous revenue	–	41	2,668	4,568	1,165
Gain (loss) on sale of tangible capital assets	8	–	80	(9)	(14)
Internal transfers & contributions	1,883	–	(24,628)	55,931	(295)
Total revenue	26,280	20,943	75,401	69,475	101,525
<b>Expenses</b>					
Salaries, wages, and benefits	\$ 7,789	\$ 1,073	\$ 20,507	\$ 39,731	\$ 19,056
Contracted and general services	4,898	2,120	15,603	15,852	44,166
Materials, equipment and supplies	15,502	20,420	7,393	6,083	1,396
Interest charges	–	336	1,339	–	306
Transfers	–	–	–	–	18,772
Utilities	1,085	20	1,561	1,091	11,890
Amortization	559	2	5,756	6,727	2,939
Internal Recoveries	–	–	(81)	–	–
Debt principal repayments	–	–	510	–	1,389
Total expenses	29,833	23,971	52,588	69,484	99,914
Income (loss) before appropriations	(3,553)	(3,028)	22,813	(9)	1,611
Internal transfers	3,553	3,028	1,815	9	(1,611)
To City operating fund <sup>(1)</sup>	–	–	(24,628)	–	–
Change in fund balance	\$ –	\$ –	\$ –	\$ –	\$ –

(1) Distribution to The City for certain net surpluses from Calgary Parking Authority operations.

	2019 Calgary Municipal Land Corporation	2019 Calgary Economic Development Ltd.	2019 Calgary Arts Development Authority Ltd.	2019 Total
	\$ 210,270	\$ –	\$ 27,328	\$ 503,354
	180,703	4,110	1,486	300,434
	390,973	4,110	28,814	803,788
	210,322	–	692	220,494
	129,880	2,278	2,878	218,122
	340,202	2,278	3,570	438,616
	\$ 50,771	\$ 1,832	\$ 25,244	\$ 365,172
	\$ 52,351	\$ –	\$ –	\$ 52,351
	7,183	–	882	162,981
	–	922	64	58,465
	–	–	–	5,567
	–	81	17	9,179
	–	–	–	23,866
	–	–	–	1,317
	3,710	2,976	271	15,399
	–	–	–	65
	16,500	10,249	12,040	71,680
	79,744	14,228	13,274	400,870
	\$ 3,275	\$ 6,105	\$ 1,516	\$ 99,052
	17,703	6,626	11,132	118,100
	20,968	385	85	72,232
	7,378	–	116	9,475
	–	–	–	18,772
	79	217	92	16,035
	8,419	–	1,023	25,425
	–	–	–	(81)
	–	–	–	1,899
	57,822	13,333	13,964	360,909
	21,922	895	(690)	39,961
	(21,922)	(895)	690	(15,333)
	–	–	–	(24,628)
	\$ –	\$ –	\$ –	\$ –



	2018 Calgary TELUS Convention Centre	2018 Attainable Homes Calgary Corporation	2018 Calgary Parking Authority	2018 Calgary Public Library Board	2018 Calgary Housing Company
<b>Financial Position</b>					
Physical assets	\$ 2,819	\$ 2	\$ 125,094	\$ 52,199	\$ 95,747
Financial assets	6,706	28,491	13,521	7,536	52,164
	9,525	28,493	138,615	59,735	147,911
Long-term debt	–	–	1,323	–	10,056
Financial liabilities	7,531	15,662	17,770	6,372	51,113
	7,531	15,662	19,093	6,372	61,169
Net assets	\$ 1,994	\$ 12,831	\$ 119,522	\$ 53,363	\$ 86,742
<b>Results of Operations</b>					
<b>Revenue</b>					
Community Revitalization Levy	\$ –	\$ –	\$ –	\$ –	\$ –
Sales of goods & services	21,038	13,009	60,652	–	48,189
Government transfers, agreements & subsidies	–	27	–	7,106	56,196
Developer contributions	–	10	8,208	–	–
Investment income	–	8	4,595	210	717
Fines & penalties	–	–	19,324	1,035	–
Licenses, permits and fees	–	–	1,423	–	–
Miscellaneous revenue	–	28	2,163	3,567	1,889
Gain (loss) on sale of tangible capital assets	–	–	103	(3,150)	–
Internal transfers & contributions	1,941	–	252	57,362	(1,465)
Total revenue	22,979	13,082	96,720	66,130	105,526
<b>Expenses</b>					
Salaries, wages, and benefits	\$ 7,240	\$ 951	\$ 20,547	\$ 38,897	\$ 18,610
Contracted and general services	2,769	2,383	15,952	17,097	48,338
Materials, equipment and supplies	11,887	12,480	5,686	4,278	1,435
Interest charges	–	269	1,298	–	370
Transfers	–	–	–	–	18,564
Utilities	928	29	1,553	1,019	11,757
Amortization	454	4	8,272	6,847	2,967
Debt principal repayments	–	–	486	–	2,544
Total expenses	23,278	16,116	53,794	68,138	104,585
Income (loss) before appropriations	(299)	(3,034)	42,926	(2,008)	941
Internal transfers	299	3,034	(22,121)	2,008	(941)
To City operating fund <sup>(1)</sup>	–	–	(20,805)	–	–
Change in fund balance	\$ –	\$ –	\$ –	\$ –	\$ –

(1) Distribution to The City for certain net surpluses from Calgary Parking Authority operations.

	2018 Calgary Municipal Land Corporation	2018 Calgary Economic Development Ltd.	2018 Calgary Arts Development Authority Ltd.	2018 Total
	\$ 188,310	\$ –	\$ 28,340	\$ 492,511
	114,323	3,601	1,145	227,487
	302,633	3,601	29,485	719,998
	217,843	–	2,600	231,822
	38,456	2,664	950	140,518
	256,299	2,664	3,550	372,340
	\$ 46,334	\$ 937	\$ 25,935	\$ 347,658
	\$ 35,736	\$ –	\$ –	\$ 35,736
	–	–	743	143,631
	–	2,033	584	65,946
	–	–	209	8,427
	38	681	44	6,293
	–	–	–	20,359
	–	–	–	1,423
	2,465	2,699	466	13,277
	–	(6,718)	–	(9,765)
	–	8,522	6,514	73,126
	38,239	7,217	8,560	358,453
	\$ 2,783	\$ 6,179	\$ 1,155	\$ 96,362
	6,628	7,075	6,121	106,363
	14,849	99	452	51,166
	7,539	235	118	9,829
	–	–	–	18,564
	70	168	85	15,609
	15,534	7,621	1,017	42,716
	–	–	–	3,030
	47,403	21,377	8,948	343,639
	(9,164)	(14,160)	(388)	14,814
	9,164	14,160	388	5,991
	–	–	–	(20,805)
	\$ –	\$ –	\$ –	\$ –

## 22. EXPENSES BY OBJECT

	2019	2018
Salaries, wages and benefits	\$ 1,980,167	\$ 1,972,396
Contracted and general services	528,139	523,715
Materials, equipment and supplies	368,262	356,138
Interest charges (Note 14)	109,234	110,998
Transfer payments	133,050	122,426
Utilities	104,314	89,605
Amortization	678,251	678,537
Loss on disposal of tangible capital assets	12,152	18,829
	<b>\$ 3,913,569</b>	<b>\$ 3,872,644</b>

## 23. GOVERNMENT TRANSFERS

	2019	2018
<b>Operating</b>		
Province of Alberta	\$ 150,855	\$ 160,387
Government of Canada	1,482	1,736
	<b>152,337</b>	<b>162,123</b>
<b>Capital</b>		
Province of Alberta	502,826	443,363
Government of Canada	149,190	121,289
	<b>652,016</b>	<b>564,652</b>
	<b>\$ 804,353</b>	<b>\$ 726,775</b>

In accordance with PSAS, government transfers and developer contributions-in-kind related to capital acquisitions are required to be recognized as revenue in the consolidated financial statements in the period in which the eligibility criteria and stipulation requirements of the agreements are met.

## 24. SEGMENTED INFORMATION

The Consolidated Schedule of Financial Activities by Segment has been prepared in accordance with PSAS Handbook Section 2700 (PS 2700) Segment Disclosures. With the change in reporting model effective January 1, 2009, the segments selected are to enable users to better understand the government reporting entity and the major revenue and expense activities of The City. For each reported segment, revenues and expenses represent amounts directly attributable to each segment.

The segments have been selected based on a presentation similar to that adopted for the municipal financial planning and budget process as well as the quarterly reporting of budget status during the year. Segments include:

- Tax Supported Operating programs** includes the items of revenue, recoveries and expenses pertaining to the ongoing operations of those programs that are funded, in whole or in part, directly or indirectly, by revenue from municipal property and business taxes. This includes all operating programs with the exception of Water Resources and Water Services.
- Self Supported Operating programs** includes the items of revenue, recoveries and expenses pertaining to the ongoing operations of programs not funded by tax revenues but solely by revenues or recoveries resulting from their own operations. These programs are Water Resources and Water Services, the units that manage our water resources and supplies quality drinking water, and provides treatment/disposal of wastewater for The City.

- c) **Tax Supported Capital programs** includes the expenses and sources of financing for acquisition of land and construction of buildings, bridges and other major permanent improvements to be used in programs that are funded, in whole or in part, directly or indirectly, by revenue from municipal property and business taxes. This includes all programs with the exception of Water Resources and Water Services.
- d) **Self Supported Capital programs** includes the expenses and sources of financing for acquisition of land and construction of buildings, bridges, and other major permanent improvements to be used by programs that are not funded by tax revenues but solely by revenues or recoveries resulting from their own operations. These programs are Water Resources and Water Services, the units that manage our water resources and supplies quality drinking water, and provides treatment/disposal of wastewater for The City.
- e) **Subsidiary Entities** include the Calgary Public Library Board, Calgary Parking Authority, Calgary Housing Company, Attainable Homes Calgary Corporation, Calgary TELUS Convention Centre, Calgary Municipal Land Corporation, Calgary Economic Development Ltd. and Calgary Arts Development Authority Ltd. These related authorities are consolidated within these financial statements. For more information regarding these related authorities, refer to Note 21.
- f) **ENMAX** is included as a government business enterprise and is accounted for on a modified equity basis. For more information regarding ENMAX, refer to Note 7.

The accounting policies used in the segment disclosures are consistent with those followed in the preparation of the consolidated financial statements (Note 1).

## Schedule of Financial Activities by Segment

For the Year Ended December 31, 2019 (in thousands of dollars)

	Tax Supported Operating	Self Supported Operating	Tax Supported Capital	Self Supported Capital	Total The City of Calgary
<b>REVENUES</b>					
Property tax	\$ 2,152,961	\$ –	\$ –	\$ –	\$ 2,152,961
Business tax	4,365	–	–	–	4,365
Sales of goods & services	509,300	695,712	1	1,429	1,206,442
Government transfers, grants & subsidies					
Federal	1,198	–	144,999	4,021	150,218
Provincial	95,513	98	490,741	12,085	598,437
Developer contributions	269	51,599	66,975	1,081	119,924
Donated assets	–	–	–	–	–
Investment income	180,666	9,143	–	–	189,809
Fines & penalties	72,754	2,026	–	–	74,780
Licences, permits and fees	108,833	2,966	–	–	111,799
Miscellaneous revenue	56,266	785	–	–	57,051
Proceeds on sale of TCA (Misc revenue)	521	–	–	–	521
Gain/(loss) on sale of TCA (Misc revenue)	3,550	–	–	–	3,550
Dividends from ENMAX Corporation	50,000	–	–	–	50,000
Equity in earnings from ENMAX	–	–	–	–	–
Debt	–	–	155,032	137,536	292,568
Contribution from reserves	172,627	192,823	353,180	264,628	983,258
Internal transfers & contribution	25,914	–	–	–	25,914
<b>Total Revenues</b>	<b>3,434,737</b>	<b>955,152</b>	<b>1,210,928</b>	<b>420,780</b>	<b>6,021,597</b>
<b>EXPENSES</b>					
Salaries, wages and benefits	1,799,666	139,389	20,877	7,408	1,967,340
Contracted and general services	534,762	79,779	659,696	346,586	1,620,823
Materials, equipment and supplies	338,684	46,309	404,588	41,162	830,743
Utilities	77,153	30,564	463	315	108,495
Transfers	217,260	60,288	20,997	–	298,545
Internal recoveries	(500,288)	(24,822)	(154,854)	(138)	(680,102)
Interest charges	34,961	70,066	2,822	–	107,849
Amortization	29,748	83,543	–	–	113,291
Loss on Sale	–	–	–	–	–
Debt principal repayments	151,876	11,004	1,020	–	163,900
Contribution from operations to reserves	740,816	416,313	–	–	1,157,129
Contribution (to) from operations to capital	(57,280)	3	70,817	28,918	42,458
Internal transfers & contribution	(42,716)	42,716	–	–	–
<b>Total Expenses</b>	<b>3,324,642</b>	<b>955,152</b>	<b>1,026,426</b>	<b>424,251</b>	<b>5,730,471</b>
<b>Annual Surplus</b>	<b>\$ 110,095</b>	<b>\$ –</b>	<b>\$ 184,502</b>	<b>\$ (3,471)</b>	<b>\$ 291,126</b>

	Related Authorities	ENMAX	Consolidation Adjustments	Total Consolidated 2019
\$	52,351	\$ -	\$ (120,057)	\$ 2,085,255
	-	-	(865)	3,500
	162,981	-	(46,269)	1,323,154
	545	-	(91)	150,672
	57,920	-	(2,676)	653,681
	5,567	-	(503)	124,988
	-	-	323,067	323,067
	9,179	-	(61)	198,927
	23,866	-	-	98,646
	1,317	-	(5)	113,111
	15,399	-	(39,289)	33,161
	27	-	12,770	13,318
	38	-	(9,525)	(5,937)
	-	-	-	50,000
	-	78,349	-	78,349
	16,500	-	(309,068)	-
	-	-	(983,258)	-
	55,180	-	(81,094)	-
	<b>400,870</b>	<b>78,349</b>	<b>(1,256,924)</b>	<b>5,243,892</b>
	99,052	-	(86,225)	1,980,167
	118,100	-	(1,210,784)	528,139
	72,232	-	(534,713)	368,262
	16,035	-	(20,216)	104,314
	18,772	-	(184,267)	133,050
	(81)	-	680,183	-
	9,475	-	(8,090)	109,234
	25,425	-	539,535	678,251
	-	-	12,152	12,152
	1,899	-	(165,799)	-
	-	-	(1,157,129)	-
	-	-	(42,458)	-
	24,628	-	(24,628)	-
	<b>385,537</b>	<b>-</b>	<b>(2,202,439)</b>	<b>3,913,569</b>
\$	<b>15,333</b>	\$ <b>78,349</b>	\$ <b>945,515</b>	\$ <b>1,330,323</b>



## Schedule of Financial Activities by Segment

For the Year Ended December 31, 2018 (in thousands of dollars)

	Tax Supported Operating	Self Supported Operating	Tax Supported Capital	Self Supported Capital	Total The City of Calgary
<b>REVENUES</b>					
Property tax	\$ 2,092,965	\$ –	\$ –	\$ –	\$ 2,092,965
Business tax	45,108	–	–	–	45,108
Sales of goods & services	460,141	701,701	87	13,942	1,175,871
Government transfers, grants & subsidies					
Federal	1,197	–	120,663	61	121,921
Provincial	97,479	1,046	533,042	9,351	640,918
Developer contributions	618	57,104	167,174	809	225,705
Donated assets	–	–	–	–	–
Investment income	89,710	5,233	–	–	94,943
Fines & penalties	73,630	1,758	–	–	75,388
Licences, permits and fees	113,984	1,848	–	–	115,832
Miscellaneous revenue	47,935	708	–	–	48,643
Proceeds on sale of TCA (Misc revenue)	1,090	–	–	–	1,090
Gain/(loss) on sale of TCA (Misc revenue)	6,589	–	–	–	6,589
Dividends from ENMAX Corporation	40,000	–	–	–	40,000
Equity in earnings from ENMAX	–	–	–	–	–
Debt	–	–	57,488	95,416	152,904
Contribution from reserves	146,452	71,980	295,134	209,191	722,757
Internal transfers & contribution	22,029	–	–	–	22,029
<b>Total Revenues</b>	<b>3,238,927</b>	<b>841,378</b>	<b>1,173,588</b>	<b>328,770</b>	<b>5,582,663</b>
<b>EXPENSES</b>					
Salaries, wages and benefits	1,795,229	136,924	19,522	6,047	1,957,722
Contracted and general services	605,873	76,958	850,441	279,786	1,813,058
Materials, equipment and supplies	350,713	44,170	472,110	26,591	893,584
Utilities	69,092	28,780	8,771	468	107,111
Transfers	193,313	60,826	38,978	615	293,732
Internal recoveries	(534,220)	(27,853)	(93,950)	(788)	(656,811)
Interest charges	35,808	71,322	1,987	339	109,456
Amortization	32,017	82,371	–	–	114,388
Loss on Sale	–	–	–	–	–
Debt principal repayments	148,604	8,781	–	–	157,385
Contribution from operations to reserves	584,302	316,227	–	–	900,529
Contribution (to) from operations to capital	(37,839)	156	47,749	35,684	45,750
Internal transfers & contribution	(42,716)	42,716	–	–	–
<b>Total Expenses</b>	<b>3,200,176</b>	<b>841,378</b>	<b>1,345,608</b>	<b>348,742</b>	<b>5,735,904</b>
<b>Annual Surplus</b>	<b>\$ 38,751</b>	<b>\$ –</b>	<b>\$ (172,020)</b>	<b>\$ (19,972)</b>	<b>\$ (153,241)</b>

	Related Authorities	ENMAX	Consolidation Adjustments	Total Consolidated 2018
\$	35,736	\$ -	\$ (104,609)	\$ 2,024,092
	-	-	(1,130)	43,978
	143,631	-	(41,403)	1,278,099
	1,233	-	(129)	123,025
	64,713	-	(101,881)	603,750
	8,427	-	(15,144)	218,988
	-	-	254,799	254,799
	6,293	-	-	101,236
	20,359	-	-	95,747
	1,423	-	(1)	117,254
	13,277	-	(32,190)	29,730
	12,682	-	15,339	29,111
	(22,447)	-	1,968	(13,890)
	-	-	-	40,000
	-	(51,257)	-	(51,257)
	-	-	(152,904)	-
	-	-	(722,757)	-
	73,126	-	(95,155)	-
	<b>358,453</b>	<b>(51,257)</b>	<b>(995,197)</b>	<b>4,894,662</b>
	96,362	-	(81,688)	1,972,396
	106,363	-	(1,395,706)	523,715
	51,166	-	(588,612)	356,138
	15,609	-	(33,115)	89,605
	18,564	-	(189,870)	122,426
	-	-	656,811	-
	9,829	-	(8,287)	110,998
	42,716	-	521,433	678,537
	-	-	18,829	18,829
	3,030	-	(160,415)	-
	-	-	(900,529)	-
	-	-	(45,750)	-
	20,805	-	(20,805)	-
	<b>364,444</b>	-	<b>(2,227,704)</b>	<b>3,872,644</b>
\$	<b>(5,991)</b>	\$ <b>(51,257)</b>	\$ <b>1,232,507</b>	\$ <b>1,022,018</b>

## 25. UNRECOGNIZED ASSETS

The City of Calgary has the following major categories of unrecognized assets:

- Art Collections – The City has acquired various art collections for the benefit of citizens funded by capital infrastructure projects, donated by local artists, and heritage art. As at December 31, 2019, the insured value of the various art collections is \$25,180 (2018 – \$25,180).
- Antique Airplanes – The City has ownership of antique airplanes, which are displayed in the Hangar Flight Museum of Calgary formerly known as the Aerospace Museum of Calgary. As at December 31, 2019, the insured value of the antique airplanes is \$6,923 (2018 – \$6,923).
- Crown Land – The City has assets that reside/intersect on certain crown lands. The City is unable to determine a reasonable value for the Crown lands.
- Heritage Artifacts – The City has a variety of heritage artifacts that are items of cultural significance. The City is unable to determine a reasonable value for the heritage artifacts.

## 26. CONTRACTUAL RIGHTS

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The City's contractual rights arise because of contracts entered into for various service, long term lease, and rental contracts. Contractual rights arise from the normal course of business and are not reflected in the consolidated financial statements until revenues or assets are received. The following table summarizes the contractual rights of The City for future assets:

	Service Contracts	Long term lease and rental agreements	Total
2020	\$ 11,543	\$ 8,279	\$ 19,822
2021	9,681	6,101	15,782
2022	4,938	4,949	9,887
2023	2,875	3,368	6,243
2024	1,780	2,204	3,984
Thereafter	1,103	4,310	5,413
	<u>\$ 31,920</u>	<u>\$ 29,211</u>	<u>\$ 61,131</u>

## 27. CONTINGENT ASSETS

In the ordinary course of business, various claims and lawsuits are brought by The City. It is the opinion of management that the settlement of these actions will result in The City's favour and the settlement amounts will be available for The City's use. The estimated assets value could not be disclosed due to the nature of the claims and may have an adverse effect on the outcomes. Contingent assets are not recorded in the consolidated financial statements.

## 28. COMMITMENTS AND CONTINGENT LIABILITIES

- Capital commitments of \$1,665,663 (2018 – \$1,062,931) are not reflected in the consolidated financial statements. This amount represents uncompleted portions of contracts, as at December 31, 2019, on major projects and estimated obligations under other various agreements. These capital commitments were included in The City's capital budget and will be funded from capital deposits, reserves and debt in future years.
- Commitments of \$48,677 (2018 – \$51,376) related to reserves, and operating leases for office premises and facilities are not reflected in the consolidated financial statements. Annual commitments will be funded from the operating fund in the respective future years and are as follows:

2020	\$ 15,835
2021	9,571
2022	6,456
2023	3,468
2024	2,754
Thereafter	10,593
	<u>\$ 48,677</u>

- In the ordinary course of business, various loss claims, expropriation claims and lawsuits are brought against The City. It is the opinion of administration that the settlement of these actions will not result in any material liabilities beyond any amounts already accrued. Where the resulting loss of various claims and lawsuits brought against The City cannot be reasonably estimated, amounts have not been recorded, and the City's administration believes that there will be no material adverse effect on the financial position of the City.

- d) Where estimated environmental management costs are reasonably determinable, The City has recorded a total provision in the amount of \$2,200 (2018 – \$2,744) for environmental liabilities based on management's estimate of these costs. Such estimates are subject to adjustment based on changes in laws and regulations and as additional information becomes available.
- e) As at December 31, 2019, there were various assessment appeals pending with respect to properties. The outcome of those appeals would be settled from an already established provision. The City makes an annual provision for property taxes that might be impacted by appeals, including specific provision where the results of an appeal are reasonably determinable and general provision for those where the outcome is presently indeterminable.
- f) Alberta Revenue, Tax and Revenue Administration (Alberta Finance) is responsible for assessing the income tax returns filed under the payment in lieu of taxes (PILOT) regulation to the *Electric Utilities Act* which became effective January 1, 2001. ENMAX regularly reviews the potential for adverse outcomes in respect of tax matters and believes it has adequate provisions for these tax matters. The determination of the income tax provision is an inherently complex process, requiring management to interpret continually changing regulations and to make certain judgments.
- g) The City has entered into a 20-year contract for power supply from ENMAX Energy from 2007 to 2026. Under the terms of the agreement, ENMAX Energy is to supply The City with 100 per cent of the electricity from renewable sources. Annual electricity prices are based on a portfolio of energy sources developed for The City by ENMAX Energy.
- h) The City has entered into a 20-year agreement with District Energy, a wholly owned subsidiary of ENMAX, for thermal energy supply commencing July 1, 2010. The annual price of the energy supplied will be a blended rate which includes a fixed charge component. As at December 31, 2019, the estimated future obligation for this fixed charge is \$5,597 (2018 – \$6,057) until June 30, 2029.
- i) The City is responsible for the remediation of contaminated sites that are no longer in productive use where The City is directly responsible or has accepted responsibility for remediation. A provision for future clean-up costs and monitoring has been accrued based on environmental assessments. As at December 31, 2019, the provision was \$405 (2018 – \$471) and is classified in accounts payable and accrued liabilities. This provision is based on \$477 (2018 – \$541) in expenditures expected to be incurred over the next 25 years discounted at 3.0 per cent (2018 – 3.1 per cent) based on The City's weighted average cost of capital.

The liability for contaminated sites includes sites associated with former industrial operations. The nature of contamination includes polycyclic aromatic hydrocarbons, heavy metals and road salts. The sources of the contamination include, but are not limited to, activities related to historical operations and non-sanctioned activities on City land. Sites often have multiple sources of contamination.

From time to time, there may be uncertainty as to whether The City has a legal responsibility or accepts responsibility for a contaminated site or whether economic benefits will be foregone for a contaminated site. It is not expected that the impact of any such sites would have a material impact on the financial statements. When The City is able to determine that all inclusion criteria have been met, The City will accrue a liability for these future remediation costs.

- j) On December 5, 2019, The City entered into an agreement with CMLC and Calgary Sport and Entertainment Corporation (CSEC) to build a new event centre which will be owned by the City and operated by CSEC. The City through CMLC committed to fund 50 per cent of the Eligible Costs of \$550,000 for the construction and 90 per cent of the eligible costs of \$13,800 for the demolition of the existing Saddledome. CSEC is committed to fund the remaining 50 per cent for the construction and 10 per cent for the demolition. This results in a commitment for the City of \$275,000 for the construction and \$12,420 for the demolition. The total commitment of \$287,420 will be funded via The City's Major Capital Projects Reserve, The Federal Gas Tax Fund, The Municipal Sustainability Initiative, Pay as You Go fund and The Capital Budget Savings Account Reserve. The commitment has been included as a capital commitment in Note 28 a).
- k) On November 1, 2019, The City entered into a contribution agreement with CMLC and Calgary Exhibition and Stampede Limited (CESL) to expand the BMO Convention Centre which is owned and operated by CESL. The City through CMLC committed to fund two-thirds of the Eligible Costs of \$333,334 which will be funded via The City's Major Capital Projects Reserve. CMLC will repay The City through the Rivers District Community Revitalization Levy starting in 2028 through 2047. As at December 31, 2019, The City incurred \$18,566 of costs, which were expensed as a donation to CESL. The commitment related to this is \$314,768 and has been included as a capital commitment in Note 28 a).

## 29. GUARANTEES

In the normal course of business, The City enters into various agreements that may contain features that meet the definition of a guarantee. A guarantee is defined to be a contract (including an indemnity) that contingently requires The City to make payments to the guaranteed party based on (a) changes in an underlying interest rate, foreign exchange rate, equity or commodity instrument, index or other variables that are related to an asset, liability or an equity security of the counterparty, (b) failure of another party to perform under an obligating agreement or, (c) failure of a third party to pay its indebtedness when due. Significant guarantees The City has provided to third parties include the following:

### a) Third party debt agreements

No amounts have been accrued in the consolidated financial statements of The City with respect to the following agreements.

- i) The City has guaranteed certain indebtedness of the CESL. This third party debt agreement requires The City to make immediate payment of certain outstanding borrowings on behalf of CESL in the event CESL cannot fulfill its obligations to a Canadian chartered bank. The terms of these guarantees are equal to the amortization periods of the related credit facilities, which mature between 2024 and 2036. The interest rates on the credit facilities held by CESL range from 2.37 per cent to 5.77 per cent (2018 – 2.30 per cent to 6.23 per cent). As at December 31, 2019, CESL has drawn a total of \$61,443 (2018 – \$66,687) on the total maximum available facility of \$74,843 (2018 – \$80,087). The City, as an unconditional guarantor, holds as security a fixed debenture in the amount of \$77,491 (2018 – \$100,227) charging certain lands owned by the CESL.
- ii) The City has guaranteed certain indebtedness of The Calgary Zoological Society (the Zoo). This third party debt agreement requires The City to make immediate payment of outstanding borrowings on behalf of the Zoo in the event the Zoo cannot fulfill its obligations to a Canadian chartered bank. The term of the guarantee is valid until 2024, and the related debt will mature December 18, 2020, subject to a renewal for a further four years at that time. In the event the Zoo does not extend the loan beyond 2020, the City's guarantee will automatically expire. The interest rate on the credit facility is 3.11 per cent (2018 – 4.94 per cent). As at December 31, 2019, the outstanding balance of the facility was \$2,108 (2018 – \$2,471) on the total maximum available facility of \$2,108 (2018 – \$2,471). As collateral to this guarantee, The City could terminate its Lease and Operating Agreement with the Zoo and take possession and control of all Zoo facilities, including any and all personal property owned by the Zoo at that time.
- iii) The City has guaranteed certain indebtedness of AHCC. This third party debt agreement requires The City to make immediate payment of outstanding borrowings on behalf of AHCC in the event AHCC cannot fulfill its obligations on a revolving credit facility to a Canadian financial institution. The City guarantee expires on June 30, 2021, and the related credit facility matures February 27, 2020. The interest on the credit facility is Prime minus 0.75 per cent per annum (2018 – Prime minus 0.75 per cent). As at December 31, 2019, the outstanding balance of the facility was \$6,248 (2018 – \$7,879) on the total maximum available facility of \$10,000 (2018 – \$10,000). The City, as an unconditional guarantor, holds as security a fixed and floating debenture in the amount of \$10,000 (2018 – \$10,000).

### b) Other indemnification agreements

In the normal course of business, The City may provide indemnification to counterparties that would require The City to compensate them for costs incurred as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a result of the transaction. The terms of these indemnification agreements will vary based upon the contract. The nature of the indemnification agreements prevents The City from making a reasonable estimate of the maximum potential amount it could be required to pay to counterparties. Historically, The City has not made any payments under such indemnifications and any potential future claims would be claimed against the Civic Insurance Program, which comprises a combination of purchased insurance and a self-funded component.

## 30. EXECUTIVE SALARIES AND BENEFITS

Disclosure of executive salaries and benefits, as required by provincial regulations, is as follows:

	2019 Salaries	2019 Benefits	2019 Total	2018 Salaries	2018 Benefits	2018 Total
Mayor	\$ 208	\$ 39	\$ 247	\$ 200	\$ 42	\$ 242
Councillors <sup>(1) (2)</sup>	1,641	520	2,161	1,580	508	2,088
City Manager <sup>(3)</sup>	346	57	403	342	50	392
Designated Officers <sup>(4)</sup>	1,148	209	1,357	1,133	220	1,353

Executive salaries and benefits obligations have been fully funded by The City.

Notes:

- (1) The Councillors who served throughout 2019 in Wards 1 through 14 each received a salary of \$113 (2018 – \$113) and benefits ranging between \$14 and \$39 (2018 – \$14 and \$38). 2018 benefits have been adjusted for comparability purposes.
- (2) Elected officials receive a transition allowance of two weeks pay for each year in office, up to a maximum of twenty six years, when they leave office. These allowances may be taken over several years and are not included in the salary and benefits amounts reported above. Transitional allowances paid in 2018 to the former Councillors who left office in 2017 were Ward 3 – \$44, Ward 10 – \$52 and Ward 11 – \$22. No transitional allowances were paid or owing in 2019.
- (3) Salaries and benefits for the City Manager excludes compensation paid to the outgoing City Manager from February through August 2019, which amounted to \$182 for salary, including retirement allowance, vacation and statutory holidays, as well as \$25 for benefits.
- (4) The City's five designated officers are the City Assessor, City Clerk, City Solicitor, City Treasurer and City Auditor. In 2019, there was \$38 (2018 – \$nil) in holiday pay, vacation pay out of the ordinary course of business and severance payouts for these five designated officers.

## 31. FINANCIAL INSTRUMENTS

At December 31, 2019, The City had 18 (2018 – 4) USD exchange fixed contracts in place. Delivery dates for these contracts range from February 2020 to December 2021. Total committed future foreign exchange purchases are \$10,071 USD (2018 – \$5,005 USD). Total committed future foreign merchandise purchases are \$65,089 USD (2018 – \$48,513 USD), and €2 (2018 – €83).

Under the terms of the contract arrangements, The City has fixed its exchange risk on foreign purchases for CAD trades against the USD with Canadian Schedule 1 banks at rates ranging from \$1.31 to \$1.34 CAD. The dollar value of these contracts at December 31, 2019 was \$13,324 CAD (2018 – \$6,660 CAD). During the fiscal year ended December 31, 2019, the various arrangements for foreign merchandise cost The City \$2,220 CAD less (2018 – \$5,866 CAD less) than if the arrangements had not been entered into.

The City has hired an external manager to execute an active portfolio hedging strategy designed to efficiently reduce currency risk. The manager may purchase CAD against foreign currencies held in The City's portfolio.

At December 31, 2019, this portfolio held 36 forward contracts that have a settlement date of January 22, 2020. The Total market value of the forward contracts is \$4,560 CAD. The forward contracts have the following range of rates with the following currencies\*:

- 2 AUD per USD (\$0.68)
- 4 CAD per USD (\$1.31 – \$1.32)
- 4 EURO per USD (€1.11 – €1.12)
- 2 JPY per AUD (¥75.13)
- 6 JPY per USD (¥106.11 – ¥107.52)
- 2 USD per AUD (\$0.68)
- 4 USD per CAD (\$1.32 – \$1.33)
- 6 USD per EUR (\$1.10 – \$1.12); and
- 6 USD per JPY (\$0.01).

\* Currencies

AUD – Australian Dollar (\$)

CAD – Canadian Dollar (\$)

USD – U.S. Dollar (\$)

EURO – Euro (€)

JPY – Japanese Yen (¥)

In addition to U.S. foreign exchange fixed contracts, The City has also previously purchased hedges for future purchases relating to the light rail transit system. Under the terms of the purchase order agreement, The City has fixed exchange risk on foreign purchases for CAD trades against USD with the supplier at rates ranging from \$1.03 CAD to \$1.07 CAD. During the fiscal year ended December 31, 2019, the various arrangements for foreign merchandise cost The City \$2,198 CAD less (2018 – \$1,383 CAD less) than if the arrangements had not been entered into. At December 31, 2019, The City had remaining commitments of \$14,444 USD (2018 – \$19,556 USD) that are anticipated to be settled by 2020. The City continues to monitor economic conditions and impacts on The City's financial status and adjusts strategies accordingly.



## 32. FUNDS HELD IN TRUST

The City administers the following trusts on behalf of third parties. As related trust assets are not owned by The City, the trusts have been excluded from the consolidated financial statements. The following table provides a summary of the transactions within these trusts during the year:

	December 31, 2018	Receipts	Investment Income	Disbursements	December 31, 2019
Joint Use Reserve Fund	\$ 70,417	\$ 3,330	\$ 2,126	\$ (1,377)	\$ 74,496
Oversize roads	1,840	10,381	36	(9,682)	2,575
Oversize parks	13,862	1,512	270	(5,957)	9,687
Oversize utilities	8,194	2,021	148	(2,122)	8,241
Developers' cash bonds	4,517	300	72	(2,197)	2,692
Southland natural park sport field	1,085	–	–	(1,085)	–
Off-site levies	471	–	18	(10)	479
Candidate Campaign Surplus Fund	201	–	1	–	202
Other miscellaneous trusts	641	34	8	(168)	515
	\$ 101,228	\$ 17,578	\$ 2,679	\$ (22,598)	\$ 98,887

The Joint Use Reserve Fund consists of monies received from land developers in lieu of the 10 per cent reserve land requirement as set forth in Part 17 of the *Municipal Government Act*. Use of the Joint Use Reserve Fund is restricted to unanimously approved land acquisitions for future school, parks and recreation facilities.

The oversize roads, parks, and utilities fund consist of amounts provided by developers of new subdivisions in accordance with oversize rates set out in the Master Development Agreement (MDA). A MDA is a legal contract for all residential, industrial and commercial developments. The contract sets out the terms and conditions under which development of the lands are to take place within the city including the responsibility to construct public facilities and associated financial obligations.

The developers' cash bonds are monies held to secure performance by a developer under the terms of the MDA.

The Southland natural park sport field funds are held for the purpose of maintaining the sports field in Southland Natural Park.

Off-site levies consist of monies received from developers pursuant to a special clause in the MDA prior to the year 2000. The levies are to be used for recreational facilities in designated communities.

The Candidate Campaign Surplus Funds are administered by The City on behalf of Candidate elections, the funds held in trust shall remit the funds and interest to the candidate for use the next general election.

Other miscellaneous trusts are composed of multiple funds with minimal balances that are held for external organizations.

### 33. 2013 FLOOD EVENT

#### Overview

On June 20, 2013, The City experienced a major flood event and a State of Local Emergency (SOLE) was declared within The City. The flood caused significant damage to The City's tangible capital assets. While The City has completed a portion of the work to restore conditions to pre-flood state, it is expected that remediation and mitigation efforts will continue into 2020 and beyond.

The City holds various insurance policies with multiple insurance providers which have been used to fund a portion of the remediation and recovery efforts.

The City has applied to the Province of Alberta for flood relief and mitigation funding through the following programs:

- Disaster Recovery Program (DRP) to provide financial assistance for uninsurable property damage, loss and other expenses incurred as the result of the flood;
- Flood Recovery Erosion Control (FREC) program addresses immediate repairs of erosion damage caused by the flood and long term community mitigation projects;
- Municipal Staffing Capacity Grant (MSCG) program to fund consultants and newly hired staff to perform operating flood recovery work; and
- Flood Readiness Grant program to secure operating grants to enable communities impacted by the flood to increase community resiliency and enhance operational capability to mitigate and respond to future flood risks.

#### Impact on Financial Results

Costs incurred as a result of remediation or mitigation efforts are capitalized or expensed in accordance with accounting policies in Note 1. Only costs that represent a betterment, enhancement or a new asset are capitalized, with all other costs expensed as repairs and maintenance. All operating expenditures are recognized in the current year consolidated statement of operations and accumulated surplus in the various business units that incurred those costs.

The City has incurred \$nil in insurance related capital expenditures in 2019 and 2018. The City completed the insurance related capital expenditures in 2016.

With respect to the Provincial flood funding, the following grants were received, and expenses were recognized in the consolidated statement of operations and accumulated surplus:

- The City received \$nil DRIP grant in 2019 and 2018. The City has incurred \$474 (2018 – \$4,468) in DRP related capital expenditures, of which approved expenditures are funded by the DRP advance and interest earned \$216 (2018 – \$305), and remainder being funded internally until further DRP claims are processed and finalized.
- The City has also incurred \$462 (2018 – \$1,085) of emergency operating and recovery costs and recovered \$2,427 (2018 – \$3,648) from DRP in 2019 with the remaining balance expected to be recovered in future years.
- FREC provided \$nil funding in 2019 and 2018. In 2019, \$4,941 (2018 – \$3,401) was spent from the advances received in prior years. Cash advances that are not spent at the end of the year including interest earned \$299 (2018 – \$298) in the amount of \$4,835 (2018 – \$9,478) are recorded as capital deposits.

The City is required to earn interest income, through its investment strategy, on the unspent balance of the Provincial grants received for FREC, MSCG and Flood Readiness. There is no unspent grant fund to be repaid back to the province.

Due to significant uncertainty in measurement, as well as significant uncertainty of collectability, The City has not recognized accounts receivable or revenue for Provincial proceeds that it expects to receive in the future related to remediation or mitigation costs. These amounts will be recorded as revenue in the fiscal year received.

Tangible capital assets that were significantly impacted by the flood include a variety of asset types through a variety of business units. The majority of asset classes affected include buildings, various engineered structures (e.g. roads, bridges, pathways, transit lines, etc.), machinery and equipment and vehicles. The majority of these assets have been replaced or repaired with the remainder of these costs to be incurred in 2020 and beyond. The City has completed review assessments of the conditions of assets affected by the flood and has determined that no permanent impairment is present as at December 31, 2019.

#### Measurement Uncertainty

The impact of the flood was subject to a high degree of estimation and judgement, particularly as it relates to the estimation of future expenditures and impairment of assets. The City has used the best information at the time in all measurements and estimations related to the flood and those estimates may not materialize and the final results and adjustments to these estimates will be reflected in future financial statements.

The City has estimated the total cost of capital expenditures related to the flood to be approximately \$298,380 (excluding resiliency), which includes repairs, replacements and mitigation strategies, of which \$6,640 (2018 – \$10,681) has been incurred in 2019 for a total incurred spend of \$291,557 (2018 – \$284,917).

## 34. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's presentation. Reclassifications have been made in 2018 to reclassify certain balances between tangible capital asset categories in Note 15 and capital deposit categories in Note 11.

The impact of these changes on Note 15 was to decrease the cost base of land improvements by \$3,134 and increase the cost base of buildings by \$3,134 and decrease the accumulated depreciation of land improvements by \$298 and increase accumulated depreciation of buildings by \$298. There was no impact to asset useful lives or the tangible capital asset amount reported on the statement of financial position as a result of this reclassification.

The impact of these changes on Note 11 were decreases in offsite levies of \$2,362 and provincial government grant of \$6,735. This was offset by increases to developer contributions of \$1,938, other private contributions by \$7,046 and federal government grants by \$113. These changes better reflect the source of funding and have no impact on the capital deposit amount reported on the statement of financial position as a result of this reclassification.

## 35. SUBSEQUENT EVENTS

- a) Subsequent to the year-end, on March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus (COVID-19) as a pandemic which has resulted in a series of public health and emergency measures that have been put in place to combat the spread of the virus. The duration and impact of COVID-19 is unknown at this time and it is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and operations of The City in future periods.
- b) Subsequent to the year-end, on March 24, 2020, ENMAX, a wholly owned subsidiary of The City, announced that the transaction to purchase Emera Maine for \$1,286 million from Emera Inc. was successfully closed. ENMAX previously announced that it has entered into a definitive agreement to acquire Emera Maine on March 25, 2019. Including assumed debt, the aggregate enterprise value is expected to be approximately \$1,800 million. Effective March 24, 2020, Emera Maine is a wholly owned subsidiary of ENMAX.

# FINANCIAL AND STATISTICAL SCHEDULES

THE CITY OF CALGARY, ALBERTA



## Revenue by Source unaudited (see Notes) 2015 to 2019

(in thousands of dollars)

	2019			2018		
	Operating	Capital	Total	Operating	Capital	Total
Property taxes	\$ 2,611,336	\$ –	\$ 2,611,336	\$ 2,564,601	\$ –	\$ 2,564,601
Community Revitalization Levy	39,882	–	39,882	39,582	–	39,582
Business taxes	3,500	–	3,500	43,978	–	43,978
Revenue in lieu of taxes	214,636	–	214,636	206,488	–	206,488
Local improvement levies and special taxes	16,476	–	16,476	6,273	–	6,273
	2,885,830	–	2,885,830	2,860,922	–	2,860,922
Less: Provincial property taxes	(797,075)	–	(797,075)	(792,852)	–	(792,852)
<b>Net taxes available for municipal purposes</b>	<b>2,088,755</b>	<b>–</b>	<b>2,088,755</b>	<b>2,068,070</b>	<b>–</b>	<b>2,068,070</b>
Sales of goods and services						
Water and sewer	683,757	–	683,757	701,580	–	701,580
Public transit	181,450	–	181,450	177,204	–	177,204
Real estate	79,893	–	79,893	51,890	–	51,890
Recreation and culture	71,071	–	71,071	67,690	–	67,690
Parking	54,784	–	54,784	57,916	–	57,916
Social housing	49,635	–	49,635	49,525	–	49,525
Protective services	33,259	–	33,259	34,588	–	34,588
Waste disposal	132,029	–	132,029	105,873	–	105,873
Other	37,276	–	37,276	31,833	–	31,833
	1,323,154	–	1,323,154	1,278,099	–	1,278,099
<b>Government transfers and revenue sharing agreements</b>						
Federal						
Debenture interest rebates	–	–	–	203	–	203
Revenue and cost sharing agreements and grants agreements	1,482	149,191	180,673	1,533	121,290	122,823
Provincial						
Debenture interest rebates	–	–	–	12	–	12
Grants, entitlements, revenue and cost sharing agreements	150,855	502,825	653,680	160,375	443,362	603,737
	152,337	652,016	804,353	162,123	564,652	726,775
<b>Other revenue</b>						
Dividends from ENMAX	50,000	–	50,000	40,000	–	40,000
Other equity/(loss) earnings in ENMAX	106,162	–	106,162	(34,906)	–	(34,906)
Other equity earnings in Co-ownership	–	–	–	–	–	–
Developer contributions	–	124,988	124,988	–	218,988	218,988
Donated assets	–	323,067	323,067	–	254,799	254,799
Investment income	198,927	–	198,927	101,236	–	101,236
Fines and penalties	98,646	–	98,646	95,747	–	95,747
Licences, permits and fees	113,111	–	113,111	117,254	–	117,254
Miscellaneous revenue	40,542	–	40,542	44,951	–	44,951
	607,388	448,055	1,055,443	364,282	473,787	838,069
<b>Total revenue</b>	<b>\$ 4,171,634</b>	<b>\$ 1,100,071</b>	<b>\$ 5,271,705</b>	<b>\$ 3,872,574</b>	<b>\$ 1,038,439</b>	<b>\$ 4,911,013</b>

2017 (Restated) <sup>(3)</sup>			2016 (Restated) <sup>(2)</sup>			2015 (Restated) <sup>(1)</sup>		
Operating	Capital	Total	Operating	Capital	Total	Operating	Capital	Total
\$ 2,438,392	\$ –	\$ 2,438,392	\$ 2,393,642	\$ –	\$ 2,393,642	\$ 2,219,421	\$ –	\$ 2,219,421
37,740	–	37,740	41,031	–	41,031	38,785	–	38,785
88,105	–	88,105	134,601	–	134,601	196,184	–	196,184
169,606	–	169,606	154,293	–	154,293	184,722	–	184,722
11,852	–	11,852	6,294	–	6,294	6,926	–	6,926
2,745,695	–	2,745,695	2,729,861	–	2,729,861	2,646,038	–	2,646,038
(790,266)	–	(790,266)	(791,662)	–	(791,662)	(719,820)	–	(719,820)
1,955,429	–	1,955,429	1,938,199	–	1,938,199	1,926,218	–	1,926,218
681,048	–	681,048	642,499	–	642,499	607,673	–	607,673
173,804	–	173,804	176,170	–	176,170	195,228	–	195,228
89,725	–	89,725	54,129	–	54,129	95,489	–	95,489
68,774	–	68,774	70,774	–	70,774	73,503	–	73,503
58,340	–	58,340	60,353	–	60,353	63,596	–	63,596
46,679	–	46,679	50,482	–	50,482	49,241	–	49,241
36,279	–	36,279	40,727	–	40,727	40,906	–	40,906
85,888	–	85,888	86,113	–	86,113	93,068	–	93,068
33,523	–	33,523	30,736	–	30,736	66,576	–	66,576
1,274,060	–	1,274,060	1,211,983	–	1,211,983	1,285,280	–	1,285,280
203	–	203	199	–	199	129	–	129
4,490	115,047	119,537	4,461	60,783	65,244	3,683	64,447	68,130
34	–	34	40	–	40	41	–	41
140,441	637,478	777,919	128,117	618,953	747,070	128,390	635,257	763,647
145,168	752,525	897,693	132,817	679,736	812,553	132,243	699,704	831,947
48,000	–	48,000	47,000	–	47,000	56,000	–	56,000
(78,312)	–	(78,312)	96,597	–	96,597	(46,275)	–	(46,275)
–	–	–	–	–	–	618	–	618
–	133,103	133,103	–	198,394	198,394	–	107,456	107,456
–	204,778	204,778	–	298,678	299,678	–	197,021	197,021
104,520	–	104,520	77,451	–	77,451	79,185	–	79,185
92,040	–	92,040	89,796	–	89,796	80,451	–	80,451
124,356	–	124,356	114,988	–	114,988	124,358	–	124,358
90,806	–	90,806	56,794	–	56,794	68,235	–	68,235
381,410	337,881	719,291	482,626	497,072	979,698	362,572	304,477	667,049
\$ 3,756,067	\$ 1,090,406	\$ 4,846,473	\$ 3,765,625	\$ 1,176,808	\$ 4,942,433	\$ 3,706,313	\$ 1,004,181	\$ 4,710,494

Notes: (1) Figures for 2015 have been restated for the correction of certain tangible capital asset, deferred income tax, capital deposit, and interest expense adjustments identified in 2016.

(2) Figures for 2016 have been restated for the correction of certain tangible capital asset adjustments identified in 2017. Years prior to 2016 have not been restated for these adjustments.

(3) Figures for 2017 have been restated for the correction of developer contributions and government transfers related to capital. Years prior to 2017 have not been restated for these adjustments.



## Expenses By Function unaudited (see Notes) 2015 to 2019

(In thousands of dollars)

	2019	2018	2017	2016 <sup>(2)</sup>	2015 <sup>(1)</sup>
				(Restated)	(Restated)
<b>Protective Services</b>					
Police	\$ 517,498	\$ 521,224	\$ 508,953	\$ 494,546	\$ 473,727
Fire	297,449	310,823	325,180	312,732	289,593
	<b>814,947</b>	<b>832,047</b>	<b>834,133</b>	<b>807,278</b>	<b>763,320</b>
<b>Transportation</b>					
Public transit	607,382	567,655	554,680	546,375	542,416
Roads, traffic and parking	445,867	425,123	461,739	409,420	407,105
	<b>1,053,249</b>	<b>992,778</b>	<b>1,016,419</b>	<b>955,795</b>	<b>949,521</b>
<b>Environmental protection</b>					
Water services & resources	529,891	517,822	514,187	525,185	476,634
Waste and recycling	163,761	151,587	136,910	131,726	128,182
	<b>693,652</b>	<b>669,409</b>	<b>651,097</b>	<b>656,911</b>	<b>604,816</b>
<b>Social development</b>					
Community and social development	76,842	85,787	82,965	76,180	66,063
Social housing	136,777	129,831	133,279	122,718	159,323
	<b>213,619</b>	<b>215,618</b>	<b>216,244</b>	<b>198,898</b>	<b>225,386</b>
<b>Recreation and culture</b>					
Parks and recreation facilities	279,505	277,912	320,900	303,334	264,150
Societies and related authorities	108,926	103,657	83,039	77,141	81,239
Calgary Public Library Board	69,150	67,390	64,171	63,182	54,527
	<b>457,581</b>	<b>448,959</b>	<b>468,110</b>	<b>443,657</b>	<b>399,916</b>
<b>Other expenditure</b>					
General government	330,169	384,844	292,912	262,412	300,654
Public works	303,494	287,594	293,561	304,598	272,039
Real estate services	46,858	41,395	48,429	43,001	75,139
	<b>680,521</b>	<b>713,833</b>	<b>634,902</b>	<b>610,011</b>	<b>647,832</b>
<b>Total expenses</b>	<b>\$ 3,913,569</b>	<b>\$ 3,872,644</b>	<b>\$ 3,820,905</b>	<b>\$ 3,672,550</b>	<b>\$ 3,590,751</b>

Notes: (1) Figures for 2015 have been restated for the correction of certain tangible capital asset, deferred income tax, capital deposit, and interest expense adjustments identified in 2016.

(2) Figures for 2016 have been restated for the correction of certain tangible capital asset adjustments identified in 2017. Years prior to 2016 have not been restated for these adjustments.

## Financial Position and Net Revenues unaudited 2015 to 2019

(in thousands of dollars)

	2019	2018	2017 <sup>(3)</sup>	2016 <sup>(2)</sup>	2015 <sup>(1)</sup>
			(Restated)	(Restated)	(Restated)
Financial assets	\$ 7,579,593	\$ 7,289,242	\$ 7,055,340	\$ 7,301,551	\$ 7,054,676
Financial liabilities	5,122,483	5,370,638	5,361,302	5,929,908	5,810,378
Net financial assets	2,457,110	1,918,604	1,694,038	1,371,643	1,244,298
Non-financial assets	18,568,296	17,776,479	16,980,420	16,097,912	15,052,646
Accumulated surplus	21,025,406	19,695,083	18,674,458	17,469,555	16,296,944
Annual surplus	\$ 1,330,323	\$ 1,022,018	\$ 1,126,572	\$ 1,204,389	\$ 1,145,119

Notes: (1) Figures for 2015 have been restated for the correction of certain tangible capital asset, deferred income tax, and capital deposit adjustments identified in 2016. Years prior to 2015 have not been restated for these adjustments.  
(2) Figures for 2016 have been restated for the correction of certain tangible capital asset, land inventory and miscellaneous revenue adjustments identified in 2017. Years prior to 2016 have not been restated for these adjustments.  
(3) Figures for 2017 have been restated for the correction of capital deposits, developer contributions, government transfers related to capital, and reserves. Years prior to 2017 have not been restated for these adjustments.

## Acquisition of Tangible Capital Assets 2015 to 2019

(in thousands of dollars)

	2019	2018	2017	2016 <sup>(2)</sup>	2015 <sup>(1)</sup>
				(Restated)	(Restated)
Capital additions	\$ 1,160,353	\$ 1,270,669	\$ 1,344,160	\$ 1,416,262	\$ 1,051,262

Notes: (1) Figures for 2015 have been restated for the correction of certain tangible capital asset adjustments identified in 2016.  
(2) Figures for 2016 have been restated for the correction of certain tangible capital asset adjustments identified in 2017. Years prior to 2016 have not been restated for these adjustments.

## Consolidated Accumulated Surplus unaudited 2015 to 2019

(in thousands of dollars)

	2019	2018	2017 <sup>(5)</sup>	2016 <sup>(3)</sup>	2015 <sup>(1)</sup>
			(Restated)	(Restated)	(Restated)
Operating fund	\$ 110,095	\$ 38,751	\$ 80,955	\$ 37,731	\$ 59,026
Capital fund	341,047	146,082	270,854	217,226	303,958
Reserves	2,493,588	2,299,998	2,032,652	1,975,809	1,915,176
Obligation to be funded in future years (4)	(10,184)	(4,087)	(5,933)	(6,755)	(10,211)
Equity in ENMAX	2,339,699	2,261,350	2,314,000	2,291,308	2,260,205
Local improvements to be funded in future years (2)	62,234	60,715	62,618	67,329	70,583
Equity in non-financial assets	15,688,927	14,892,274	13,919,312	12,886,907	11,698,207
	<b>\$ 21,025,406</b>	<b>\$ 19,695,083</b>	<b>\$ 18,674,458</b>	<b>\$ 17,469,555</b>	<b>\$ 16,296,944</b>

Notes: (1) Figures for 2015 have been restated for the correction of certain tangible capital asset, deferred income tax, capital deposit, and interest expense adjustments identified in 2016. Years prior to 2015 have not been restated for these adjustments.

(2) In 2013, The City adopted PS 3510 prospectively, which resulted in a change in the timing of revenue recognition of certain tax revenues. See Note 1 of the audited consolidated financial statements.

(3) Figures for 2016 have been restated for the correction of certain tangible capital asset adjustments identified in 2017. Years prior to 2016 have not been restated for these adjustments.

(4) Obligation to be funded in future years consists of unfunded liabilities of \$ (2017 – \$5,933) and \$nil (2017 – \$nil) for the landfill rehabilitation provision and liability for contaminated sites, respectively.

(5) Figures for 2017 have been restated for the correction of capital deposits, developer contributions, government transfers related to capital, and reserves. Years prior to 2017 have not been restated for these adjustments.

## Other Financial and Statistical Schedules

### EXPENSES BY OBJECT UNAUDITED

2015 to 2019 (in thousands of dollars)

	2019	2018	2017	2016 <sup>(2)</sup>	2015 <sup>(1)</sup>
				(Restated)	(Restated)
Salaries, wages and benefits	\$ 1,980,167	\$ 1,972,396	\$ 2,012,895	\$ 1,976,054	\$ 1,860,128
Contracted and general services	528,139	523,715	469,470	466,613	456,424
Materials, equipment and supplies	368,262	356,138	369,692	293,747	343,164
Interest charges					
Tax supported	24,946	27,018	31,183	36,632	46,368
Self supported	84,288	83,980	84,291	87,451	84,650
Transfer payments	133,050	122,426	123,837	118,297	114,834
Utilities	104,314	89,605	92,000	81,338	79,283
Amortization	678,251	678,537	628,646	596,106	580,110
Loss on disposal of tangible capital assets	12,152	18,829	8,891	16,312	25,830
<b>Total expenses</b>	<b>\$ 3,913,569</b>	<b>\$ 3,872,644</b>	<b>\$ 3,820,905</b>	<b>\$ 3,672,550</b>	<b>\$ 3,590,791</b>

Notes: (1) Figures for 2015 have been restated for the correction of certain tangible capital asset, deferred income tax, capital deposit, and interest expense adjustments identified in 2016. Years prior to 2015 have not been restated for these adjustments.

(2) Figures for 2016 have been restated for the correction of certain tangible capital asset adjustments identified in 2017. Years prior to 2016 have not been restated for these adjustments.

### CONSOLIDATED INVESTMENTS UNAUDITED

2015 to 2019 (in thousands of dollars)

	2019	2018	2017	2016	2015
<b>Cost:</b>					
Government of Canada	\$ 314,011	\$ 358,864	\$ 448,941	\$ 390,136	\$ 360,775
Other Government	401,467	195,357	427,985	522,641	540,840
Corporate	2,128,282	2,700,491	2,107,337	2,743,537	2,889,837
Global fixed income investments	797,670	401,372	501,720	97,726	–
Equity investments	589,326	382,478	407,774	342,422	326,536
	<b>\$ 4,230,756</b>	<b>\$ 4,038,562</b>	<b>\$ 3,893,757</b>	<b>\$ 4,096,462</b>	<b>\$ 4,117,988</b>
<b>Market Value:</b>					
Government of Canada	\$ 313,910	\$ 369,707	\$ 445,545	\$ 387,989	\$ 362,277
Other government	407,729	195,829	421,092	517,358	542,556
Corporate	2,137,713	2,733,093	2,095,590	2,743,949	2,893,485
Global fixed income investments	803,403	358,748	496,850	97,725	–
Equity investments	631,881	401,215	480,860	406,573	360,635
	<b>\$ 4,294,636</b>	<b>\$ 4,058,592</b>	<b>\$ 3,939,937</b>	<b>\$ 4,153,594</b>	<b>\$ 4,158,953</b>

## Other Financial and Statistical Schedules

### CONSOLIDATED RESERVES UNAUDITED

2015 to 2019 (in thousands of dollars)

	2019	2018	2017 <sup>(3)</sup> (Restated)	2016 <sup>(2)</sup> (Restated)	2015 <sup>(1)</sup> (Restated)
<b>Significant Reserves</b>					
Fiscal stability	\$ 426,189	\$ 617,531	\$ 492,766	\$ 518,830	\$ 488,785
Reserve for future capital	357,467	305,675	305,420	327,014	354,190
Budget savings account	91,251	135,198	157,334	130,103	60,905
Major Capital Projects	400,011	–	–	–	–
Debt servicing	52,570	52,570	52,570	52,570	52,570
Legacy parks	7,889	7,025	8,155	10,558	18,450
Corporate housing reserve <sup>(3)</sup>	33,952	31,622	30,383	29,559	38,205
Real estate services (combined operating & capital)	93,238	77,971	65,831	59,005	63,432
Community investment	61,481	43,704	39,079	102,204	152,379
Opportunity Calgary investment fund	95,853	101,047	55,000	–	–
Calgary building services sustainment	81,707	77,908	86,752	99,114	93,707
Reserve for tax loss provision	–	37,398	37,398	37,398	37,398
Lifecycle maintenance and upgrade	245,554	248,660	171,056	116,123	149,391
Calgary Housing Company <sup>(3)</sup>	28,726	27,653	27,349	27,448	27,426
	<b>\$ 1,975,888</b>	<b>\$ 1,763,962</b>	<b>\$ 1,529,093</b>	<b>\$ 1,509,926</b>	<b>\$ 1,536,838</b>
Other reserve balances will be utilized in future years for the following types of expenses:					
Utilities sustainment <sup>(1) (3)</sup>	\$ 156,957	\$ 175,255	\$ 141,661	\$ 135,131	\$ 83,257
Cash in lieu lifecycle sustainment	42,477	–	–	–	–
Social programs	8,523	8,387	9,084	10,197	10,310
Police services	41,825	44,868	44,209	44,254	38,349
Waste & recycling sustainment <sup>(2)</sup>	67,312	63,083	64,802	48,019	48,809
ENMAX dividend stabilization	14,500	13,000	20,000	20,000	20,000
Other operating	95,463	98,831	104,448	99,520	81,841
Other capital expenditures	90,643	132,612	119,355	108,762	95,772
	<b>517,700</b>	<b>536,036</b>	<b>503,559</b>	<b>465,833</b>	<b>378,338</b>
	<b>\$ 2,493,588</b>	<b>\$ 2,299,998</b>	<b>\$ 2,032,652</b>	<b>\$ 1,975,809</b>	<b>\$ 1,915,176</b>

Notes: (1) In 2015, Corporate housing reserves, Calgary Housing Company reserve, and Utilities sustainment reserves were restated for adjustments identified in 2016. Years prior to 2015 have not been restated for these adjustments.

(2) In 2016, Lifecycle maintenance and upgrade reserves and other operating reserves were reclassified to conform to the current year's presentation. Years prior to 2016 have not been restated for these adjustments.

(3) In 2017, corrections were made to reserves related to capital. Years prior to 2017 have not been restated for these adjustments. Years prior to 2017 have not been restated for these adjustments.

# Taxation and Assessments unaudited 2015 to 2019

(in thousands of dollars unless otherwise stated)

	2019	2018	2017	2016	2015 <sup>(1)</sup> (Restated)
<b>TAX RATES</b>					
Residential					
Municipal and Library	Mills	4.211	3.901	3.963	3.709
Provincial property	Mills	2.443	2.456	2.538	2.465
Non-Residential					
Municipal and Library	Mills	17.775	15.323	13.882	12.155
Provincial property	Mills	4.247	4.103	3.863	3.780
<b>ASSESSED VALUES</b>					
Residential		\$215,899,419	\$214,765,997	\$206,172,452	\$210,448,506
Percentage of total (%)		78.7	76.7	75.6	75.3
Commercial, industrial and farm		\$58,382,878	\$65,306,173	\$66,440,662	\$68,985,390
Percentage of total (%)		21.3	23.3	24.4	24.7
Total assessment		\$274,282,297	\$280,072,170	\$272,613,114	\$279,433,896
<b>TAX LEVIES</b>					
Municipal property taxes					
Residential		\$853,589	\$842,238	\$813,769	\$788,084
Non-residential		968,036	936,707	841,003	820,245
Community Revitalization Levy		39,882	39,582	37,740	41,031
Business taxes		3,500	43,978	88,105	134,601
Revenue in lieu of taxes		207,272	199,292	162,960	147,944
Local improvement levies and special levies		16,476	6,273	11,852	6,294
		\$2,088,755	\$2,068,070	\$1,955,429	\$1,938,199
Provincial property taxes					
Residential		\$539,762	\$527,066	\$532,887	\$520,571
Non-residential		249,949	258,590	250,733	264,742
Revenue in lieu of taxes		7,364	7,196	6,646	6,349
		797,075	792,852	790,266	791,662
Total taxes levied		\$2,885,830	\$2,860,922	\$2,745,695	\$2,729,861
<b>PERCENTAGE OF TOTAL LEVIES</b>					
Property tax					
Residential property		48.28%	47.86%	49.05%	47.94%
Non-residential property		42.21%	41.78%	39.76%	39.75%
Local improvement levies		0.57%	0.22%	0.43%	0.23%
Community Revitalization Levy		1.38%	1.38%	1.37%	1.50%
Business tax		0.12%	1.54%	3.21%	4.93%
Revenue in lieu of taxes		7.44%	7.22%	6.18%	5.65%

Notes: (1) Figures for 2015 have been restated for the correction of tax revenue accounting related adjustments identified in 2016.



# Taxation and Assessments unaudited 2015 to 2019

(in thousands of dollars unless otherwise stated)

	2019	2018	2017	2016	2015
<b>PROPERTY TAX – Continuity</b>					
Taxes receivable, January 1	\$ 48,815	\$ 49,557	\$ 37,234	\$ 38,179	\$ 31,708
Current levies					
Property taxes	2,634,604	2,625,419	2,540,761	2,475,556	2,259,232
Business taxes	(6)	47,940	95,610	141,619	188,238
Non-tax items for collection	1,609	1,061	1,079	931	1,066
Penalties	12,245	11,696	10,631	9,863	8,873
Cancellation of tax arrears	(14,098)	(1,684)	(2,574)	(1,599)	(19,044)
Write-off of taxes	(478)	(1,370)	(468)	(1,157)	(1,416)
Total to be collected	2,682,691	2,732,619	2,682,273	2,663,392	2,468,657
Collections during the year					
Current levies	(2,589,463)	(2,642,847)	(2,604,624)	(2,597,569)	(2,399,612)
Arrears	(40,079)	(40,957)	(28,092)	(28,589)	(30,866)
Subtotal	53,149	48,815	49,557	37,234	38,179
Allowance for doubtful accounts	(100)	(100)	(140)	(500)	(1,000)
Taxes receivable, December 31	\$ 53,049	\$ 48,715	\$ 49,417	\$ 36,734	\$ 37,179
Percentage of current taxes collected (%)	96.52%	96.71%	97.11%	97.53%	97.20%
Taxes outstanding as a percentage of the current year levy (%)	2.02%	1.83%	1.88%	1.42%	1.56%
<b>Other Major Tax Levies:</b>					
Revenue in lieu of taxes					
Municipal consent and access fee	\$ 142,450	\$ 136,078	\$ 95,690	\$ 88,410	\$ 113,629
Franchise fees	62,039	57,460	61,779	54,089	57,045
Governments					
Provincial	5,951	9,126	8,291	8,655	8,459
Federal	3,380	3,013	3,045	2,615	2,150
	\$ 213,820	\$ 205,677	\$ 168,805	\$ 153,769	\$ 181,283
<b>Net Taxes Available For Municipal Purposes:</b>					
Property taxes	\$ 2,611,336	\$ 2,564,601	\$ 2,438,392	\$ 2,393,642	\$ 2,219,421
Community Revitalization Levy	39,882	39,582	37,740	41,031	38,785
Business taxes	3,500	43,978	88,105	134,601	196,184
Revenue in lieu of taxes	214,636	206,488	169,606	154,293	184,722
Local improvement levies and special taxes	16,476	6,273	11,852	6,294	6,926
	2,885,830	2,860,922	2,745,695	2,729,861	2,646,038
Less: Provincial property taxes:					
Current year levy	(795,866)	(780,499)	(785,126)	(784,791)	(715,164)
Prior year levy	(1,209)	(12,353)	(5,140)	(6,871)	(4,656)
Net taxes available for municipal use	\$ 2,088,755	\$ 2,068,070	\$ 1,955,429	\$ 1,938,199	\$ 1,926,218

# Continuity of Long-Term Debt unaudited 2015 to 2019

(in thousands of dollars unless otherwise stated)

	2019	2018	2017	2016	2015
Opening Balance	\$ 2,888,831	\$ 3,066,263	\$ 3,216,672	\$ 3,360,602	\$ 3,626,177
<b>New issues or additions during the year</b>					
Tax supported					
Debentures	45,181	–	1,044	5,097	7,262
Capital leases	70,489	–	–	20,000	–
	115,670	1,044	25,097	7,262	4,509
Self supported					
Debentures	172,823	123,713	254,978	223,779	193,686
Local improvement debentures	4,117	3,638	4,548	5,930	4,023
Capital leases	–	–	–	(1,174)	–
Mortgages and other debt	(43)	153	2,959	25,969	12,470
	176,897	127,504	262,485	254,504	210,179
Self sufficient tax supported					
Debentures	16,500	26,000	26,500	28,000	5,000
	16,500	26,000	26,500	28,000	5,000
<b>Debt repaid during the year</b>					
Tax supported					
Debentures	(38,612)	(41,385)	(44,711)	(44,934)	(45,686)
Capital leases	(1,085)	–	–	(20,000)	–
	(39,697)	(41,385)	(44,711)	(64,934)	(45,686)
Self supported					
Debentures	(169,660)	(170,603)	(153,898)	(141,881)	(149,351)
Local improvement debentures	(7,933)	(7,451)	(6,938)	(7,669)	(6,281)
Capital leases	–	–	–	(364)	(865)
Mortgages and other debt	(2,640)	(25,301)	(2,987)	(6,169)	(4,938)
	(180,232)	(203,355)	(163,823)	(156,083)	(161,435)
Self sufficient tax supported					
Debentures	(94,521)	(86,196)	(231,904)	(230,514)	(280,895)
	(94,521)	(86,196)	(231,904)	(230,514)	(280,895)
<b>Increase (Decrease)</b>					
Tax supported	75,973	(41,385)	(43,667)	(39,837)	(38,424)
Self supported	(3,336)	(75,851)	98,662	98,421	48,744
Self sufficient tax supported	(78,021)	(60,196)	(205,404)	(202,514)	(275,895)
<b>Net Increase during the year</b>	(5,384)	(177,432)	(150,409)	(143,930)	(265,575)
<b>Closing balance</b>	\$ 2,883,447	\$ 2,888,831	\$ 3,066,263	\$ 3,216,672	\$ 3,360,602
Debt servicing as a per cent of operating expenditures (net of recoveries), tax supported	1.5	1.9	1.9	2.2	2.3
Percentage of legal debt limit as per Municipal Government Act [see Note 14 f)]	35.8	36.4 <sup>(1)</sup>	39.8	43.2	45.3

Notes: (1) The 2018 total debt limit value was understated and the associated percentage has been revised. This change is for disclosure purposes only and does not change the previously reported Statement of Financial Position or Operations.

# Continuity of Long-Term Debt unaudited 2015 to 2019

(in thousands of dollars unless otherwise stated)

	2019	2018	2017	2016	2015
<b>Tax Supported</b>					
Facility management	\$ 28,349	\$ 34,089	\$ 39,713	\$ 45,139	\$ 50,373
Fire	1,299	1,522	1,903	2,319	2,486
Parks and recreation	225,878	240,942	255,498	268,575	282,239
Public housing	3,030	3,440	3,829	4,200	4,552
Roads	53,565	66,427	82,229	97,882	109,670
Societies & related authorities	9,190	10,269	11,335	12,363	13,378
Waste & recycling services	2,835	3,190	3,527	3,848	4,154
Public transit	112,499	5,612	8,842	16,217	23,528
Corporate analytics & innovation	4,819	–	–	–	–
	<b>441,464</b>	<b>365,491</b>	<b>406,876</b>	<b>450,543</b>	<b>490,380</b>
Tax supported, % of total	15.3	12.6	13.3	14.0	14.6
Per capita, tax supported	\$ 343	\$ 288	\$ 326	\$ 365	\$ 398
<b>Self Supported</b>					
Calgary Arts Development Authority	\$ 692	\$ 2,600	\$ 2,000	\$ –	\$ –
Calgary Economic Development Ltd.	–	–	11,949	12,313	–
Calgary Parking Authority	813	1,324	1,810	2,273	3,123
Calhome Properties Ltd.	8,667	10,056	12,601	16,476	15,206
Lindsay Park Sports Society (operating as Repsol Sport Centre)	176	519	851	1,171	1,480
St. Mary's University College	3,901	4,105	4,303	4,496	4,683
Water services & resources	1,889,928	1,873,995	1,905,947	1,917,288	1,846,166
Facility management	6	7	8	9	10
Fleet services	137,337	141,438	153,573	127,866	113,896
Parks and recreation	349	729	1,748	2,911	4,164
Public housing	5,372	6,471	7,493	8,686	9,799
Real estate services	9,580	9,580	9,580	9,580	9,580
Roads	59,732	63,457	67,184	69,491	71,152
Societies & related authorities	521	611	696	777	855
Waste & recycling services	114,587	120,105	131,105	38,849	33,651
	<b>2,231,661</b>	<b>2,234,997</b>	<b>2,310,848</b>	<b>2,212,186</b>	<b>2,113,765</b>
Self supported, % of total	77.4	77.4	75.3	68.8	62.9
Per capita, self supported	\$ 1,735	\$ 1,764	\$ 1,843	\$ 1,791	\$ 1,717
<b>Self Sufficient Tax supported</b>					
CMLC	\$ 210,322	\$ 217,843	\$ 208,039	\$ 193,443	\$ 175,957
MSI	–	70,500	140,500	360,500	580,500
	<b>210,322</b>	<b>288,343</b>	<b>348,539</b>	<b>553,943</b>	<b>756,457</b>
Self sufficient tax supp, % of total	7.3	10.0	11.4	17.2	22.5
Per capita, self sufficient tax supported	\$ 164	\$ 228	\$ 280	\$ 448	\$ 615
<b>Total City debt</b>	<b>2,883,447</b>	<b>2,888,831</b>	<b>3,066,263</b>	<b>3,216,672</b>	<b>3,360,602</b>
ENMAX debt	1,283,320	1,185,380	1,078,522	1,145,184	1,211,055
<b>Total debt attributable to The City</b>	<b>\$ 4,166,767</b>	<b>\$ 4,074,211</b>	<b>\$ 4,144,785</b>	<b>\$ 4,361,856</b>	<b>\$ 4,571,657</b>

## Demographic and Other Information unaudited 2015 to 2019

	2019	2018	2017	2016	2015
<b>Population, per April civic census</b>	<b>1,285,711</b>	1,267,344	1,246,337	1,235,171	1,230,915
Change due to natural increase	<b>8,807</b>	9,419	10,192	10,783	10,812
Change due to net migration	<b>9,560</b>	11,588	974	(6,527)	24,909
<b>Dwelling Units, per April civic census</b>					
Total number of units	<b>521,257</b>	515,391	506,392	499,222	492,623
Number of vacancies	<b>19,892</b>	19,408	471,176	20,843	12,526
Owner occupancy rate (%)	<b>66.4</b>	68.2	68.8	69.8	69.2
<b>Housing Activity</b>					
Annual applications for residential units					
Total residential	<b>12,232</b>	10,233	8,122	11,064	12,355
Change (%)	<b>19.5</b>	26.0	(26.6)	(10.4)	(17.8)
Single family	<b>2,685</b>	2,750	4,199	2,630	2,714
Change (%)	<b>1.3</b>	(34.5)	59.7	(3.1)	(51.4)
MLS average selling price (\$) <sup>(i)</sup>	<b>457,046</b>	477,963	487,505	479,452	469,399
New housing price inflation (%) <sup>(ii)</sup>	<b>(0.2)</b>	(0.4)	0.0	(0.9)	1.1
<b>Building Permits, applied for</b>					
Number of applications	<b>15,954</b>	16,298	16,434	15,144	16,667
Change (%)	<b>(2.1)</b>	(0.9)	8.5	(9.1)	(14.7)
Value, in thousands of dollars	<b>\$ 5,166,275</b>	\$ 4,402,053	\$ 4,574,171	\$ 4,651,963	\$ 6,285,485
Change (%)	<b>17.4</b>	(3.8)	(1.6)	(26.0)	(3.4)
<b>Inflation, CPI annual increases (%) <sup>(ii)</sup></b>					
Calgary	<b>1.4</b>	2.4	1.6	1.0	1.2
Alberta	<b>1.8</b>	2.4	1.6	1.1	1.1
Canada	<b>1.9</b>	2.3	1.6	1.4	1.1
<b>Unemployment Rate (%) <sup>(ii)</sup></b>					
Calgary	<b>7.1</b>	7.6	8.7	9.1	6.2
Alberta	<b>6.9</b>	6.7	7.8	8.1	6.0
Canada	<b>5.7</b>	5.9	6.3	7.0	6.9

### Top ten industries in Calgary (by the number of residents employed) <sup>(ii)</sup>

1 Trade	6 Educational Services
2 Health Care and Social Assistance	7 Transportation and Warehousing
3 Professional, Scientific and Technical Services	8 Transportation
4 Construction	9 Forestry, Fishing, Mining, Oil and Gas
5 Accommodation and Food Services	10 Manufacturing

External Sources:

(i) Calgary Real Estate Board

(ii) Statistics Canada

## Demographic and Other Information unaudited 2015 to 2019

	2019	2018	2017	2016	2015 <sup>(3)</sup> (Restated)
<b>Revenue sources – City general<sup>(1)</sup></b>	<b>\$ 2,874,525</b>	<b>\$ 2,731,717</b>	<b>\$ 2,612,149</b>	<b>\$ 2,860,289</b>	<b>\$ 2,890,388</b>
As a % of revenue					
Taxes and revenue in lieu of taxes	<b>63.11</b>	64.86	63.09	67.76	66.64
General	<b>31.83</b>	28.19	29.67	25.07	26.13
Utilities and related authorities contributions	<b>0.00</b>	1.92	2.00	2.32	2.35
Government transfers	<b>3.32</b>	3.57	3.40	3.21	2.94
Dividends from ENMAX	<b>1.74</b>	1.46	1.84	1.64	1.94
<b>Interest charges – City general</b>					
As a % of operating expenses					
Before subsidy	<b>3.60</b>	3.69	3.86	3.97	4.18
After subsidy	<b>3.60</b>	3.69	3.86	3.97	4.18
<b>Interest charges – consolidated</b>					
Before subsidy (000s)	<b>\$ 109,537</b>	\$ 111,337	\$ 115,847	\$ 110,899	\$ 113,629
Share of operating expenses (%)	<b>3.4</b>	3.5	3.6	3.9	4.0
After subsidy (000s)	<b>\$ 109,537</b>	\$ 111,122	\$ 115,610	\$ 110,660	\$ 113,459
Share of operating expenses (%) (net of subsidy)	<b>3.5</b>	3.5	3.6	3.9	4.0
<b>Debt service limit (principal + interest)</b>					
Total debt service limit	<b>\$ 1,449,161</b>	\$ 1,430,264 <sup>(4)</sup>	\$ 1,386,287	\$ 1,337,148	\$ 1,331,199
Total debt service	<b>\$ 369,416</b>	359,705	362,341	\$348,569	\$554,584
Percentage used (%)	<b>25.5</b>	25.2	26.1	26.1	41.7
<b>Debt limit<sup>(2)</sup></b>					
Total debt limit (000s)	<b>\$ 8,280,921</b>	\$ 8,172,936 <sup>(4)</sup>	\$ 7,921,642	\$ 7,640,844	\$ 7,606,852
Total debt (000s)	<b>\$ 2,961,444</b>	\$ 2,976,209	\$ 3,149,658	\$ 3,303,092	\$ 3,447,143
Percentage used (%)	<b>35.8</b>	36.4	39.8	43.2	45.3
<b>Municipal full-time equivalents – (excluding ENMAX)</b>					
Total full-time equivalents – City	<b>15,790</b>	15,918	15,790	15,554	15,324
Total full-time equivalents – Related authorities	<b>1,213</b>	1,150	1,171	1,089	979
Full-time equivalents per 1,000 population – City	<b>12.3</b>	12.6	12.7	12.6	12.4
Full-time equivalents per 1,000 population – Related authorities	<b>0.94</b>	0.91	0.94	0.88	0.80
Area, square kilometres	<b>848</b>	848	848	848	848
Km of roads (lane km)	<b>20,999</b>	21,216	20,472	20,288	19,956
Km of roads (centreline km)	<b>8,211</b>	8,092	8,009	7,945	7,815
Transit passenger trips, annual (000s)	<b>106,485</b>	105,328	101,929	102,499	109,974
Km of wastewater mains	<b>4,845</b>	4,811	4,756	4,695	4,678
Km of water mains	<b>5,288</b>	5,262	5,165	5,060	5,012
Km of storm drainage mains	<b>5,373</b>	5,319	5,242	5,157	5,091

Notes: (1) Figures (000s) are before consolidating eliminations.

(2) Calculations as prescribed by The Province of Alberta, regulations 255/2000 and 165/2011, and does not include debt attributable to ENMAX.

(3) Figures for 2015 have been restated for the correction of certain tangible capital asset, deferred income tax, capital deposit, and interest expense adjustments identified in 2016.

(4) The 2018 total debt limit and total debt service limit values were understated and have been revised including associated percentages. This change is for disclosure purposes only and does not change the previously reported Statement of Financial Position or Operations.









**Audit Resource Management Report to  
Audit Committee  
2020 April 20**

**ISC: UNRESTRICTED  
AC2020-0433**

**2019 External Auditor Year-End Report**

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**EXECUTIVE SUMMARY**

This is the External Auditor, Deloitte LLP's annual year-end report to Audit Committee on the 2019 independent external audit of the consolidated financial statements of The City of Calgary.

**ADMINISTRATION RECOMMENDATION:**

That the Audit Committee:

1. Conduct a Closed Meeting discussion with the External Auditor and keep that discussion confidential pursuant to Sections 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2025 April 20;
2. Receive this Report and Attachment for the Corporate Record and consider them in conjunction with Report AC2020-0432, The City of Calgary 2019 Annual Report;
3. Direct that this Report and Attachment be forwarded to the 2020 April 27 Combined Meeting of Council as an item of Urgent Business;
4. Recommend that Council receives Report AC2020-0433, 2019 External Auditor's Year-End Report, and the Attachment, for the Corporate Record; and
5. Keep the Closed Meeting discussions with the External Auditor confidential pursuant to Sections 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2025 April 20.

**PREVIOUS COUNCIL DIRECTION / POLICY**

The Audit Committee approved Report AC2019-0936, External Auditor 2019 Audit Service Plan and Fees at their 2019 July 23 Meeting, which was received for information by Council at their 2019 September 9 Combined Meeting.

The Audit Committee Bylaw 48M2012, states that Audit Committee:

"pre-approves all audit and non-audit services performed by the External Auditor. However, the Audit Committee Chair can pre-approve additional audit or non-audit services, performed by the External Auditor, up to \$25,000 total annually. Any approvals by the Chair will be reported to the Audit Committee as part of the Audit Committee Quarterly Status Report;"

Schedule "B", Section 1(a)

"in conjunction with Administration's presentation of the annual financial statements, receive and review the External Auditor's annual audit report. This report is to be forwarded to Council for information."

Schedule "B", Section 1(e)

**Audit Resource Management Report to  
Audit Committee  
2020 April 20**

**ISC: UNRESTRICTED  
AC2020-0433**

**2019 External Auditor Year-End Report**

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**BACKGROUND**

In accordance with the approved External Auditor's 2019 Audit Service Plan, Deloitte LLP has completed their independent audit of the financial statements of The City of Calgary for the year ended 2019 December 31.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

This is an independent audit of the consolidated financial statements of The City of Calgary for the year ended 2019 December 31. The attachment summarizes the scope of the audit, the findings to date and reviews certain other matters of interest to the Audit Committee.

This Report should be forwarded as an Item of Urgent Business to Council at their 2020 April 27 Combined Meeting. This enables The City to meet the requirements of Section 276(3) of the *Municipal Government Act*, with respect to the deadline of May 1<sup>st</sup> for making the financial statements and auditor's report of the financial statements available to the public.

**Stakeholder Engagement, Research and Communication**

The External Auditor, Deloitte LLP, conducted an independent audit of the City of Calgary's consolidated financial statements.

**Strategic Alignment**

This report supports Council's priority of a well-run City.

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

Not applicable.

**Financial Capacity**

**Current and Future Operating Budget:**

There is a line item in the Audit Committee budget for the service fees for the External Auditor.

**Current and Future Capital Budget:**

There are no capital budget implications for this Report.

**Risk Assessment**

Council should receive the 2019 External Auditor's Year-End Report at their 2020 April 27 Combined Meeting to meet the May 1<sup>st</sup> deadline established by Section 276(3) of the *Municipal Government Act* to provide the financial statements to the public.

**REASON FOR RECOMMENDATION:**

The 2019 External Auditor's Year-End Report is to be received and reviewed by Audit Committee, in conjunction with Administration's presentation of the annual financial statements (The City of Calgary 2019 Annual Report, AC2020-0432), prior to being forwarded to Council.

**ATTACHMENT**

Deloitte, The City of Calgary, Report to the Audit Committee on the 2019 audit



**The City of Calgary**  
Report to the Audit Committee on the  
2019 audit

April 20, 2020

April 13, 2020

To the Audit Committee of The City of Calgary

## **Report on audited annual financial statements**

Dear Audit Committee members:

We are pleased to submit this report on the status of our audit of The City of Calgary ("The City") for the 2019 fiscal year. This report summarizes the scope of our audit, our findings to date and reviews certain other matters that we believe to be of interest to you.

As agreed in our master services agreement dated July 25, 2018 ("MSA") and confirmation of changes to the MSA dated July 23, 2019, we have performed an audit of the financial statements of The City of Calgary as of and for the year ended December 31, 2019, in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). We expect to issue our audit report thereon dated April 27, 2020.

Our audit has been conducted in accordance with the audit plan that was presented to the Audit Committee at the meeting on July 23, 2019.

This report is intended solely for the information and use of the Audit Committee, Administration and others within The City and is not intended to be, and should not be, used by anyone other than these specified parties.

We look forward to discussing this report summarizing the outcome of our audit with you and answering any questions you may have.

Yours truly,



Chartered Professional Accountants

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# Our audit explained

This report summarizes the main findings arising from our audit to date.

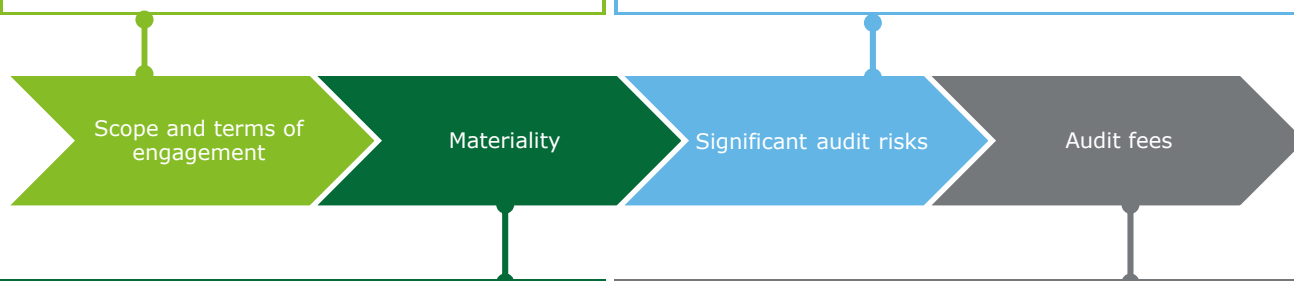
## Audit scope and terms of engagement

We have been asked to perform an audit of The City's consolidated financial statements (the "financial statements") prepared in accordance with Canadian public sector accounting standards ("PSAS") as at and for the year ended December 31, 2019. Our audit was conducted in accordance with Canadian generally accepted auditing standards ("Canadian GAAS").

The terms and conditions of our engagement are described in the MSA dated July 25, 2018 and Confirmation of Changes to the MSA dated July 23, 2019, which was signed on behalf of the Audit Committee and Administration.

## Significant audit risks

Through our risk assessment process, we have identified the significant audit risks. These risks of material misstatement and related audit responses are discussed in the significant audit risks section of this report.



## Materiality

We are responsible for providing reasonable assurance that your financial statements as a whole are free from material misstatement.

Materiality levels are determined on the basis of consolidated budgeted operating expenses. Our materiality for the year ended December 31, 2019 was \$65,000,000 (2018, \$60,000,000).

We have informed the Audit Committee of all uncorrected misstatements greater than a clearly trivial amount of 5% of materiality and any misstatements that are, in our judgment, qualitatively material. In accordance with Canadian GAAS, we asked that any misstatements be corrected.

## Audit fees

In our audit plan, we communicated our proposed audit fees of \$272,000 (2018, \$270,000) for the audit of the consolidated financial statements, plus the following additional amounts:

- \$4,600 for the Municipal Information Return
- \$1,800 for the audit of Funds Held in Trust
- \$5,000 for the audit of the implementation of PS 3260, *Liability for contaminated sites*
- \$5,000 for audit procedures related to the P3 agreement - Stoney Transit Facility
- \$18,500 for the consolidation of the related authorities
- \$7,500 for adoption of new accounting standard PS 3430, *Restructuring Transactions*

### Total Fees – The City of Calgary and related entities

The total fees charged for The City and related entities during the period covered by the financial statements are \$1,803,482 (2018, \$2,413,231). Refer to Appendix 4 for further details on these fees.

**Status and outstanding matters**

We expect to be in a position to render our audit opinion dated April 27, 2020 on the financial statements of The City following approval of the financial statements by the Audit Committee and City Council and the completion of the following outstanding procedures:

- Completion of review and tie-in of final version of financial statements, including updated versions of related authority financial statements
- Completion of our subsequent events review to April 27, 2020
- Receipt of signed Administration representation letter
- Internal and external legal update to April 20, 2020
- Review of the final version of the financial statements and financial statement discussion and analysis for changes, if any
- Approval of the financial statements by City Council at the recommendation of the Audit Committee
- Finalization of quality assurance review

**Uncorrected misstatements**

In accordance with Canadian GAAS, we request that all misstatements be corrected. A summary of uncorrected misstatements have been included in Appendix 5.

**Going concern**

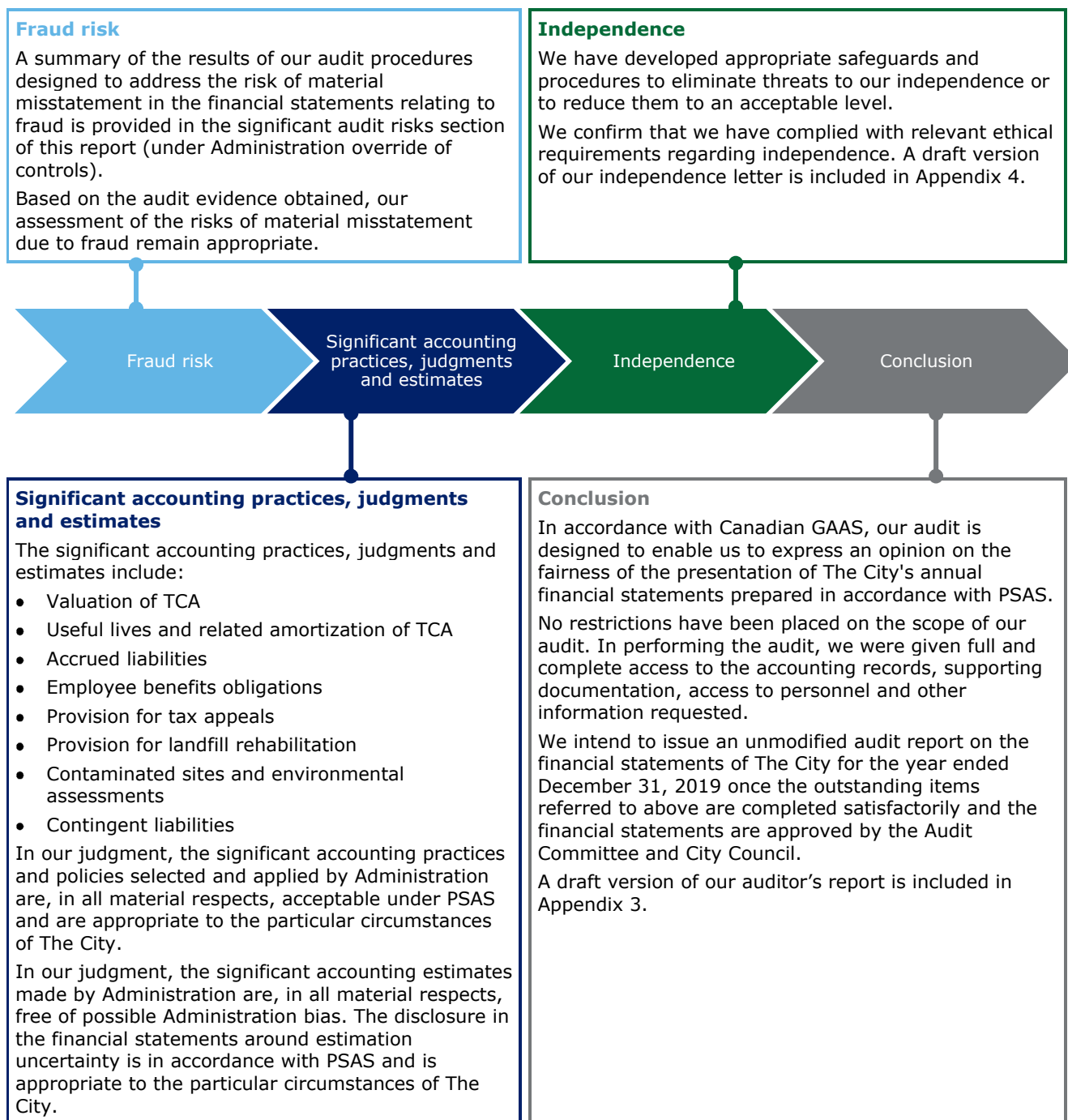
Administration has completed its assessment of the ability of The City to continue as a going concern and in making its assessment did not identify any material uncertainties related to events or conditions that may cast significant doubt upon The City's ability to continue as a going concern. We agree with Administration's assessment.

**Business Insights**

During the course of our audit, we examined the accounting and internal controls employed by The City. We have not identified any matters resulting from the 2019 audit. We will provide an update to the prior year recommendations at the June 11, 2020 Audit Committee meeting.

**Uncorrected disclosure misstatements**

There are no disclosure misstatements identified.



# Significant audit risks

The significant audit risks identified as part of our risk assessment, together with our planned responses and conclusions, are described below. These are consistent with significant audit risks presented in our Audit Plan.

## Tangible Capital Assets

### Audit risk

Completeness and valuation of Tangible Capital Assets ("TCA").

### Our audit response

- We audited The City's TCA additions, disposals and amortization along with related disclosures. Our testing included, on a sample basis, reviewing amounts included in the current year transactions to ensure only amounts that meet the definition of capital are included and are appropriately valued.
- We tested a sample of items recorded as repairs and maintenance to ensure these amounts were appropriately expensed.
- We reviewed Administration's assessment of impairment indicators of TCA. We assessed impairment indicators of TCA and considered the need and amount for potential writedowns.
- We tested TCA work in progress ("WIP") additions to ensure these WIP additions were appropriately accounted for as WIP.
- We also tested the aging of TCA projects to ensure appropriate accounting treatment of those projects in the year-end financial statements.

### Audit results

Administration identified an immaterial prior period TCA misstatement (refer to Appendix 5 for details).

We obtained sufficient audit evidence to conclude that there were no material misstatements.

## Administration override of controls

### Audit risk

Under Canadian Auditing Standards, it is the responsibility of Administration, with the oversight of those charged with governance to place a strong emphasis on fraud prevention and detection. Oversight by those charged with governance includes considering the potential for override of controls or other inappropriate influence over the financial reporting process.

Administration override of controls is present in all entities. It is a risk of material misstatement resulting from fraud and therefore is considered as a significant risk.

This represents a fraud risk for the 2019 audit.

### Our audit response

- We engaged in periodic fraud discussions with certain members of senior Administration and others, including The City Auditor, City Manager and the Audit Committee.
- We considered the potential for bias in judgments and estimates, including performing retrospective analysis of significant accounting estimates.
- We evaluated the business rationale for any significant unusual transactions.
- We evaluated The City's fraud risk assessment and considered entity-level internal controls and internal controls over the closing and reporting process.
- We tested journal entries that exhibited characteristics of possible Administration override of controls identified.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements.

## New Accounting Standards

### Risk identified

The following accounting standard is required to be adopted for the year ending December 31, 2019:

- Section PS 3430, *Restructuring transactions*

There is a risk that the application of this standard is not consistent or compliant with the guidance provided within the standards.

### Our audit response

- We reviewed The City's methodology and process for application and adoption of the standard, which included a review of the position paper prepared by Administration.
- We also reviewed the disclosure in the year-end financial statements to ensure compliance with the applicable accounting standards.

### Audit results

We concur Administration's assessment that this does not have an impact on the City's financial statements.

## Capital Deposits – Revenue Recognition

### Risk identified

Revenue relating to government funding and private contributions is not recognized in the correct period, as expenditures are incurred.

### Our audit response

- We applied audit procedures to revenue recognition of capital deposits relating to both government funding and private contributions. Our testing included, on a sample basis, reviewing amounts included in the current year transactions to ensure only amounts that meet the revenue recognition criteria under PSAS are recognized as revenue.
- We obtained capital deposit contracts to ensure that the revenue recorded aligns with the stipulations in the contract.
- We applied audit procedures to test the completeness of revenue by reviewing budget deficits in Q1 2020 to determine if grant funding has been applied in the appropriate period.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements.



# Areas of focus

## Public Private Partnership (“P3”) Agreements

### Audit risk

P3 agreements can include a number of complex underlying accounting treatments, which require an in-depth, detailed analysis to ensure all accounting and financial reporting matters impacting the consolidated financial statements, are taken into consideration. As there is currently no specific accounting standard under PSAS which provides accounting and financial reporting guidance, an entity is required to complete its own analysis specific to the agreement entered into in conjunction with existing accounting standards.

The Stoney Transit Facility was completed and operational in 2019.

Due to the highly complex nature of P3 agreements and the related accounting implications there is a risk the accounting for these transactions is not complete or accurate. There is also a risk that the financial statement presentation and disclosure is not complete.

### Our audit response

- We applied audit procedures on the accounting transactions for the P3 agreements to ensure that these transactions had been accurately and completely recorded in the year-end financial statements in accordance with Administration’s proposed accounting treatment and applicable accounting standards.
- We reviewed the disclosure in the year-end financial statements to ensure this was in compliance with applicable accounting standards.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements.

## PS 3260, Liability for contaminated sites

### Audit risk

Completeness and accuracy of the liability for contaminated sites.

### Our audit response

- We reviewed The City’s methodology for application of this standard on City owned land and property.
- We audited the assumptions and the calculation of the liability associated with the potential remediation costs.
- We also reviewed The City’s assessment of all sites identified as having a high risk of contamination.
- We reviewed financial statement disclosure to ensure consistency with accounting guidance.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements.

**PS 3270, Solid waste landfill closure and post-closure liability****Risk identified**

Valuation of environmental liabilities and asset retirement obligations, relating to the accrual of post closure landfill liabilities.

**Our audit response**

- We reviewed The City's estimates of post-closure landfill liabilities.
- We reviewed City Council minutes and legal confirmations, held discussions with Administration and relied on our knowledge of business to ensure completeness of the liability.
- We reviewed Administration's estimates and assumptions for reasonability and performed tests of details on the transactions during the year.
- We required representations signed by Administration confirming that all environmental liabilities and clean-up costs are complete and appropriately disclosed.

**Audit results**

We obtained sufficient audit evidence to conclude that there were no material misstatements.

**Funding contracts****Audit risk**

Disclosure and completeness of liabilities and commitments under funding contracts provided by The City.

**Our audit response**

- We reviewed Administration's assessment of liabilities and commitments required to be recorded or disclosed under agreements entered into during the year.
- We tested a sample of funding contracts entered into during the year to assess Administration's treatment and appropriate recording of these transactions.
- We also assessed the completeness of the balances via review of City Council minutes and performed a search for unrecorded liabilities as well as a review of prior year estimates.

**Audit results**

We obtained sufficient audit evidence to conclude that there were no material misstatements.

**Related parties (authorities / subsidiaries / civic partners)****Audit risk**

Completeness and disclosure of the accounting for organizations included in the government reporting entity (related authorities or subsidiaries).

**Our audit response**

- We reviewed The City's accounting policies and any changes therein related to its related parties.
- We verified that the related parties had been accounted for and disclosed in accordance with The City's accounting policies and PSAS and performed separate audits of significant related parties.
- We audited all material balances relating to the related parties.
- We applied audit procedures to the two new entities identified by Administration in 2019 as possibly meeting the criteria for consolidation under PSAS guidance. We concur with Administration's conclusion that none of these entities met the criteria for consolidation.

**Audit results**

We obtained sufficient audit evidence to conclude that there were no material misstatements.

**Litigation accruals and contingencies****Audit risk**

Completeness and accuracy of claims and litigation matters of The City and its related authorities.

**Our audit response**

- We enquired with The City's legal department and City Solicitor to determine the status of outstanding legal matters.
- We reviewed legal correspondence from The City Solicitor and external legal counsel (if applicable) and discussed the status of outstanding legal matters with Administration and others, as necessary.
- We then worked with Administration to assess the appropriateness of any contingent liabilities and financial statement disclosures.

**Audit results**

We obtained sufficient audit evidence to conclude that there were no material misstatements.

## Government grants and transfers

### Audit risk

Accounting and disclosure of government grants and transfers.

### Our audit response

- We tested a sample of funding agreements to determine if the contract required financial statement disclosure.
- We tested a sample of federal and provincial transfer payments received during the year to fund specific projects.
- We reviewed the related funding agreements to ensure funds were used for their intended purpose and that revenue was recognized in the appropriate period, including deferred revenue.
- We reviewed deferred revenue for compliance with the applicable PSAS guidance.
- We tested expenditures and ensured that the corresponding revenue has been recognized.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements.

## Tax revenue

### Audit risk

Completeness and accuracy of the accounting for tax revenue.

### Our audit response

- We performed reasonability tests on tax revenue balances.
- We reviewed and tested the tax revenue business cycle process controls.
- We completed data analytical testing on the property tax revenues for the year ended December 31, 2019.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements.

## Reserves

### Audit risk

Completeness and accuracy of the recording and presentation of reserves.

### Our audit response

- We tested expenditures charged to each reserve and vouched a sample of expenditures to invoices to verify that the transaction was within the terms and conditions approved by City Council.
- We also reviewed the completeness and accuracy of the financial statement disclosures relating to reserves.

### Audit results

We obtained sufficient audit evidence to conclude that there were no material misstatements.

**Long-term debt, pension liability, contractual and other long term obligations****Audit risk**

Disclosure and completeness of long-term debt, pension liability, contractual and other long-term obligations.

**Our audit response**

- We reviewed the completeness and accuracy of the financial statement disclosures relating to The City's long-term debt, pension liability, and contractual and other long-term obligations.
- We ensured that these disclosures were in accordance with PSAS guidance.

**Audit results**

We obtained sufficient audit evidence to conclude that there were no material misstatements.

**Non-standard transactions****Audit risk**

Completeness and accuracy of non-standard transactions.

Non-standard transactions are inherently riskier as there is no precedence for which to account for these items. Examples of non-standard transactions may include but are not limited to; consolidation entries, transactions with related authorities, transfer of lands to/from the Province, transfer of corporate properties between business units and the purchase and sale of properties.

**Our audit response**

- We noted no new non-standard transactions that have occurred during the year.

**Audit results**

Not applicable.

**Adoption of future accounting standards****Audit risk**

Future accounting standards are required to be adopted by The City in the near future. Many of these standards are highly complex, require significant planning and resource allocation and impact a number of business units. There is a risk that the adoption of the new standards is not compliant with guidance within the standards or is not completed to meet the required adoption deadline.

**Our audit response**

- We reviewed the workplan developed by Administration to ensure the following are included in the workplan:
  - Roles and responsibilities of business units and Corporate Finance Reporting personnel;
  - Deliverables and key internal reporting deadlines; and
  - Implementation and delivery of training sessions for those business units and finance personnel responsible for the implementation of the accounting standards.

**Audit results**

We will continue to work with Administration as we get closer to the implementation stage of the future accounting standards.

# Internal control matters

As part of our financial statement audit, we are required to consider many components of internal controls, which assist us in determining the risks of material misstatement and the identification of internal controls that will be relevant for our audit. Not all controls are relevant to every audit. For example, some internal controls may exist to address operational risks. For those controls deemed relevant to our audit, we evaluated the design of these controls and determined whether they were implemented. The procedures undertaken during this process allow us to consider whether or not our audit strategy will further rely on the operating effectiveness of those identified internal controls. In such cases, we would go beyond evaluating the design of relevant controls and determining whether they have been implemented to also test whether the controls on which we intend to rely are operating effectively throughout the period of reliance. The determination of whether or not we will test the operating effectiveness of controls is determined on an engagement by engagement basis. In our audit of The City's financial statements, we planned to and were able to rely on certain key and relevant internal controls in the following areas, for which we tested the design, implementation and operating effectiveness:

- Property and Business Tax Revenues and Receivables
- Accounts Payable
- Fines and Penalties Revenue
- Franchise Fee Revenue
- Licences and Permits Revenue

For all others areas, we tested only the design and implementation of controls. Canadian GAAS require us to report to the Audit Committee any significant deficiencies that have come to our attention. We did not note any significant deficiencies during the course of our audit in the areas listed above.

Our audit was not designed to provide a high degree of assurance that significant deficiencies, if any, would be detected.

Due to the impact of COVID-19, for fiscal 2020, Administration may need to implement new internal controls or modify existing controls. Administration will need to consider the effectiveness of controls, including assessing any break-down of review-type controls due to the inability of individuals to perform control duties due to personnel working remotely or absences (eg. time off taken by individuals to care for family/young children). If an existing control cannot be performed, Administration may need to identify alternative controls to compensate for this control.



# Other reportable matters

The following summarizes the status and findings of key aspects of our audit. In the appendices to this report, we have provided additional information related to certain matters we committed to report to the Audit Committee as part of the audit plan.

	Comment				
<b>Changes to the audit plan</b>	The audit was conducted in accordance with the audit plan presented to the Audit Committee on July 23, 2019, with the exception of applying additional procedures on the two new related authorities to determine if consolidation was required. The details of these has been discussed earlier in this report.				
<b>Use of the work of specialists and experts</b>	As planned, Deloitte and external specialists and experts assisted in the audit to the extent we considered necessary: <table> <tr> <td><b>IT specialists:</b></td><td>Assisted in the assessment of the adequacy and effectiveness of internal controls related to information systems</td></tr> <tr> <td><b>Actuarial experts:</b></td><td>AON Hewitt assisted in the assessment of the valuation of The City's pension liability</td></tr> </table>	<b>IT specialists:</b>	Assisted in the assessment of the adequacy and effectiveness of internal controls related to information systems	<b>Actuarial experts:</b>	AON Hewitt assisted in the assessment of the valuation of The City's pension liability
<b>IT specialists:</b>	Assisted in the assessment of the adequacy and effectiveness of internal controls related to information systems				
<b>Actuarial experts:</b>	AON Hewitt assisted in the assessment of the valuation of The City's pension liability				
<b>Significant difficulties encountered in performing the audit</b>	During the course of our audit, we did not encounter any significant difficulties in dealing with Administration related to the performance of the audit.				
<b>Concerns regarding Administration competence and integrity</b>	We do not have any concerns regarding Administration's competency and integrity.				
<b>Related party transactions</b>	We have not identified any related party transactions that were not in the normal course of operations and that involved significant judgments made by Administration concerning measurement or disclosure.				
<b>Disagreements with Administration</b>	We did not have any disagreements with Administration.				
<b>Consultation with other accountants</b>	Administration has informed us that The City has not consulted with other accountants about auditing or accounting matters.				
<b>Legal and regulatory compliance</b>	Administration is responsible for ensuring that The City's operations are conducted in accordance with the laws and regulations applicable to The City in the jurisdictions in which it operates. The responsibility for preventing and detecting non-compliance rests with Administration.  The auditor is not and cannot be held responsible for preventing non-compliance with laws and regulations as we perform limited procedures and enquiries regarding compliance with laws and regulations.  Our limited procedures did not identify any areas of material non-compliance with laws and regulations by The City.				
<b>Post-statement of financial position events</b>	Subsequent events as at the date of finalizing this report are disclosed in Note 35 to the financial statements. We will update our subsequent events to April 27, 2020 prior to the issuance of our auditor's report.				

Comment	
<b>Group Audit</b>	<p>The audit of The City is considered to be a group audit and therefore, we are also required to determine the scope of work required for each related authority. We are auditors of all related authorities and issue an audit opinion on the standalone financial statements of each entity, with the exception of Attainable Homes Calgary Corporation, Calgary Economic Development Ltd. and Calgary Arts Development Authority Ltd.</p> <p>No restrictions have been placed on the scope of our audits of the related authorities. In performing the audits, we were given full and complete access to the accounting records, supporting documentation and other information requested.</p> <p>For the three entities not audited by Deloitte LLP, we apply audit procedures based on The City's consolidated materiality.</p>

# Appendix 1 – Audit Committee terms of reference

As the external auditors of The City, we have the privilege of assisting in the fulfillment of your responsibility to follow the Terms of Reference for The City of Calgary's Audit Committee contained in the Audit Committee Bylaw 48M2012, as amended. The following table outlines our involvement in the fulfillment of specific terms of reference and any reports that we have issued that assist in this process.

Bylaw 48M2012	Description	Related Deloitte Involvement
Schedule B, 1(b)	Pre-approves all audit and non-audit services performed by the External Auditor.	All audit and non-audit services are presented to the Audit Committee for pre-approval prior to the commencement of such work. Fee information included in the 2019 Audit Service Plan presented by Deloitte on July 23, 2019.  The Independence letter included as Appendix 4 of the Year-end Audit Report to be presented by Deloitte to the Audit Committee at the April 20, 2020 meeting summarizes the fees of all services performed.
Schedule B, 1(c)	Requires the External Auditor, as an expert in accounting and financial reporting, to express independent judgment about the appropriateness and acceptability of The City's financial statements, in accordance with professional standards.	Communicated in the Year-end Audit Report to be presented by Deloitte to the Audit Committee at the April 20, 2020 meeting.
Schedule B, 1(d)	Prior to the commencement of the annual external financial audit, review the financial audit plan with the External Auditor.	2019 Audit service plan presented by Deloitte on July 23, 2019.
Schedule B, 1(e)	In conjunction with Administration's presentation of the annual financial statements, receive and review the External Auditor's annual audit report. This report is to be forwarded to Council for information.	Report of the Independent Auditor on the Consolidated Financial Statements and Year-end Audit Report to be presented by Deloitte to the Audit Committee at the April 20, 2020 meeting.
Schedule B, 1(f)	Receives and reviews the External Auditor's Management Letter(s), together with any Administrative responses, and forward, either in full or in summary, to Council for information.	Management recommendations letter to be presented by Deloitte at the June 11, 2020 meeting.
Schedule B, 1(g)	Must meet with the External Auditor, in the absence of Administration, at least quarterly.	Closed meetings held with Deloitte at Audit Committee meetings throughout 2019 and 2020.
Schedule C, 1(g)	Ensures that the combined work of the City Auditor and the External Auditor provides an appropriate level of audit coverage and is effectively coordinated.	Audit work completed will be discussed in the year-end Audit report to be presented by Deloitte to the Audit Committee at the April 20, 2020 meeting.

Bylaw 48M2012	Description	Related Deloitte Involvement
2(a)	Oversees the integrity of, and reviews the Annual Financial Statements and recommends their approval to Council.	Report of the Independent Auditor on the consolidated Financial Statements and year-end Audit report to be presented by Deloitte to the Audit Committee at the April 20, 2020 meeting.
2(b)	Reviews and discusses the City's compliance with financial reporting procedures with Administration, the City Auditor, and the External Auditor.	Report of the Independent Auditor on the consolidated Financial Statements and year-end Audit report to be presented by Deloitte to the Audit Committee at the April 20, 2020 meeting.  Letter of recommendations to be presented by Deloitte at the June 11, 2020 meeting.
2(c)	Engages Administration, the City Auditor, and the External Auditor in candid discussions regarding issues that may alter judgment or affect the quality of the reporting process and search for insight into the results.	Participation and attendance by Deloitte at Audit Committee meetings throughout the year.
2(d)	Reviews and discusses areas where changes in accounting standards could have a material impact on financial results, and may request a detailed analysis, prepared by Administration in consultation with the External Auditor, of the implications of those changes.	Appendix 8 of 2019 Audit Service Plan presented by Deloitte on July 23, 2019.
2(e)	Maintains open lines of communication with the External Auditor, City Auditor, and Administration.	Participation and attendance by Deloitte at Audit Committee meetings throughout the year.
6(b)(i)	Review reports from Administration and from the City Auditor as to the adequacy and effectiveness of corporate policies such as legal matters, regulations, ethical principles, code of conduct and conflict of interest.	Year-end Audit report to be presented by Deloitte to the Audit Committee at the April 20, 2020 meeting includes our notification of whether any violations of this nature have come to our attention.

# Appendix 2 – Communication requirements

The table below summarizes our communication requirements under Canadian GAAS and other communications that we believe would help us achieve an effective audit.

Required communication	Refer to this report or document described below
<b>Audit Service Plan</b>	
1. Our responsibilities under Canadian GAAS, including forming and expressing an opinion on the financial statements	Master services agreement.
2. An overview of the overall audit strategy, addressing: <ul style="list-style-type: none"> <li>a. Timing of the audit</li> <li>b. Significant risks, including fraud risks</li> <li>c. Nature and extent of specialized skill or knowledge needed to perform the planned audit procedures related to significant risk</li> </ul>	Audit plan communicated on July 23, 2019.
3. Significant transactions outside of the normal course of business, including related party transactions	Nothing to report.
<b>Year End Communication</b>	
4. Fraud or possible fraud identified through the audit process	We are not aware of any fraudulent events.
5. Significant accounting policies, practices, unusual transactions, and our related conclusions	Significant accounting practices, judgments and estimates.
6. Alternative treatments for accounting policies and practices that have been discussed with Administration during the current audit period	Significant accounting practices, judgments and estimates.
7. Matters related to going concern	We concluded that there was no substantial doubt about The City's ability to continue as a going concern.
8. Administration judgments and accounting estimates	Significant Accounting practices, judgments and estimates.
9. Significant difficulties, if any, encountered during the audit	No significant difficulties to report.
10. Material written communications between Administration and us, including Administration representation letters	Administration representation letter.
11. Other matters that are significant to the oversight of the financial reporting process	No other matters to report.
12. Modifications to our opinion(s)	We will issue an unmodified opinion following the satisfactory completion of outstanding matters discussed earlier in this report.

Required communication	Refer to this report or document described below
13. Our views of significant accounting or auditing matters for which Administration consulted with other accountants and about which we have concerns	Consultation with other accountants.
14. Illegal or possibly illegal acts that come to our attention	We are not aware of any illegal acts.
15. Significant deficiencies in internal control, if any, identified by us in the conduct of the audit of the financial statements	None identified.
16. Uncorrected misstatements and disclosure items	Refer to Appendix 5 for uncorrected misstatements.
	There were no disclosure items to report.

# Appendix 3 – Draft version of our auditor's report

## Independent Auditor's Report

**To His Worship Mayor Naheed Nenshi and Members of City Council, The City of Calgary**

### Opinion

We have audited the consolidated financial statements of The City of Calgary ("The "City"), which comprise the consolidated statement of financial position as at December 31, 2019, and the consolidated statements of operations and accumulated surplus, cash flows and changes in net financial assets for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of The City as at December 31, 2019, and the results of its operations, cash flows and changes in net financial assets for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of The City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the Financial Statement Discussion and Analysis.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained the Financial Statement Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.



**Responsibilities of City Administration and Those Charged with Governance for the Consolidated Financial Statements**

City Administration is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as City Administration determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, City Administration is responsible for assessing The City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless City Administration either intends to liquidate The City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing The City's financial reporting process.

**Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of The City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by City Administration.
- Conclude on the appropriateness of City Administration's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on The City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause The City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. We are responsible for the

direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

(To be signed Deloitte LLP)

Chartered Professional Accountants  
April 27, 2020

# Appendix 4 – Draft independence and fees

April 27, 2020

The Audit Committee and City Council  
The City of Calgary

Dear Audit Committee and City Council members:

We have been engaged to audit the consolidated financial statements of The City of Calgary (“The City”) for the year ended December 31, 2019.

You have requested that we communicate in writing with you regarding our compliance with relevant ethical requirements regarding independence as well as all relationships and other matters between The City, our Firm and network firms that, in our professional judgment, may reasonably be thought to bear on our independence. You have also requested us to communicate the related safeguards that have been applied to eliminate identified threats to independence or reduce them to an acceptable level.

In determining which relationships to report, we have considered relevant rules and related interpretations prescribed by the appropriate provincial regulator/ordre and applicable legislation, covering such matters as:

- a) Holding a financial interest, either directly or indirectly, in a client.
- b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client.
- c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client.
- d) Economic dependence on a client.
- e) Provision of services in addition to the audit engagement.

We confirm to you that the engagement team and others in the firm as appropriate, the firm and, when applicable, network firms have complied with relevant ethical requirements regarding independence.

We have prepared the following comments to facilitate our discussion with you regarding independence matters arising since April 29, 2019, the date of our last letter.

We are not aware of any relationships between the Deloitte Entities and The City and its affiliates, or persons in financial reporting oversight roles at The City and its affiliates, that, in our professional judgment, may reasonably be thought to bear on independence, that have occurred from April 30, 2019 to April 27, 2020.

As summarized in the attached exhibit, the total fees charged to The City during the period covered by the financial statements were as follows:

Audit services	\$1,250,035 (2018, \$1,526,416)
Audit related services	\$303,447 (2018, \$184,182)
Non-audit related services	\$250,000 (2018, \$122,633)
Other services	\$Nil (2018, \$580,000)

We hereby confirm that we are independent with respect to The City in accordance with the Rules of Professional Conduct of the Chartered Professional Accountants of Alberta as of April 27, 2020.

This letter is intended solely for the information and use of the Audit Committee, City Council of The City of Calgary, Administration and others within The City and is not intended to be and should not be used for any other purposes.

Yours truly,

Chartered Professional Accountants

## Total fees charged to The City of Calgary For the years ended December 31, 2019 and 2018

	2019*	2018*
	\$	\$
<b>AUDIT SERVICES</b>		
<u>The City of Calgary</u>		
The City of Calgary	329,560**	395,900***
Calhome Properties Ltd.	89,773	98,868
Calgary Police Service	54,142	61,632
Calgary TELUS Convention Centre	61,525	51,360
Calgary Parking Authority	91,420	102,720
Calgary Municipal Land Corporation	85,921	76,719
Calgary Public Library	43,549	51,039
Municipal Employees Benefits Association of Calgary	29,714	29,425
Family & Community Support Services	21,507	21,293
Core Benefit Plan (audit is conducted every four years)	-	-
Elected Officials Pension Plan	7,918	7,811
Supplementary Pension Plan	14,980	14,873
Funds Held in Trust	1,926	1,926
	<b>831,935</b>	<b>913,566</b>
<u>ENMAX Corporation</u>		
ENMAX Corporation audit	336,500	531,250
ENMAX Corporation quarterly reviews	81,600	81,600
	<b>418,100</b>	<b>612,850</b>
<b>Total Audit Services</b>	<b>1,250,035</b>	<b>1,526,416</b>
<b>AUDIT RELATED SERVICES</b>		
<u>The City of Calgary</u>		
City of Calgary Municipal Information Return	4,922	4,922
Calhome Properties Ltd. special government reports	15,580	19,260
Calgary Public Library LAPP audit	9,095	-
	<b>29,597</b>	<b>24,182</b>

ENMAX Corporation

ENMAX Corporation Pension Plan audit	17,350	17,000
Audit of the divisional carve out financial statements of ENMAX Transmission and Distribution	119,000	113,500
Comfort letter for private debt replacement	-	29,500
Emera Maine Audit Transition	137,500	-
	<b>273,850</b>	<b>160,000</b>
<b>Total Audit Related Services</b>	<b>303,447</b>	<b>184,182</b>

**NON - AUDIT RELATED SERVICES**Enmax Corporation

Telecom 5G Streetlight Infrastructure advisory work	250,000	-
Berser by Deloitte 2018 subscription	-	51,828
Workday segregation of duties	-	55,805
COSO review	-	15,000
	<b>250,000</b>	<b>122,633</b>
<b>Total Non – Audit Related Services</b>	<b>250,000</b>	<b>122,633</b>

**OTHER SERVICES**The City of Calgary

One Window consulting services	-	580,000
	<b>-</b>	<b>580,000</b>
<b>Total Fees For All Services</b>	<b>1,803,482</b>	<b>2,413,231</b>

\* Includes 7% administration fee; excludes GST. Enmax's reported fees exclude 7% administration fee and GST.

\*\* Fee includes \$272,000 for the base audit and newspaper insert, plus the following:  
 \$5,000 for the audit of the implementation of PS 3260, *Liability for contaminated sites*  
 \$5,000 for audit procedures related to the P3 agreement  
 \$18,500 for the consolidation of the related authorities  
 \$7,500 for adoption of new accounting standard PS 3430, *Restructuring Transactions*

\*\*\* Fee includes \$270,000 for the base audit and newspaper insert, plus the following:  
 \$5,000 - audit of PS 3260 Liability for Contaminated Sites  
 \$4,500 - review of implementation of Tangible Capital Assets Vehicles  
 \$5,000 - review of the agreements and accounting implications of P3 agreement – Stoney Transit Facility  
 \$16,500 - consolidation of CED, CADA and AHCC  
 \$28,000 - adoption of new accounting standards  
 \$23,000 - Capital deposits prior period adjustments  
 \$18,000 - additional related authorities' assessment

# Appendix 5 – Draft Administration representation letter

## [The City of Calgary letterhead]

April 27, 2020

Deloitte LLP  
700, 850 – 2 Street SW  
Calgary, AB T2P 0R8

Dear Sirs:

**Subject:** Consolidated financial statements of The City of Calgary for the year ended December 31, 2019 and Newspaper insert

This representation letter is provided in connection with the audit by Deloitte LLP (“Deloitte” or “you”) of the consolidated financial statements of The City of Calgary (“The City” or “we” or “us”) for the year ended December 31, 2019, and a summary of significant accounting policies and other explanatory information (the “Financial Statements”) for the purpose of expressing an opinion as to whether the Financial Statements present fairly, in all material respects, the financial position, results of operations, cash flows and changes in net financial assets of The City in accordance with Public Sector Accounting Standards (“PSAS”).

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

### **Financial statements**

1. We have fulfilled our responsibilities as set out in the terms of the master services agreement between The City and Deloitte dated July 25, 2018 and the confirmation of changes letter dated July 23, 2019 for the preparation of the Financial Statements in accordance with PSAS. In particular, the Financial Statements are fairly presented, in all material respects, and present the financial position of The City as at December 31, 2019 and the results of its operations, cash flows and changes in net financial assets for the year then ended in accordance with PSAS.
2. Significant assumptions used in making estimates, including those measured at fair value, are reasonable.

In preparing the Financial Statements in accordance with PSAS, Administration makes judgments and assumptions about the future and uses estimates. The completeness and appropriateness of the disclosures related to estimates are in accordance with PSAS. The City has appropriately disclosed in the Financial Statements the nature of measurement uncertainties that are material, including all estimates



where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the Financial Statements.

The measurement methods, including the related assumptions and models, used in determining the estimates, including fair value, were appropriate, reasonable and consistently applied in accordance with PSAS and appropriately reflect Administration's intent and ability to carry out specific courses of action on behalf of The City. No events have occurred subsequent to December 31, 2019 that require adjustment to the estimates and disclosures included in the Financial Statements.

There are no changes in management's method of determining significant estimates in the current year.

The City has identified all related parties in accordance with Section PS 2200, *Related Party Disclosures* ("PS 2200"). Administration has determined that such disclosure is not necessary because the transactions have not occurred at a value different from that which would have been arrived at if the parties were unrelated and do not or could not have a material effect on the financial statements. This assessment is based on all relevant factors, including those listed in paragraph 16 of PS 2200.

3. We have determined that the Financial Statements are complete as of the date of this letter as this is the date when there are no changes to the Financial Statements (including disclosures) planned or expected and City Council approval is obtained. The Financial Statements have been internally reviewed and approved in accordance with our year end close process to finalize financial statements.
4. We have completed our review of events after December 31, 2019 and up to the date of this letter. All events subsequent to the date of the Financial Statements and for which PSAS requires adjustment or disclosure have been adjusted or disclosed. Accounting estimates and disclosures included in the Financial Statements that are impacted by subsequent events have been appropriately adjusted.
5. The Financial Statements are free of material errors and omissions.

We believe that the effects of any uncorrected Financial Statement misstatements pertaining to the current and comparative prior period presented, are immaterial, both individually and in the aggregate, to the Financial Statements taken as a whole. A list of the uncorrected misstatements aggregated by you is attached in Appendix A.

### **Internal Controls**

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
7. We have disclosed to you all known deficiencies in the design or operation of internal control over financial reporting identified as part of our evaluation, including separately disclosing to you all such deficiencies that we believe to be significant deficiencies in internal control over financial reporting.

### **Information provided**

8. We have provided you with:
  - a. Access to all information of which we are aware that is relevant to the preparation of the Financial Statements, such as records, documentation and other matters.
  - b. All relevant information as well as additional information that you have requested from us for the purpose of the audit; and
  - c. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
9. Except as listed in Appendix A, all transactions have been properly recorded in the accounting records and are reflected in the Financial Statements.

10. We have disclosed to you the results of our assessment of the risk that the Financial Statements may be materially misstated as a result of fraud.
11. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
  - a. Administration;
  - b. Employees who have significant roles in internal control; or
  - c. Others where the fraud could have a material effect on the Financial Statements.
12. We have disclosed to you all information in relation to allegations of actual, suspected or alleged fraud, or illegal or suspected illegal acts affecting The City.
13. We have disclosed to you all communications from regulatory agencies concerning non-compliance with or deficiencies in financial reporting practices and all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the Financial Statements.
14. We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware, including guarantees, non-monetary transactions and transactions for no consideration and participation in a defined benefit plan that shares risks between group entities.
15. We have disclosed to you all known, actual or possible litigation and claims, whether or not they have been discussed with our lawyers, whose effects should be considered when preparing the Financial Statements. As appropriate, these items have been disclosed and accounted for in the Financial Statements in accordance with PSAS.

**Independence matters**

For the purposes of the following paragraphs, "Deloitte" shall mean Deloitte LLP and Deloitte Touche Tohmatsu Limited, including related member firms and affiliates.

16. Prior to The City having any substantive employment conversations with a former or current Deloitte engagement team member, The City has held discussions with Deloitte and obtained approval from the Audit Committee.
17. We have ensured that all non-audit services provided to The City have been pre-approved by the Audit Committee. Further, we have adhered to all regulatory requirements regarding the provision of non-audit services by Deloitte to The City in accordance with applicable laws, regulations and rules that apply to The City, including the Audit Committee approval requirements.
18. We have ensured that all services performed by Deloitte with respect to this engagement have been pre-approved by the Audit Committee in accordance with its established approval policies and procedures.

**Other matters**

19. The City has satisfactory title to and control over all assets, and there are no liens or encumbrances on such assets. We have disclosed to you and in the Financial Statements all assets that have been pledged as collateral.
20. We have disclosed to you all liabilities, provisions, contingent liabilities and contingent assets, including those associated with guarantees, whether written or oral, and they are appropriately reflected in the Financial Statements.

21. We have disclosed to you, and The City has complied with all aspects of contractual agreements that could have a material effect on the Financial Statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.
22. We have disclosed to you all the documents that we expect to issue that may comprise other information, in the context of CAS 720, The Auditor's Responsibilities Relating to Other Information in Documents Containing Audited Financial Statements.
23. We have provided to you final versions of the following other information:
  - a. Financial Statement Discussion and Analysis

We believe the financial statements and the other information are consistent with one another, and that the other information does not contain any material misstatements.

### **Selection of accounting policies and recording of transactions**

24. The accounting policies selected and the application of those policies are appropriate.
25. The City's accounting policies and their method of application have been applied on a basis consistent with that of the audited Financial Statements as of and for the year ended December 31, 2018.

### **Administration's responsibilities**

26. All transactions and events have been carried out in accordance with law, regulation or other authority.

### **Employee future obligations**

27. We agree with the work of our experts in evaluating the Employee Benefit Obligation and have adequately considered the competence and capabilities of the experts in determining amounts and disclosures used in the Financial Statements and underlying accounting records. We did not give any, nor cause any, instructions to be given to our experts with respect to values or amounts derived in an attempt to bias their work, and we are not aware of any matters that have impacted the independence or objectivity of the experts.
28. Employee future benefit costs, assets, and obligations, as applicable, have been properly recorded and adequately disclosed in the Financial Statements including those arising under defined benefit and defined contribution plans as well as termination arrangements. We believe that the actuarial assumptions and methods used to measure defined benefit plan assets, obligations and costs for financial statement purposes are appropriate in the circumstances. Actuarial gains and the related expenses are amortized in a systematic and rational manner over the expected average remaining service life of the related employee group.
29. We have disclosed to you any intentions of terminating any of our pension plans or withdrawing from the multi-employer plan that could result in an effective termination or reportable event for any of the plans. We have disclosed to you any occurrences that could result in the termination of any of our pension or multi-employer plans to which we contribute.
30. We have correctly accounted for the multi-employer defined benefit plans (Local Authorities Pension Plan and Special Forces Pension Plan) in which The City is a participating member. As information is not available to determine the City's share of the plans' obligations and assets of these defined benefit plans, they are appropriately reported utilizing the defined contribution method of accounting.

### **Plans or intentions affecting carrying value/classification of assets and liabilities**

31. We have disclosed to you all plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the Financial Statements.
32. We have performed assessments on our known contaminated sites, including those described in Paragraph 34. Based on our PS 3260, *Liability for Contaminated Sites* ("PS 3260") evaluation, we have identified three sites as contaminated sites. We have recorded a liability because the contamination of

the site exceeds the environmental standard. The City is responsible or has accepted responsibility for the remediation and we believe it is expected that remediation will be required. We believe that the estimate of the liability is reasonable and is our best estimate of the amount required to remediate the sites.

33. We have identified several other sites that exceed the environmental standard for which The City is not responsible for remediation or it is unclear if the remediation is the responsibility of The City. One of the sites relates to the known contamination of the West Village site. We do not accept responsibility for the remediation of these sites (or, it is unclear who has responsibility for the remediation of these sites) and as such we have not recorded a liability with respect to remediation.

Furthermore, The City of Calgary has signed a release agreement effective November 15, 1997 (the "Effective Date") between Her Majesty the Queen in Right of the Province of Alberta and The City of Calgary, which indicates the following in paragraph 2.01 of this agreement:

*"The Province acknowledges and agrees that the Contamination existing as of the Effective Date was not caused or contributed to by the City. The Province agrees that from and after the Effective Date it shall not initiate any Recovery Action against the City, its Council, officers, agents, employees, contractors, persons in lawful use and occupation of the Lands, or those for whom they are in law responsible for, save and except with respect to any act or omission whether inadvertent, willful, or negligent by the City, its Council, officers, agents, employees, contractors, persons in lawful use and occupation of the Lands or those for whom they are in law responsible for, which in the opinion of the Province has an adverse effect on the Contamination. Subject to any such act or omission whether inadvertent, willful or negligent, the Province releases and forever discharges the City from all Recovery Actions."*

34. Administration's risk assessment process for the identification of potential contaminated sites identified a number of higher potential risk sites. In respect to PS 3260, of these sites, 142 higher risk sites have been identified. The City confirms that the liability recorded in the Financial Statements is adequate and not materially misstated.
35. Administration's policy for the treatment and application of the liability of contaminated sites was finalized as at December 31, 2016, and there were no changes to the policy for the year ended December 31, 2019.

#### **Environmental liabilities/contingencies**

36. We have considered the effect of environmental matters on The City and have disclosed to you all liabilities, provisions or contingencies arising from environmental matters. All liabilities, provisions, contingencies and commitments arising from environmental matters, and the effect of environmental matters on the carrying values of the relevant assets are recognized, measured and disclosed, as appropriate, in the Financial Statements.

#### **Solid waste landfill closure and post-closure liability**

37. We have disclosed to you all solid waste landfill sites that we own and operate. We have recorded a liability, which represents our best estimate of the future costs required for closure and post-closure care related to these sites.

#### **Work of Administration's experts**

38. We agree with the work of Administration's experts in evaluating the environmental liability, liability for contaminated sites and the solid waste landfill closure and post-closure liability, and have adequately considered the competence and capabilities of the experts in determining amounts and disclosures used in the Financial Statements and underlying accounting records. We did not give any, nor cause any, instructions to be given to Administration's experts with respect to values or amounts derived in an attempt to bias their work, and we are not aware of any matters that have impacted the independence or objectivity of the experts.

**Revenue from exchange transactions**

39. We have fully disclosed to you all sales terms, including all rights of return or price adjustments.
40. All documentation related to sales transactions is contained in files which are used for accounting purposes. We also confirm that:
- We have disclosed to you any “side agreements” with any companies that are inconsistent with the applicable sales agreement, the customer’s purchase order, sales invoice, or any other documentation contained in the files which are used for accounting purposes. For the purposes of this letter, a “side agreement” is any agreement, understanding, promise, or commitment whether written (e.g., in the form of a letter or formal agreement or in the form of any exchange of physical or electronic communications) or oral by or on behalf of The City (or any subsidiary, director, employee, or agent of The City) with a customer from whom revenue has been recognized that is not contained in the written purchase order from the customer or sales order confirmation and sales invoice of The City delivered to or generated by The City Corporate Finance or Supply Departments. The definition of a side agreement is not limited by any particular subject matter. For purposes of example only, any agreement not contained in the written purchase order from the customer or sales order and sales invoice of The City that relates to return rights, acceptance rights, future pricing, payment terms, free consulting, free maintenance, or exchange rights would be a side agreement.
  - We have disclosed to you any commitments or concessions to a customer regarding pricing or payment terms outside of the terms documented in the files which are used for accounting purposes.

**Tax revenues**

41. We have appropriately recorded tax assets and revenues when they meet the definition of an asset in accordance with CPA Canada Public Sector Accounting Handbook Section PS 1000, *Financial Statement Concepts*, when they are authorized and when the taxable event occurs. These amounts have been appropriately measured in accordance with CPA Canada Public Sector Accounting Handbook Section PS 3510, *Tax Revenue*, and have not been grossed up for any amount of tax concessions.

**Various matters**

42. We have reviewed and approved the year-end adjusting entries, including all related supporting schedules and the financial statements, and acknowledge our responsibility for their accuracy. While discharging our responsibility we may have requested your assistance or input in certain areas such as:
- Recording of transactions for which we have determined or approved the appropriate account classification; and
  - Preparing financial statements.

We acknowledge our responsibility for the above listed items and confirm that we have authorized, reviewed and approved all of the above items.

43. We have not entered into transactions with members of Council, senior officials, members of their immediate families or enterprises in which such parties have significant interest, which would require disclosures in the Financial Statements.
44. We have disclosed to you all communications from regulatory agencies concerning non-compliance with or potential deficiencies in, financial reporting requirements.
45. The following have been properly recorded and, when appropriate, adequately disclosed and presented in the Financial Statements:
- Losses arising from sale and purchase commitments;
  - Agreements to buy back assets previously sold;

- c. Provisions for future removal and site restoration costs;
- d. Financial instruments with significant individual or group concentration of credit risk, and related maximum credit risk exposure;
- e. Arrangements with financial institutions involving compensating balances or other arrangements involving restriction on cash balances and line-of-credit or similar arrangements;
- f. All impaired loans receivable; and
- g. Loans that have been restructured to provide a reduction or deferral of interest or principal payments because of borrower financial difficulties.

**Investments**

- 46. The City does not hold any investments in Master Asset Vehicle notes (which replaced third party non-bank asset-backed commercial paper).
- 47. All investments have been appropriately classified as either temporary investments or portfolio investments.
- 48. The City has used the appropriate valuation allowances to reflect the temporary investments at their net recoverable amount or other appropriate value.
- 49. The City believes that it has properly identified all derivative financial instruments and hedging relationships, if any.
- 50. Investments made during the year and held at the balance sheet date have been made in accordance with Section 250 of the Municipal Government Act.
- 51. All City of Calgary government organizations have been appropriately classified as government component, government business organizations, government business-type enterprises, government not-for-profit organizations and other government organizations and have been appropriately recorded based on this classification.
- 52. Administration has performed an assessment of other organizations (Civic Partners and City Partners) with which The City has fiscal relationships and has determined that these organizations are not required to be consolidated with The City.
- 53. With regard to The City's investment in ENMAX Corporation, we have disclosed to you any events that have occurred and facts that have been discovered with respect to such investment that would affect the investment's value as reported in the financial statements as described in Note 35.
- 54. With regard to the fair value measurements and disclosures of certain assets and liabilities, such as investments, we believe that:
  - a. The completeness and adequacy of the disclosures related to fair value are in accordance with PSAS;
  - b. No events have occurred subsequent to December 31, 2019 that require adjustment to the fair value measurements and disclosures included in the Financial Statements; and
  - c. They appropriately reflect Administration's intent and ability to carry out specific courses of action on behalf of The City when relevant to the use of fair value measurements or disclosures.

**Deficiencies in internal control**

- 55. We have communicated to you all deficiencies in internal control of which we are aware. We have disclosed to you any change in The City's internal control over financial reporting that occurred during the current year that has materially affected, or is reasonably likely to materially affect, The City's internal control over financial reporting.

### **Communicating a threshold amount**

56. We understand that the threshold used for accumulating misstatements identified during the year was \$3,250,000 for purposes of Appendix A. Misstatements below this amount have been considered clearly trivial.

### **Segment Disclosures**

57. With regard to segment disclosures, we believe the activities grouped as segments, as disclosed, are appropriate to meet the objectives of PS 2700, *Segment Disclosures*.

58. In identifying segments, we have considered the definition of a segment and other factors, including:

- a. The objectives of disclosing financial information by segment;
- b. The expectations of members of the community and their elected or appointed representatives regarding the key activities and accountabilities of the government;
- c. The qualitative characteristics of financial reporting as set out in Section PS 1000 and Section PS 1700 - *General Objectives of Financial Statements; Local Governments*;
- d. The homogenous nature of the activities, service delivery or recipients of the services;
- e. Whether the activities relate to the achievement of common outcomes or services as reflected in government performance reports and plans;
- f. Whether discrete financial information is reported or available; and
- g. The nature of the relationship between the government and The City (within the reporting entity).

### **Government transfers**

59. We have disclosed to you all correspondence relating to government transfers that The City has had with the funding body.

60. We have assessed the eligibility criteria and determined that The City is an eligible recipient for the government transfers received.

61. We have assessed the stipulations attached with the funding and have recognized the revenue in accordance with meeting the stipulations required.

62. All government transfers that have been recorded as capital deposits give rise to an obligation that meets the definition of a liability. Those liabilities have been properly recorded and presented in the Financial Statements.

63. All authorized transfers that have been expensed have been transferred to recipients whom have met the eligibility criteria.

### **Tangible Capital Assets**

64. TCA have been recorded properly and consistently according to the standards in Section PS 3150, *Tangible Capital Assets*.

65. Contributed TCA have been appropriately recorded at fair value, unless fair value is not reasonably determinable, and in such case, have been recorded at an appropriate nominal value. All contributed TCA have been appropriately disclosed.

66. We have assessed the useful lives of TCA and have determined all TCA contribute to The City's ability to provide goods and services and therefore do not require a write-down. If applicable, we have identified that there are various TCA, which no longer contribute to The City's ability to provide goods and services or have future economic benefits that are below the net book value of the tangible capital asset, and have therefore written down this asset to its residual amount and expensed the charge in the statement of operations.



**Impact of the 2013 flood**

67. We have assessed the impact of the 2013 flood on the financial assets of The City and the impairment of TCA as a result of the flood. We have determined that no permanent impairment of TCA exists as a result of the 2013 flood and the year-end financial statements appropriately reflect TCA values. We believe that the completeness and estimates utilized in the determination of the impairment of TCA have been adequately disclosed in the December 31, 2019 year-end financial statements.

**Notes, loans and receivables**

68. The City is responsible for determining the appropriate carrying amount of loans and accounts receivable, as well as estimates used to determine such amounts. Administration believes that the carrying amounts recorded and disclosed are appropriate.

69. We have identified to you all forgivable loans and have appropriately reflected these amounts including any required allowances in the financial statements. These loans are secured by The City's encumbrance on the title of the related property.

**Accumulated Surplus**

70. Reserves and surplus accounts are correctly recorded and all transactions comply with the purposes approved according to relevant legislation and City Council authorizations.

71. In accordance with established policy, for all self-supported business units, any levies received in the year are recorded as revenue in the Statement of Operations and are transferred to the Utility Sustainment Reserve at the end of the year. These funds are utilized from the reserve in the future years to pay for debt servicing costs specific to the levy projects.

**Revenues and deferred revenues**

72. Revenues and deferred revenues are recorded accurately. Specifically:

- a. Revenues are not overstated and deferred revenues are not understated. These inaccuracies result if financial statements record externally restricted transfers/contributions as revenue before the transferor's/contributor's stipulations are met; and
- b. Revenues are not understated and deferred revenues are not overstated. These inaccuracies result if financial statements record externally restricted transfers/contributions as deferred revenue, not as revenue, after the transferor's/contributor's stipulations are met.

**Related entities**

73. The City has completed a review of all related entities and confirms that all entities that should be consolidated into The City's Financial Statements for the year ended December 31, 2019 have been included.

**Capital deposits**

74. All capital deposits give rise to an obligation that meets the definition of a liability. Those liabilities have been properly recorded and presented in the Financial Statements. Specifically in certain circumstances, The City may receive funds from developers which are not necessarily allocated for a specific project but can be utilized by The City on broader basis for development, but if not spent, are refundable to the developer. Those funds are properly recorded as capital deposits until such time as they are spent, or refunded.

75. The funding sources for all current year expenditures have been analyzed to ensure that they have been accurately applied depending on the restrictions of the specific sources. All financing surpluses/deficits and funding shortfalls have been investigated to ensure they are allowable or have been appropriately replenished with available funding sources and financing has been applied.

**Subsequent events - related authorities**

76. We have completed our review of events after December 31, 2019 and up to the date of this letter in relation to Attainable Homes Calgary Corporation, Calgary Economic Development (Calgary Film Centre

Ltd) and Calgary Arts and Development Authority (cSPACE Projects). All events subsequent to the date of the Financial Statements and for which PSAS requires adjustment or disclosure have been adjusted or disclosed. Accounting estimates and disclosures included in the Financial Statements that are impacted by subsequent events have been appropriately adjusted.

**Adoption of new accounting standards**

77. The City has adopted CPA Canada Public Sector Accounting Handbook Section 3430 *Restructuring Transactions* ("Section PS 3430") as of January 1, 2019 as discussed in Note 1z – *Significant Accounting Policies*. Based on Administration's assessment, The City has determined that this standard has no impact on the financial statements.

**Assets**

78. The City has recognized all assets, which do not fall within the scope of other standards, only when the requirements in Section PS 3210 have been met. For those assets which do not meet the recognition criteria in Section PS 3210, the City has appropriately disclosed details of such unrecognized assets in accordance with Section PS 3210 in note 25 of the Financial Statements.

**Contingent assets**

79. The City has identified all contingent assets in accordance with CPA Canada Public Sector Accounting Handbook Section PS 3320, *Contingent Assets* and, when the occurrence of the confirming future event is considered likely, appropriately disclosed these items in the financial statements.

**Contractual rights**

80. The City has identified and disclosed all contractual rights that will result in both an asset and revenue in the future, once the terms of the contract or agreement are met, in accordance with CPA Canada Public Sector Accounting Handbook Section PS 3380, *Contractual Rights*.

**Inter-entity transactions**

81. The City has recognized all transactions involving the transfer of assets or liabilities between public sector entities in accordance with CPA Canada Public Sector Accounting Handbook Section PS 3420, *Inter-entity transactions* ("PS 3420").
82. The City has recorded all inter-entity transactions properly at exchange or carrying amount in accordance with the criteria in Section PS 3420.14-.22.
83. The City has disclosed all inter-entity transactions in the notes to the Financial Statements whether or not such transactions are recognized in the financial statements, in accordance with PS 2200.
84. The City has not recognized any amount in the financial statements in respect of shared services received for which no costs are allocated by the provider.

**Attainable Homes Calgary Corporation (“AHCC”)**

85. Administration is working with AHCC to assess its ability to continue as a going concern. Note 21 discloses that AHCC incurred a loss of \$3,029 for the year ended December 31, 2019 (2018 – \$3,034) and has also recorded inventory write downs to net realizable value and allowances on its equity loans. The City has consolidated these results on a going concern basis which contemplates the realization of assets and the payment of liabilities in the ordinary course of business. Should AHCC be unable to continue as a going concern, it may be unable to realize the carrying value of its assets and meet its liabilities as they become due. In this event, the adjustments necessary to the presentation and carrying amounts of the assets and liabilities of AHCC would not be material to The City’s financial position. The City has guaranteed certain indebtedness of AHCC as disclosed in Note 29 a) iii). Inclusive of all recorded obligations, AHCC has net financial assets of \$11.1M and a preliminary review indicates that an immaterial amount may be at risk in order to return to short-term sustainable operations. AHCC is not material to the City from a financial or operational perspective. AHCC’s ability to continue as a going concern is dependent upon its ability to:

- Sell the existing inventory and complete and sell the townhouse units under construction at or above its carrying cost at completion;
- Sustain positive cash flows from operations; and
- Continue to obtain support from its lenders and other parties to meet current and future liabilities and contractual obligations.

Yours truly,

**The City of Calgary**

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David Duckworth, City Manager

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Carla Male, Chief Financial Officer

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Gillian Skeates, Acting City Treasurer

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Greg Wiebe, Finance Manager Corporate Financial Reporting

## Appendix A

### The City of Calgary

#### Summary of uncorrected financial statement misstatements Year ended December 31, 2019

#### Summary of uncorrected misstatements – December 31, 2019 year-end as identified by Administration

(000's)	Assets DR (CR)	Liabilities DR (CR)	Accumulated Surplus DR (CR)	Income DR (CR)
Unrecorded accounts payable and accrued liabilities.	-	(5,258)	-	5,258
Various unrecorded liabilities in relation to general accounts payable, legal and benefits obligations along with unrecorded assets relating to 2018 and corrected in 2019. This results in an uncorrected error for both fiscals 2018 and 2019, however, ending 2019 balance is correct.	(1,211)	9,066	-	(7,855)
Certain 2018 and prior years TCA balances corrected in 2019. This results in an uncorrected error for both fiscals 2018 and 2019.	(8,010)	-	-	8,010
Certain 2018 and prior years Land Inventory balances were corrected in 2019. This results in an uncorrected error for both fiscals 2018 and 2019, however, ending 2019 balance is correct.	(7,937)	-	-	7,937
Certain 2018 and prior years Capital Deposits balances were corrected in 2019. This results in an uncorrected error for both fiscals 2018 and 2019, however, ending 2019 balance is correct.	-	(8,412)	-	8,412
<b>Total</b>	(17,158)	(4,604)	-	21,762

**Summary of uncorrected misstatements – December 31, 2018 year-end as identified by Administration**

<b>(000's)</b>	<b>Assets DR (CR)</b>	<b>Liabilities DR (CR)</b>	<b>Accumulated Surplus DR (CR)</b>	<b>Income DR (CR)</b>
Various unrecorded liabilities in relation to general accounts payable, legal and benefits obligations along with unrecorded assets relating to 2018 and corrected in 2019. This results in an uncorrected error for both fiscals 2018 and 2019, however, ending 2019 balance is correct.	1,211	(9,066)	-	7,855
Certain 2018 and prior years TCA balances, of which \$8,010 were corrected in 2019 and \$775 will be corrected in 2020. This results in an uncorrected error for both fiscals 2018 and 2019.	8,785	-	(3,132)	(5,653)
Certain 2018 and prior years Land Inventory balances were corrected in 2019. This results in an uncorrected error for both fiscals 2018 and 2019, however, ending 2019 balance is correct.	7,937	-	(2,920)	(5,017)
Certain 2018 and prior years Capital Deposits balances were corrected in 2019. This results in an uncorrected error for both fiscals 2018 and 2019, however, ending 2019 balance is correct.	-	8,412	(6,650)	(1,762)
<b>Total</b>	17,933	(654)	(12,702)	(4,577)

**Part of Appendix A of Appendix 5 is presented in closed meeting**

**Appendix B**  
**The City of Calgary**  
**Summary of disclosure items passed**  
**Year ended December 31, 2019**

None identified.



# Appendix 6 – Related authorities

For the purposes of the consolidated audit, we have completed our audit procedures on the following related authorities or other significant assurance engagements:

Entity	Reporting Entity Relationship	Entity Audit Committee Meeting Date
Calgary Parking Authority*	Calgary Parking Authority Audit Committee	March 24, 2020
Calgary TELUS Convention* Centre	CALGARY TELUS Convention Centre Audit and Finance Committee	April 29, 2020
Calhome Properties Ltd.*	Calhome Properties Ltd. Audit and Risk Management Committee	March 11, 2020
Calgary Municipal Land Corporation*	Calgary Municipal Land Corporation Audit Committee	April 28, 2020
Calgary Public Library*	Calgary Public Library Audit and Finance Committee	March 24, 2020
Calgary Police Service (business unit of The City. An audit opinion on the carve out of the financial statements is issued)	Calgary Police Commission and Finance and Audit Committee	May 13, 2020**
ENMAX Corporation*	ENMAX Audit Committee	March 18, 2020
Elected Officials Pension Plan	Pension Governance Committee	June 30, 2020
Supplementary Pension Plan	Pension Governance Committee	June 30, 2020
Municipal Employees Benefits Association of Calgary	Municipal Employees Benefits Association of Calgary - Finance and Investment Committee	May 20, 2020
Attainable Homes Calgary Corporation Calgary Calgary Economic Development Ltd. Calgary Arts Development Authority	The overall financial results for each of these entities are not significant in relation to The City's consolidated financial statements and therefore, only specified procedures on material account balances were applied for the 2019 audit	Not applicable

\*Audit opinion issued on the standalone financial statements. Entity is consolidated with The City.

\*\*Audit fieldwork has been completed prior to issuance of The City's consolidated financial statements.

Related Authority	Materiality	Areas of audit risk and audit results
<b>Calgary Parking Authority</b>	Materiality levels were determined on the basis of total revenues. Final materiality for the year ended December 31, 2019 was \$2,550,000 (2018, \$2,500,000).	<p>The following areas of significant audit risk were noted relating to Calgary Parking Authority:</p> <ul style="list-style-type: none"> <li>• Revenue recognition – ParkPlus and Parking Control Revenue</li> <li>• Management override of controls</li> <li>• New accounting standard</li> </ul> <p>Audit fieldwork has been completed and the financial statements have been approved by the Board of Directors. We issued an unmodified opinion dated April 3, 2020.</p>
<b>Calgary TELUS Convention Centre</b>	Materiality levels were determined on the basis of budgeted expenses. Final materiality for the year ended December 31, 2019 was \$1,000,000 (2018, \$800,000).	<p>The following area of significant audit risk was noted relating to the Calgary TELUS Convention Centre:</p> <ul style="list-style-type: none"> <li>• Management override of controls</li> <li>• New accounting standard (area of focus)</li> </ul> <p>Audit fieldwork has been completed. Based on audit work performed, we expect to issue an unmodified opinion.</p>
<b>Calhome Properties Ltd.</b>	Materiality levels were determined on the basis of total actual operating expenditures. Final materiality for the year ended December 31, 2019 was \$3,400,000 (2018, \$3,000,000).	<p>The following areas of significant audit risk were noted relating to Calhome:</p> <ul style="list-style-type: none"> <li>• Revenue recognition</li> <li>• Management override of controls</li> <li>• New accounting standard</li> </ul> <p>Audit fieldwork has been completed and the financial statements have been approved by the Board of Directors. We issued an unmodified opinion dated March 20, 2020.</p>
<b>Calgary Municipal Land Corporation</b>	Materiality levels were determined on the basis of total assets. Final materiality for the year ended December 31, 2019 was \$9,000,000 (2018, \$9,400,000).	<p>The following area of significant audit risk were noted relating to the Calgary Municipal Land Corporation:</p> <ul style="list-style-type: none"> <li>• Management override of controls</li> <li>• Accounting for the BMO Development Management and Funding Agreement</li> <li>• New accounting standard (area of focus)</li> </ul> <p>Audit fieldwork has been completed and financial statements have been approved by the Board of Directors. We expect to issue an unmodified opinion.</p>
<b>Calgary Public Library</b>	Materiality levels were determined on the basis of total revenues. Final materiality for the year ended December 31, 2019 was \$2,000,000 (2018, \$2,000,000).	<p>The following area of significant audit risk was noted relating to the Calgary Public Library:</p> <ul style="list-style-type: none"> <li>• Management override of controls</li> <li>• New accounting standard (area of focus)</li> </ul> <p>Audit fieldwork has been completed and the financial statements have been approved by the Board of Directors. We issued an unmodified opinion dated March 25, 2020.</p>

<b>Calgary Police Service</b>	Materiality levels were determined on the basis of budgeted operating expenses. Final materiality for the year ended December 31, 2019 was \$7,700,000 (2018, \$7,600,000).	<p>The following areas of significant audit risk were noted relating to the Calgary Police Service:</p> <ul style="list-style-type: none"> <li>• Revenue recognition</li> <li>• Management override of controls</li> <li>• New accounting standard (area of focus)</li> </ul> <p>Audit fieldwork has been completed. Based on audit work performed, we expect to issue an unmodified opinion dated May 26, 2020.</p>
<b>ENMAX Corporation</b>	Materiality levels were determined on the basis of consolidated earnings before interest and financing fees, income tax, depreciation and amortization. Final materiality for the year ended December 31, 2019 was \$25,000,000 (2018, \$21,000,000).	<p>The following areas of significant audit risk were noted relating to ENMAX Corporation:</p> <ul style="list-style-type: none"> <li>• Revenue recognition – power sales, natural gas sales, and contractual services</li> <li>• Management override of controls</li> <li>• Derivative instruments and related hedging activities</li> </ul> <p>Audit fieldwork has been completed and the financial statements have been approved by the Board of Directors. We issued an unmodified opinion dated March 19, 2020.</p>

## **City Auditor's Office 1<sup>st</sup> Quarter 2020 Report**

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### **EXECUTIVE SUMMARY**

This report presents a summary of the activity of the City Auditor's Office during the period January 1, 2020 to March 31, 2020.

#### **RECOMMENDATIONS:**

That with respect to the Report AC2020-0438, the following be approved:

1. That the Audit Committee receive this Report for the Corporate Record; and
2. That the Audit Committee recommend that Council receive this Report for the Corporate Record.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties and functions of the position. The City Auditor is accountable to Council and subject to the oversight of Audit Committee under Bylaw 48M2012 (as amended). Schedule C of Bylaw 48M2012 (as amended) states that Audit Committee "reviews and forwards to Council for information, the City Auditor's Office quarterly and annual status reports".

Under the City Auditor's Office Charter (AC2016-0247 Attachment 2), the City Auditor presents quarterly reports to Audit Committee summarizing the status of deliverables against the approved Audit Plan. The City Auditor's Office 2019-2020 Audit Plan was approved on September 18, 2018.

### **BACKGROUND**

Quarterly reports are intended to support Audit Committee's oversight of the City Auditor's Office. To support this oversight, the 1<sup>st</sup> quarter report is divided into four sections:

- Summary of performance measures and budget spend during the past quarter;
- Topical briefing on external assessments;
- Summary of our current audit progress status against the approved audit plan; and
- Details on outstanding audit recommendations from the quarterly follow-up process.

During 1st quarter 2020, the City Auditor's Office:

- Finalized three audits, initiated two audits, completed the planning stage on one audit, and completed the fieldwork on three audits.
- Reviewed 19 recommendations and closed 12, which were implemented as originally planned. Seven recommendations required additional time and are in-progress.
- Following the completion of the planning stage, the IT SCADA audit fieldwork has been placed on hold, and will be restarted once the State of Local Emergency has been lifted.
- Provided advisory support to the Infrastructure Calgary Steering Committee, advisory support to a business unit updating policies, and advisory support to a business unit reviewing their internal controls.

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

N/A

**City Auditor's Office 1<sup>st</sup> Quarter 2020 Report**

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**Stakeholder Engagement, Research and Communication**

N/A

**Strategic Alignment**

The City Auditor's Office quarterly reports provide Audit Committee and Council with information to support their oversight responsibility of the City Auditor's Office. The activities of the City Auditor's Office assist Council in its oversight of the City Manager's administration and accountability for stewardship over public funds and achievement on value for money in City operations.

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

N/A

**Financial Capacity**

**Current and Future Operating Budget:**

N/A

**Current and Future Capital Budget:**

N/A

**Risk Assessment**

The activities of the City Auditor's Office, including the Whistle-blower Program, serve to promote accountability, mitigate risk, and support an effective governance structure.

**REASON FOR RECOMMENDATIONS:**

To comply with Bylaw 48M2012 (as amended) which states: Audit Committee reviews the City Auditor's Office quarterly and annual status reports and forwards these to Council for information.

**ATTACHMENT**

City Auditor's Office 1<sup>st</sup> Quarter 2020 Report - AC2020-0438 ATT



**Calgary**

City Auditor's Office

# **1st Quarter 2020 Report January 1, 2020 – March 31, 2020**

**April 20, 2020**

**Katharine Palmer  
City Auditor**

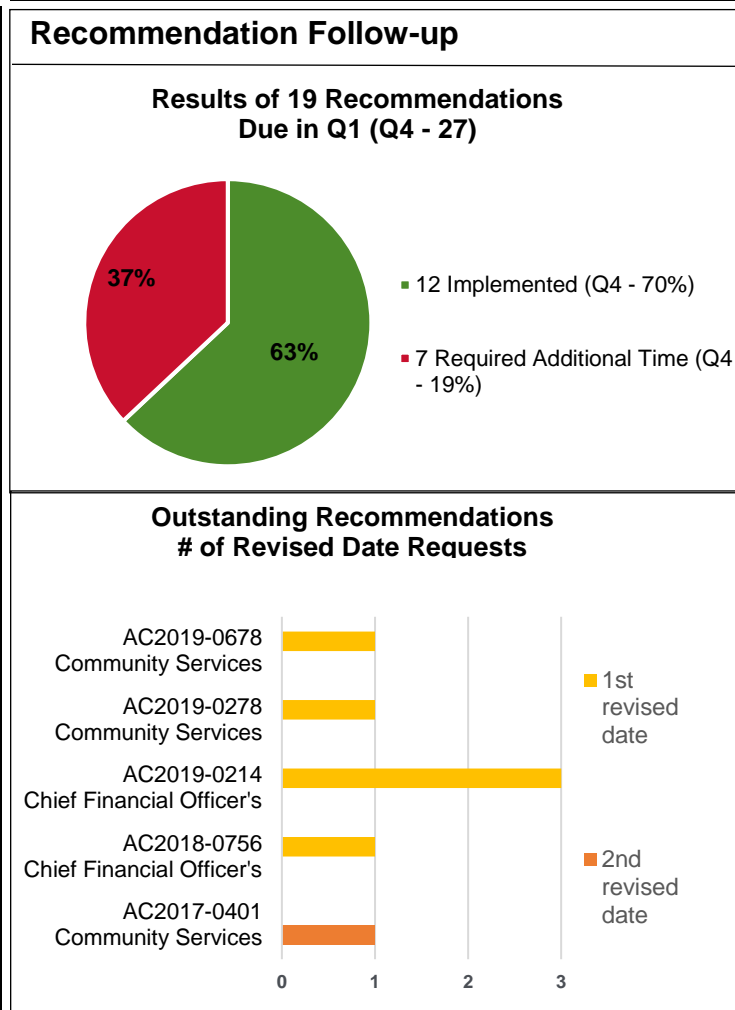
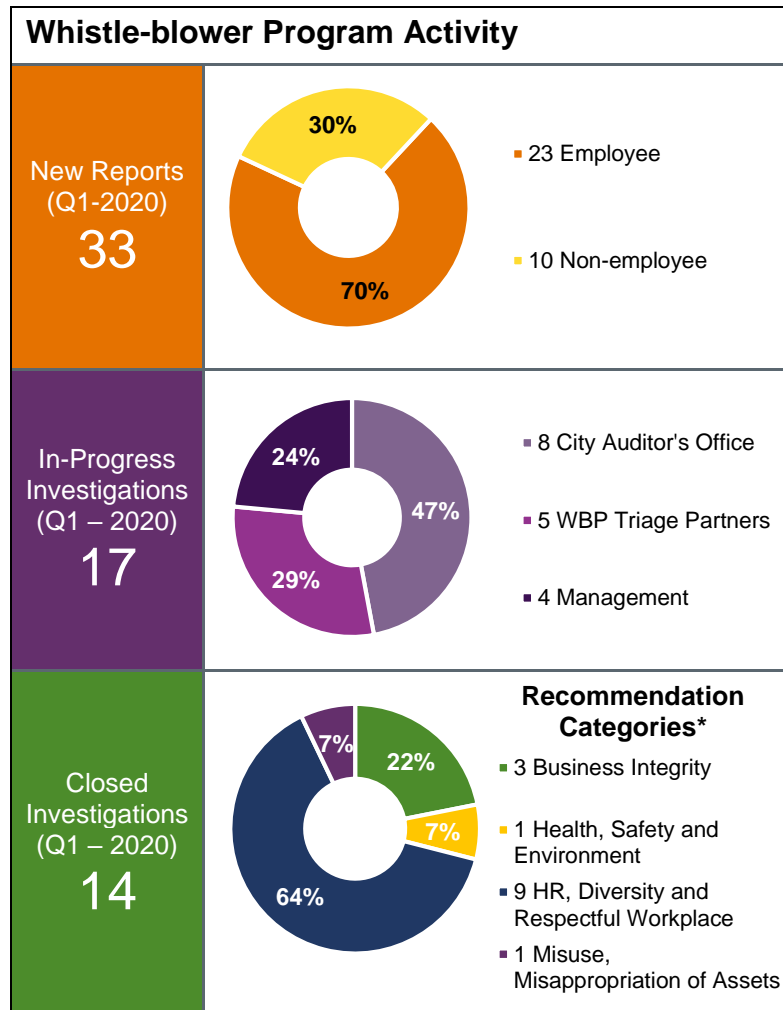
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## 1. Status Update

Key Performance Indicators			
Measure Area	Performance Indicator	Target	Q1 2020
Efficiency	On Track to Annual Plan	Q4-95% Q1-26%	26%
Effectiveness	Timely Implementation of Audit Rec.	65%	60%
Quality	Client Satisfaction	85%	100%
Staff	Training Plan Achieved	90%	75%

Budget (\$'000's)				
Category	2020 Annual Budget	Q1 Cumulative Budget	Actual to Date	Variance
Salary	2,651	658	580	(78)
Tools & Technology	126	57	56	(1)
Training	54	13	0	(13)
Professional Memberships	18	4	0	(4)
Contracted Services	4	4	0	(4)
Employee Recognition	3	1	0	(1)
Operating Costs	49	8	4	(4)
Total	2,905	745	640	(105)



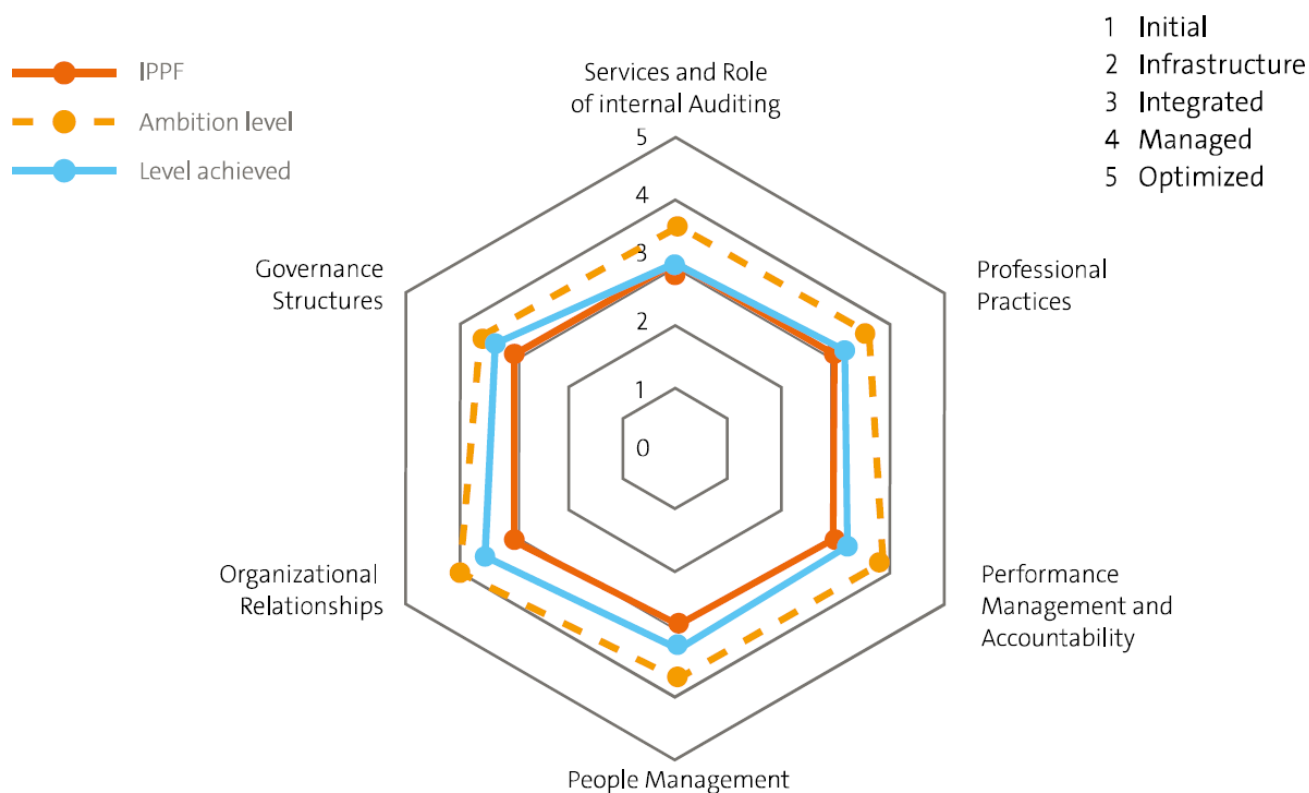
\*Recommendations/Corrective Actions are published at [www.calgary.ca/whistle](http://www.calgary.ca/whistle)

## Briefing – External Assessments

The Institute of Internal Auditors Professional Standards (IIA *Standards*) require an external assessment of an audit function to be completed at least once every five years for the function to be able to state that it operates in conformance with professional standards. An assessment team from the Institute of Internal Auditors completed an external assessment in Q2 2017, and concluded that the City Auditor's Office has achieved the highest rating according to IIA *Standards*. The internal and periodic review activities completed during 2018, 2019 and 2020 have confirmed our ongoing conformance with IIA *Standards*. The next external assessment is in Q1 2022, with preparation starting later in 2020.

External assessments support the efficiency and effectiveness of the audit function by providing an independent, objective analysis of whether audit and advisory services are provided in conformance with IIA Standards, and by providing recommendations to address any non-conformance or partial conformance identified. External assessments also provide an opportunity for an audit function to assess and articulate its ambition levels at a point in time, and compare to current levels of service.

In 2018, the Institute of Internal Auditors Netherlands developed and published their internal audit ambition model, to address the desire of Chief Audit Executives to articulate audit service ambition levels beyond conformance with IIA *Standards*. Their dashboard (pictured below) can be used by Chief Audit Executives to illustrate to their Audit Committee ambition level, compliance, and current state across six themes and five ambition levels. During 2021, as part of preparation for the next external assessment, the City Auditor's Office plans to assess their ambition levels and current state, and identify strategies and associated actions to close any identified gaps.



## 2020 Audit Plan – Status as at March 31, 2020

2020 Audit Plan				
#	Title	Description	Report Target	Status
2019 Carry Forward				
1	Elections Follow-up	A follow-up audit to review action plans implemented in response to the 2017 Municipal Election Review (AC2018-0852).  Citizen Priority – A Well-Run City	Q1, 2020	Complete Reported 2/13/2020
2	Budget Management	An operational audit of processes and reporting tools available to DeptID owners to support effective management of their operating budget. (AC2020-0343).  Citizen Priority – A Well-Run City	Q1, 2020	Complete Reported 3/12/2020
3	Corporate Issue Management Program	An operational audit on the maturity of The City's Corporate Issue Management Program. (AC2020-0297)  Citizen Priority – A Well-Run City	Q1, 2020	Complete Reported 3/12/2020
4	Calgary Fire - Inspections	An operational audit of the efficiency and effectiveness of Calgary Fire's inspection activities.  Citizen Priority – A City of Safe and Inspiring Neighbourhoods	Q2, 2020	Reporting
5	Roads – Pothole Remediation	An operational audit of the efficiency and effectiveness of pothole remediation.  Citizen Priority – A City that Moves	Q2, 2020	Reporting
2020 Audits				
1	Opportunity Calgary Investment Fund	An operational audit of Opportunity Calgary Investment Fund's grant administration.  Citizen Priority – A Prosperous City	Q2, 2020	Reporting

2020 Audit Plan				
#	Title	Description	Report Target	Status
2	Green Line Project Governance Follow-up	A follow-up audit to review action plans implemented in response to the 2019 Green Line – Governance Audit (AC2019-0353)  Citizen Priority – A City that Moves	TBD	<i>Deferred for consideration in 2021 Audit Plan</i>
3	Assessment Complaints	An operational audit of the processes utilized by The City to efficiently prepare for, and improvement incorporated in response to, the assessment complaints process.  Citizen Priority – A Prosperous City	Q3, 2020	Planning
4	IT SCADA System Security	An IT security audit of the complex supervisory control and data acquisition (SCADA) systems that support critical City infrastructure.  Citizen Priority – A Well-Run City	TBD	<i>Testing on hold until Covid-19 state of emergency is lifted</i>
5	Integrated Risk Management	A follow-up audit on Integrated Risk Management (AC2014-0295).  Citizen Priority – A Well-Run City	Q4, 2020	Not Started
6	Safety Management	An operational audit of the effectiveness of the Environmental & Safety Management Business Unit's monitoring and mitigation of safety incidents.  Citizen Priority – A Well-Run City	Q1, 2021	Not Started
7	311 Response	A City-wide operational audit of the service area responses to citizen concerns received through 311.  Citizen Priority – A Well-Run City	Q1, 2021	Not Started

2020 Audit Plan				
#	Title	Description	Report Target	Status
8	Expenses of Councillors and Mayor	<i>New add to plan:</i> An audit of Councillors and Mayor expenses at the request of Council in response to Notice of Motion C2020-0263.	Q3, 2020	Planning

## Q1 2020 Recommendation Follow-up – In Progress Action Plans

Q1 2020 ACTION PLANS REQUIRING ADDITIONAL TIME TO IMPLEMENT			
Report # & Title	# of Revisions	New Revised Date	Recommendation
AC2019-0678- Emergency Management	1	June 30, 2020	The Leader, Continuity and Risk Reduction, CEMA to document the review process for the Corporate Business Continuity Plan and, if needed, update the document.
AC2019-0278- Livery Transport Services	1	June 30, 2020	The Chief Livery Inspector: Work with industry participants to implement messaging for customer facing communications, such as websites, ride receipts and software applications to contact 311 to report a complaint.
AC2019-0214- Annual Control Environment Assessment	1	September 30, 2022	The Director of Finance/City Treasurer define and communicate the type and level of control included within the Assessment.
AC2019-0214- Annual Control Environment Assessment	1	September 30, 2022	The Director of Finance/City Treasurer establish a control oversight system including control ownership, and associated Director level control sign off confirming that controls are present and functioning.
AC2019-0214- Annual Control Environment Assessment	1	September 30, 2022	The Director of Finance/City Treasurer to: <ul style="list-style-type: none"> <li>Establish and communicate Finance – Internal Control &amp; Policy Coordination's responsibility for ensuring that Internal Control Descriptions supporting each Control Principle are worded as demonstrable controls; and</li> <li>Develop and issue guidance to control contributors to support the initial draft of Internal Control Descriptions as demonstrable controls.</li> </ul>
AC2018-0756- Employee Expense	1	December 31, 2020	The Chief Human Resources Officer review current reimbursement practices for employee development and develop consistent City of Calgary guidelines to support consistent practices.
AC2017-0401- CN <sup>1</sup> Support of Community Associations	2	November 20, 2020	The Director of CN revise the Annual Status Report format to highlight: <ul style="list-style-type: none"> <li>CAs with a concern or sustainability issue; and</li> <li>Ratios or measures that monitor overall CA health and service to the community.</li> </ul>

<sup>1</sup> CN- Calgary Neighbourhoods