



AGENDA

PRIORITIES AND FINANCE COMMITTEE

July 17, 2018, 9:30 AM
IN THE COUNCIL CHAMBER
Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor S. Keating (T&T Chair)
Councillor J. Magliocca (PUD Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2018 June 28
5. POSTPONED REPORTS
(including related/supplemental reports)
None
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 2017 Audited Financial Statements for Business Revitalization Zones and Business Improvement Areas, PFC2018-0821
Attachments 1 to 13 held confidential subject to section 16 of *FOIP*.
 - 6.2 2017 Report on Reserves and Long Term Liabilities, PFC2018-0765
 - 6.3 Pension Governance, PFC2018-0818
 - 6.4 Council Innovation Fund Application Council Sponsor: Councillor Gian-Carlo Carra, Ward 9
Internal Sponsor(s): Calgary Neighbourhoods Name of Project: Gender Equity and Diversity
Baseline Assessment, PFC2018-0910

6.5 Discussion Regarding MDP and CTP 10-Year Review Timeline Options (PUD2018-0696 Referral), PFC2018-0867

6.6 Status of Outstanding Motions and Directions, PFC2018-0800

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS
None

7.2 NOTICE(S) OF MOTION
None

8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

9.2 URGENT BUSINESS

10. ADJOURNMENT



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**June 28, 2018, 8:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor S. Keating (T&T Chair)
Councillor J. Magliocca (PUD Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)
*Councillor G-C. Carra
*Councillor G. Chahal
*Councillor J. Davison
*Councillor P. Demong
*Councillor J. Farkas
*Councillor D. Farrel
*Councillor J. Gondek

ALSO PRESENT:

Deputy City Manager B. Stevens
Chief Financial Officer E. Sawyer
General Manager K. Hanson
General Manager S. Dalglish
General Manager D. Duckworth
General Manager R. Stanley
General Manager M. Thompson
Acting City Clerk D. Williams
Acting City Clerk M. A. Cario
Legislative Assistant J. Lord Charest
Legislative Assistant T. Rowe

1. CALL TO ORDER

Mayor Nenshi called the meeting to order at 8:34 a.m.

2. OPENING REMARKS

Mayor Nenshi provided opening remarks at today's meeting.

3. CONFIRMATION OF AGENDA

Moved by Councillor Chu

That the Agenda for the 2018 June 28 Regular Meeting of the Priorities and Finance Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2018 June 05

Moved by Councillor Chu

That the Minutes of the Priorities and Finance Committee held on 2018 June 05 be confirmed.

MOTION CARRIED

5. POSTPONED REPORTS

None

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 6.1 New Community Growth Strategy: Investment Recommendations, PFC2018-0678

Subject to Section 6(1) of Procedure Bylaw 35M2017, Section 31(3) was suspended by general consent, in order that members of the public be invited to address Committee with respect to Report PFC2018-0678.

Distributions made with respect to Report PFC2018-0678:

- revised page 12 of 24;
- revised page 23 of 24;
- a PowerPoint presentation entitled "New Community Growth Strategy: Investment Recommendations", dated 2018 June 28;
- a PowerPoint presentation entitled "Southeast Keystone Hills, A Strategic Investment in a Complete Community";
- a coloured booklet entitled "New Communities Growth Strategy Nose Creek Area Structure Plan Lands", dated 2018 June 28;
- a PowerPoint presentation entitled "East Stoney Business Case", dated 2018 June 2018;
- a coloured booklet entitled "West Belvedere", dated 2018 June 27;
- a coloured booklet entitled "TwinHills CyberCity & Intermunicipal Service Centre".
- a document entitled "Hotchkiss";
- a PowerPoint presentation entitled "Rangeview & Ricardo Ranch A Generational Opportunity";
- a coloured document entitled "The Case for Providence";
- a document entitled "Demonstration of a Practical Strategy for Fire/Emergency Servicing Plan: Providence";

- a PowerPoint presentation entitled "Rowan Park and Marquis Lands Business Case";
- a coloured document entitled "Glacier Ridge - Business Case Area";
- a PowerPoint presentation entitled "Symons Valley Business Case Presentation capexco" dated 2018 June 28;
- a PowerPoint presentation entitled "Glacier Ridge Business Case" dated 2018 June 28;
- a coloured document entitled "Glacier Ridge Business Case Community D"; and
- a document entitled "list of unresolved Infrastructure and Servicing Questions".

Speakers

1. Marcello Chiacchia, Genstar
2. Alan Boucher, Melcor Developments
3. Dennis Doherty, Pacific Investments & Developments Ltd.
4. Stephen Shawcross, IBI Group
5. Dennis Inglis, Highfield Land Management Inc.
6. Rahim Lakhoo, Tristar Communities
7. David White, Civicworks
8. Phil Nottveit, Urban Systems Ltd.
9. Susan Nelson, Open Gate
10. Greg Hart, RainForest Alberta + Calgary Technologies Inc.

Committee recessed at 11:55 a.m. and reconvened at 12:59 p.m. with Mayor Nenshi in the Chair.

11. Brett Friesen, Hopewell Residential
12. Paul Boskovich, Genstar
13. Trevor Dickie, Dream
14. Josh White, Dream
15. Trent Edwards, Brookfield
16. Geoff Bobiy, Brookfield
17. Jay German, Ronmor
18. Charles Cochrane, Capexco
19. Ben Lee, IBI Group
20. Ben Mercer, Qualico
21. Clark Piechotta, Qualico

Subject to Section 6(1) of the Procedure Bylaw, Section 77(c) be suspended by general consent to allow Members additional time for questions to Administration.

Committee recessed at 3:20 p.m. and reconvene at 3:50 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Carra

That the Priorities and Finance Committee postpone Item 6.1, Report PFC2018-0678 to the Call of the Chair.

MOTION CARRIED

Moved by Councillor Carra

That with respect to Report PFC2018-0678, the following be approved, **after amendment**, in part:

That the Priorities and Finance Committee file the Administration Recommendations contained in Report PFC2018-0678 and substitute with the following:

That the Priorities and Finance Committee:

1. Directs Administration to:

c) prepare bylaws and advertise for proposed Area Structure Plan amendments to remove Growth Management Overlays for communities identified in Attachment 1 (PFC2018-0678), and bring these amendments to the 2018 July 30 Public Hearing and Meeting of Council for a public hearing.

2. Recommends that Council, for the communities identified in Attachment 1 (PFC2018-0678):

(a) approve, as part of One Calgary 2019-2022 four year service plan and budget, a property tax rate increase of up to 0.75% in 2019 to fund the capital and direct incremental operating budgets necessary to support development of these communities;

(b) approve, as part of One Calgary 2019-2022 four year service plan and budget, a water utility rate increase of up to 0.5% per year to fund the specific capital budget necessary to support development of these communities; and

(c) confirm Council's intention to provide, through 2023 and future years' capital and operating budgets, the necessary public infrastructure and services to serve and support these communities.

3. Recommends that Council, for the communities identified in Attachment 1 (PFC2018-0678), direct Administration to:

(a) include the estimated capital and direct incremental operating investments identified in Attachment 1 (PFC2018-0678), including any changes to the

estimates, in 2018 November as part of One Calgary 2019-2022 four year service plan and budget, subject to the required operating and capital funding being in place; and

(b) continue to refine the 2023 and future years' capital and operating budget estimates identified in Attachment 1 (PFC2018-0678), and when needed bring incremental additional budget requests to Council for the necessary public infrastructure and services to serve and support these communities.

4. Recommends that Council hold a public hearing on 2018 July 30 meeting of Council to amend the applicable Area Structure Plans by removing the growth management overlays for the communities identified in Attachment 1 (PFC2018-0678).

5. Directs that this Report proceed to the 2018 July 30 Combined Meeting of Council.

6. Recommends that Council direct Administration to bring the next recommendations for new community growth and development approvals by no later than 2020 March, and in coordination with the One Calgary 2023-2026 four year service plan and budget process.

MOTION CARRIED

Moved by Councillor Carra

That with respect to Report PFC2018-0678, the following be approved, in part:

That the Priorities and Finance Committee:

1. Directs Administration to:

a) Continue to refine the operating and capital budget impacts for all business cases, including the list of unresolved issues in consultation with the applicants;

b) Upon completion of the refinement, determine if any communities in addition to those identified in Attachment 1 (PFC2018-0678), that meet the strategic alignment and market demand criteria, can be accommodated within the approved indicative tax rate range. If so, bring forward recommendations to approve these communities for growth directly to 2018 July 30 Combined Meeting of Council with comprehensive rationale for all business cases; and

Against: Councillor Farrell

MOTION CARRIED

6.2 Independent Review of Non-Residential Assessment and Appeal System, PFC2018-0798

Moved by Councillor Carra

That the Priorities and Finance Committee postpone Item 6.2, Report PFC2018-0798 to the Call of the Chair.

MOTION CARRIED

Moved by Councillor Woolley

That with respect to Report PFC2018-0798, the following be approved:

That the Priorities and Finance Committee:

1. Receive this report and attachments for information; and
2. Direct that Administration return to PFC with the final, independent report and recommendations no later than Q4 2018.

MOTION CARRIED

6.3 Bus Rapid Transit Network Marketing Strategy, PFC2018-0776

A clerical correction was noted in the header of the Report, third line, by deleting the year "2017" prior to the date "June 28" and by substituting the year "2018".

Moved by Councillor Woolley

That with respect to Report PFC2018-0776, the following be approved:

That the Priorities and Finance Committee refer Item 6.3, Report PFC2018-0776 to the 2018 July 19 Regular Meeting of the SPC on Transportation and Transit.

MOTION CARRIED

6.4 Electronic Notices for Property Assessment and the Assessment Review Board, PFC2018-0753

Moved by Councillor Chu

That with respect to Report PFC2018-0753, the following be approved:

That the Priorities and Finance Committee:

1. Direct Administration to
 - a. Forward Report PFC2018-0753 to the 2018 July 23 Public Hearing Council Meeting;
 - b. Publish a notice of the 2018 July 23 Public Hearing of the proposed bylaw under Report PFC2018-0753 (Attachment 3) in two issues of a newspaper, with each issue being in consecutive weeks and no later than 2018 July 13;
 - c. Publish banner advertisements on Calgary.ca, from 2018 July 3 to 2018 July 22, advertising the 2018 July 23 Public Hearing of the proposed bylaw under Report PFC2018-0753, and;

2. Recommend that Council:
 - a. Hold a Public Hearing and give three readings to the proposed bylaw (Attachment 3).

MOTION CARRIED

6.5 Delegation Bylaw to Support the Compassionate Tax Penalty Relief Program, PFC2018-0761

Moved by Councillor Woolley

That with respect to Report PFC2018-0761, the following be approved:

That the Priorities and Finance Committee recommends that Council:

1. Give three readings to the proposed bylaw to delegate the authority to reduce, refund or cancel taxes;
2. Forward report PFC2018-0761 to the 2018 July 23 Public Hearing Council Meeting; and
3. Direct that Administration publish a notice of the 2018 July 23 Public Hearing of the proposed bylaw under Report PFC2018-0761 in two issues of a newspaper, with each issue being in consecutive weeks and no later than 2018 July 13.

MOTION CARRIED

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

None

7.2 NOTICE(S) OF MOTION

None

8. URGENT BUSINESS

None

9. CONFIDENTIAL ITEMS

Moved by Councillor Sutherland

That Committee move into Closed Meeting, at 5:24 p.m., in the Council Lounge, to discuss confidential matters with respect to the Item 9.1.1, Naming of a City Park, PFC2018-0789 subject to Sections 23 and 24 of *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

Committee reconvened in public meeting at 5:25 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Colley-Urquhart

That Committee rise and report.

MOTION CARRIED

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1.1 Naming of a City Park, PFC2018-0789

Moved by Councillor Sutherland

That with respect to Report PFC2018-0789, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Approve Administration Recommendation 1 contained in Report PFC2018-0789; and
2. Direct that the Report and Attachments remain confidential subject to Sections 23 and 24 of the *Freedom of Information and Protection of Privacy Act* until Council rises and reports.

MOTION CARRIED

9.2 URGENT BUSINESS

None

10. ADJOURNMENT

Moved by Councillor Chu

That this meeting adjourn at 5:26 p.m.

MOTION CARRIED

The following items have been forwarded to the 2018 July 23 Combined Meeting of Council:

OTHER REPORTS AND POSTPONEMENTS FOR PUBLIC HEARING

Electronic Notices for Property Assessment and the Assessment Review Board, RFO2018-0753

Delegation Bylaw to support the Compassionate Tax Penalty Relief Program, PFC2018-0761

CONFIDENTIAL CONSENT

Naming of a City Park, PFC2018-0789

The following Item has been forwarded to the 2018 July 30 Combined Meeting of Council:

CONSENT

New Community Growth Strategy: Investment Recommendations, PFC2018-0678

The next Regular Meeting of the Priorities and Finance Committee has been scheduled for 2018 July 17 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 July 17**

**ISC: UNRESTRICTED
PFC2018-0821
Page 1 of 3**

**2017 Audited Financial Statements for Business Revitalization Zones and
Business Improvement Areas**

EXECUTIVE SUMMARY

Provide to Council for information the 2017 Audited Financial Statements for all Calgary's Business Improvement Areas (BIAs) (formerly known as Business Revitalization Zones or BRZs).

ADMINISTRATION RECOMMENDATION:

The Priorities and Finance Committee recommends that Council:

1. Receive for information the 2017 Audited Financial Statements for:

1. Mainstreet Bowness BIA;
2. Calgary Downtown Association;
3. Chinatown District BIA;
4. 4th Street South West BIA;
5. Inglewood BIA;
6. International Avenue BRZ;
7. Kensington BRZ;
8. Marda Loop BIA;
9. Montgomery on the Bow BIA;
10. 17th Avenue Retail & Entertainment District BIA;
11. Victoria Park BIA; and

2. Keep Attachments 1 to 13 to this Report confidential subject to section 61 of the *Freedom of Information and Protection of Privacy Act*, for 15 years.

PREVIOUS COUNCIL DIRECTION / POLICY

All Calgary Business Improvement Areas (BIAs) must annually submit audited financial statements to Council as required by section 19 of the *Business Improvement Area Regulation*, AR 93/2016 (the "*BIA Regulation*").

BACKGROUND

The Province of Alberta passed enabling legislation in 1983 June to allow municipalities to establish BIAs. The provisions are now contained in section 50 of the *Municipal Government Act* (MGA), as amended, and sections 2 to 7 of the *BIA Regulation*.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The unqualified audited financial statements for the BIAs are attached and have been reviewed by the Finance Business Unit for content and accuracy. There is no concern arising from the review.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 July 17**

**ISC: UNRESTRICTED
PFC2018-0821
Page 2 of 3**

**2017 Audited Financial Statements for Business Revitalization Zones and
Business Improvement Areas**

A summary of each BIA's Statement of Operations (Attachment 12) and Statement of Financial Position (Attachment 13) are also attached so they can be reviewed in one report. Caution should be exercised when comparing one BIA to another in those statements. Each BIA board maintains their accounting records based on their business needs and accounting practices. What is included in each category may be different from one BIA to another BIA. The HIPville BIA was established in November 2017 and did not receive BIA funding from The City until January 2018. As a result, the HIPville BIA did not have any financial transactions nor audited financial statements for 2017.

Stakeholder Engagement, Research and Communication

The Finance Business Unit engaged with all BIA boards in Calgary to ensure they meet the legislative requirements to submit their annual audited financial statements. All BIAs have been advised of the 2018 meeting date for the Priorities and Finance Committee Meeting.

Strategic Alignment

The establishment of twelve BIAs in Calgary through Provincial legislation and City bylaws allows BIAs to serve their business communities which supports the following Council Strategic Action:

- Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.

Social, Environmental, Economic (External)

BIAs provide economic benefit to the city by creating a healthy environment for businesses within the BIA to grow and attract customers.

Financial Capacity

Current and Future Operating Budget:

The revenue raised as a result of the BIA tax is based on the BIAs' annual budgets approved by Council. The tax collected, pursuant to The City's BIA tax bylaw and tax rate bylaw, is transferred directly to the respective BIAs' boards.

There is an annual impact to The City's operating budget of approximately \$400 thousand to provide support to the BIAs. This consists of the provision of professional and administrative support by Calgary Neighbourhoods, and across the Corporation including Law, City Clerk's and Finance. This also includes one-time funding of \$25 thousand per year for the implementation of the Council approved *2015-2018 BRZ/BIA Business Plan*.

Current and Future Capital Budget:

There are no implications on the capital budget.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 July 17**

**ISC: UNRESTRICTED
PFC2018-0821
Page 3 of 3**

2017 Audited Financial Statements for Business Revitalization Zones and Business Improvement Areas

Risk Assessment

There are no significant risks associated with this issue.

REASON(S) FOR RECOMMENDATION(S):

The BIA Regulation requires a BIA Board, following its financial year, to submit an audited financial statement to Council.

ATTACHMENT(S)

1. Mainstreet Bowness BIA (Confidential)
2. Calgary Downtown Association (Confidential)
3. Chinatown District BIA (Confidential)
4. 4th Street South West BIA (Confidential)
5. Inglewood BIA (Confidential)
6. International Avenue BRZ (Confidential)
7. Kensington BRZ (Confidential)
8. Marda Loop BIA (Confidential)
9. Montgomery on the Bow BIA (Confidential)
10. 17th Avenue Retail & Entertainment District BIA (Confidential)
11. Victoria Park BIA (Confidential)
12. Summary of Statement of Operations (Confidential)
13. Summary of Statement of Financial Position (Confidential)

Chief Financial Officer's Report to
Priorities and Finance Committee
2018 July 17

ISC: UNRESTRICTED
PFC2018-0765
Page 1 of 2

2017 Report on Reserves and Long Term Liabilities

EXECUTIVE SUMMARY

Presentation of the 2017 Report on Reserves and Long Term Liabilities.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council receive the 2017 Report on Reserves and Long Term Liabilities (Attachment 1) for information.

PREVIOUS COUNCIL DIRECTION / POLICY

As per the direction in the Council – approved policy #CFO013, Reserves information shall be reported to the Priorities and Finance Committee and to Council in the annual Reserves Report for information purposes.

BACKGROUND

As per Previous Council Direction/Policy Section.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The attached report presents detail on all reserves and long term liabilities including the approval and authorization, funding sources, any conditions and restrictions on use and a summary of activity in each of the last five years.

The City of Calgary's ("The City") reserves consist of operating, capital and sustainment reserves. There are 16 operating reserves totalling \$695 million, of which \$574 million is held in the Fiscal Stability Reserve as an operating contingency fund and to provide for one-time funding. The majority of the 17 capital reserves totalling \$884 million are either fully committed or have substantial commitments against them to finance existing approved projects and these commitments will reduce the balances over time. A total of \$624 million is held in 12 separate sustainment reserves. In total, reserve balances at 2017 December 31 are \$2,203 million (2016 - \$2,089 million). The 2017 Report on Reserves and Long Term Liabilities provides a five year history of balances, including those reserves closed within the last five years.

The creation, use and management of reserve funds in a formalized financial reserve policy is a best practice and consistent feature of most large cities in Canada and the United States. Reserves are part of good management that allows for funds to be spent judiciously over time or to ensure service levels are maintained and not immediately impacted by a potential downturn in the economy. Reserves provide a measure of financial flexibility to react to budget shortfalls or the financial impact of significant unexpected issues in a timely manner, for example, the use of the Fiscal Stability Reserve in response to the 2013 flood event. A properly balanced approach to the planning and use of reserves is considered good financial management and is a key component of The City's strong credit rating. For the majority of reserves, expenditures from and contributions to reserve funds are included in the Budget and Budget Adjustments approved by Council.

The results of the third cycle of the triennial reserve review presented to and approved by the Priorities and Finance Committee in Q4 2017 have been reflected in this report.

2017 Report on Reserves and Long Term Liabilities

Stakeholder Engagement, Research and Communication

N/A

Strategic Alignment

The 2017 Report on Reserves and Long Term Liabilities is provided for information to contribute to the Priorities and Finance Committee and Council fulfilling their governance responsibilities. Robust public information on reserves and long term liabilities is essential to ensure public confidence and fulfill the public's need for transparency and accountability.

Social, Environmental, Economic (External)

Certain reserves support social programs which assist The City in providing such services. Certain reserves support environmental programs and compliance with environmental regulations

Financial Capacity

Current and Future Operating Budget:

Certain reserves support operating programs which assist The City in providing services.

Current and Future Capital Budget:

Certain reserves support capital programs and capital commitments which assist The City in providing capital assets

Risk Assessment

In addition to the financial/contractual risks identified in the financial capacity section, certain reserves, such as the Fiscal Stability Reserve provide The City with an ability to withstand negative unanticipated economic impacts or natural disasters (i.e. flood).

Reserves contribute to the liquidity of The City, which is a significant factor supporting our current credit rating.

REASON FOR RECOMMENDATION:

As per the direction in the Council – approved policy #CFO013, Reserves information shall be reported to the PFC and to Council in the annual Reserves Report for information purposes.

ATTACHMENT

- 1) 2017 Report on Reserves and Long Term Liabilities

THE CITY OF CALGARY
REPORT ON
RESERVES AND LONG TERM LIABILITIES
2017

July 2018

THE CITY OF CALGARY
RESERVES AND LONG TERM LIABILITIES
AS AT DECEMBER 31, 2013 - 2017
(\$000's)

	Page	2017	2016	2015	2014	2013
				(Restated)		
<u>Operating Reserves</u>						
Calgary Heritage Authority Reserve	6	1,772	1,765	1,770	1,736	1,698
Calgary Police Service Court Fine Revenue Operating Reserve	7	4,000	4,000	4,000	4,000	4,000
Calgary Police Service Helicopter Maintenance	8	2,352	2,390	3,024	3,000	2,706
Children's Reserve Fund	9	4,723	4,693	4,605	4,605	4,595
Civic Partners Review Reserve	Closed 10	-	-	-	-	-
ENMAX Dividend Stabilization Reserve	12	20,000	20,000	20,000	16,450	10,100
Family & Community Support Service (FCSS) Stabilization Fund	14	4,361	5,504	5,704	3,710	3,688
Fiscal Stability Reserve	16	573,721	556,561	547,811	443,371	365,460
Group Life Reserve	18	1,725	1,685	1,580	1,494	1,338
Health, Safety and Wellness Reserve	19	18,813	15,984	13,271	10,975	7,566
Heritage Incentive Reserve	20	1,205	965	1,087	1,369	1,283
Mall Programming Fund	22	813	788	770	754	744
Parking Revenue Reinvestment Reserve	23	2,133	-	-	-	-
Parks Foundation Reserve	24	2,407	2,376	2,395	2,257	2,114
Self - Insurance Reserve	26	7,000	7,000	7,000	7,000	7,000
Snow and Ice Control (SNIC) Reserve	28	12,482	15,000	8,940	-	4,141
Tax Loss Provision Reserve	29	37,398	37,398	37,398	37,398	39,823
Unappropriated Surplus	Closed 30	-	-	-	-	-
		694,905	676,109	659,355	538,119	456,256

**THE CITY OF CALGARY
RESERVES AND LONG TERM LIABILITIES
AS AT DECEMBER 31, 2013 - 2017
(\$000's)**

	Page	2017	2016	2015	2014	2013
				(Restated)		
Capital Reserves						
911 Communications Centre Capital Financing Reserve	31	26,243	24,141	18,577	11,830	8,821
Artificial Turf Field Lifecycle Reserve	32	3,271	3,015	2,221	1,548	1,047
Asphalt and Crusher Plant Lifecycle Capital Reserve	33	6,443	7,500	6,367	5,363	7,500
Calgary Police Service Capital Reserve	34	40,209	40,254	34,349	30,978	28,362
Community Investment Reserve	36	39,407	102,204	152,379	168,302	151,077
Corporate Housing Reserve	38	30,383	29,885	38,504	36,073	34,105
Debt Servicing Reserve	40	52,570	52,570	52,570	52,570	52,570
Downtown Improvement Fund	42	3,050	3,684	3,629	3,372	3,207
Fleet Services Capital Reserve	43	10,933	14,326	10,456	4,042	-
Information Technology Reserve	44	27,711	20,746	18,658	18,189	15,867
LED Street Light Re-Lamping Reserve	46	9,123	5,688	5,528	5,816	5,622
Legacy Parks Reserve	48	7,195	10,558	18,450	23,033	19,738
Lifecycle Maintenance and Upgrade Reserve	50	174,747	116,122	149,391	97,251	125,729
Parking Land Acquisition Reserve	52	41,719	40,772	38,215	32,657	24,688
Reserve for Future Capital	54	308,440	327,014	354,190	318,286	269,629
Revolving Fund Reserve for General Land Purchases	56	102,118	101,073	86,881	84,505	52,347
TELUS Convention Centre Reserve	58	20	242	213	253	200
		883,582	899,794	990,578	894,068	800,509
Sustainment Reserves						
(combined operating & capital reserves)						
Budget Savings Account	60	157,334	130,103	60,905	-	-
Community Sustainability Reserve	62	2,119	2,123	2,270	2,443	2,678
CBS and CCS - Business License Sustainment Reserve	64	96,335	106,363	98,408	76,247	48,701
Economic Development Investment Fund	66	55,000	-	-	-	-
Golf Course Levy Reserve	68	2,777	1,712	1,126	529	327
Livery Transport Services	69	4,145	3,737	4,076	4,539	3,722
Millican-Ogden Community Enhancement	70	-	5	132	171	171
Parks Endowment and Sustainment Reserve	72	4,494	3,118	2,328	1,291	1,184
Perpetual Care of the Municipal Cemetery System Reserve	74	18,221	15,905	13,949	12,549	10,359
Public Art Reserve	75	5,883	5,105	4,093	3,272	2,607
Real Estate Services	76	70,796	63,969	68,396	97,664	80,552
Utility Sustainment Reserve	78	142,392	133,033	83,257	49,153	44,076
Waste and Recycling Sustainment Reserve	79	64,802	48,019	48,809	41,968	33,808
		624,298	513,192	387,749	289,826	228,185
Total Reserves		2,202,785	2,089,095	2,037,682	1,722,013	1,484,950
Amounts included in the Reserve Report but recorded in other funds (Operating or Capital Fund) or consolidated for financial reporting purposes						
Less:						
Unappropriated Surplus (Current year surplus)		(80,955)	(37,731)	(59,026)	(27,490)	(8,159)
Livery Transport Services surplus		-	-	-	-	-
Revolving Fund for General Land Purchases		(102,118)	(101,073)	(86,881)	(84,505)	(52,347)
CMLC Internally Restricted (Real Estate Services)		(4,964)	(4,964)	(4,964)	(6,750)	(6,752)
AHCC Internal Sale (Corporate Housing Reserve)		-	(326)	(299)	(323)	(2,203)
Amounts not included in the Reserve Report but recorded in the Reserve Fund for financial reporting purposes						
Attainable Homes Calgary Corporation operating fund		500	-	-	-	-
Calgary Arts Development Authority Ltd. operating fund		459	269	245	169	173
Calgary Housing Company surplus (deficit)		27,348	27,448	27,426	22,589	17,010
Calgary Public Library operating fund		993	993	993	573	1,672
Utility Sustainment Adjustment (offset with capital deposits)		-	2,098	-	-	-
Reserves per financial statements		2,044,048	1,975,809	1,915,176	1,626,276	1,434,344

THE CITY OF CALGARY
RESERVES AND LONG TERM LIABILITIES
AS AT DECEMBER 31, 2013 - 2017
(\$000's)

	Page	2017	2016	2015 (Restated)	2014	2013
<u>Long Term Liabilities</u>						
<u>Capital Deposits</u>						
Alberta Municipal Infrastructure Program (AMIP) Agreement	82	-	-	-	11,699	25,969
Basic Municipal Transportation Grant	83	-	-	8,817	259,873	134,742
Cash in Lieu of Parking Fund	84	15,686	15,098	14,697	8,882	5,783
Eau Claire Improvement Fund	85	856	829	2,296	931	975
Federal Gas Tax Fund	86	36,488	76,132	67,079	-	32,769
Infrastructure Canada - Alberta Program (ICAP)	87	-	-	-	173	173
Miscellaneous Capital Deposits	88	243,508	241,435	209,686	200,066	267,930
Municipal Sustainability Initiative (MSI)	90	129,872	259,942	362,375	99,264	132,973
Off-site Levies	92	375,243	402,170	339,009	341,689	316,486
Plus 15 Cash in Lieu Fund	94	25,248	24,665	24,364	23,999	22,937
Total Capital Deposits		826,901	1,020,271	1,028,323	946,576	940,737
Utility Sustainment Adjustment (offset with reserves)		-	(2,098)	-	-	-
Capital Deposits per financial statements		826,901	1,018,173	1,028,323	946,576	940,737
<u>Employee Benefit Obligations</u>						
Defined Benefit Pension Plans (Registered & Non-Registered)	95	90,614	86,738	78,890	68,153	59,873
Funded Vacation and Overtime Liability	96	220,021	217,074	208,480	195,551	189,095
Other Retirement Benefits Liability	98	183,235	176,341	167,879	160,036	149,941
		493,870	480,153	455,249	423,740	398,909
<u>Supplementary Schedules</u>						
Reserves Continuity	101					

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***OPERATING, CAPITAL
AND SUSTAINMENT RESERVES***

Calgary Heritage Authority Reserve

Operating Reserve (\$000s)

\$ 1,772
(2017)**Authorization:** PFC2012-0159 and PFC2015-0917.**Purpose:** Provide financial operating resources for the overall activities and responsibilities of the Calgary Heritage Authority ("CHA").**Conditions:** Reserve will maintain a minimum, protected balance of \$1,338.**Restrictions:** Funds are to be used at the sole discretion of the Calgary Heritage Authority to support their activities as mandated by the Calgary Heritage Authority Act.**Related Budget Program:** Operating Program: #610 Calgary Growth Strategies (formerly #610 City Wide Policy & Integration) on behalf of the CHA.**Funding Sources:** The opening balance of this reserve is funded through the transfers from the CHA Legacy Endowment Fund (original funding from sale of unused density from fire hall #1 site) and transfers from the Heritage Preservation Fund. Investment income earned on the balances in this reserve will provide future funding.Investment income: X Yes No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	1,765	1,770	1,736	1,698	1,664
Investment Income	55	40	43	38	34
Contribution to operations	(48)	(45)	(9)	-	-
Closing balance	<u>1,772</u>	<u>1,765</u>	<u>1,770</u>	<u>1,736</u>	<u>1,698</u>

Source Contacts:	Business Unit –	Calgary Growth Strategies
	Financial Lead –	S. Mackenzie, Finance Lead
	Operational Lead –	J. Mueller, Manager, City Planning and Policy Services

Review Schedule:	Last Review:	2015	Next Review:	2018
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Calgary Police Service Court Fine Revenue Operating Reserve**\$ 4,000**

Operating Reserve (\$000s)

(2017)**Authorization:** PFC2013-0084**Purpose:** To mitigate potential future revenue shortfalls in the Court Fine budgeted revenue portion of the Calgary Police Service ("CPS") operating budget.**Conditions:** Contribute \$4,000 from the 2012 Court Fine revenue portion of the CPS operating budget.

Future year contributions are not scheduled unless recommended by the Calgary Police Commission or specifically approved by Council. If requesting permission from Council to contribute to the Operating reserve, the Commission must first fund any operating shortfalls, as well as the CPS Pay-As-You-Go Reserve (to the maximum of \$2,500) before any remaining surplus will be contributed to the Operating Reserve. The CPS Operating and Capital budgets (including the Court Fine revenue portion of the Operating budget), will be approved by Council as part of the multi-year budget cycles and through the adjustment process when required.

Restrictions: The reserve is funded with a one-time contribution from the CPS in 2012, unless further Council direction is received. Withdrawals from the Operating reserve to fund shortfall in the Court Fine revenue portion of the CPS Operating budget will require a written request from the Calgary Police Commission to the attention of the City Treasurer. Any other withdrawal requests from the reserve would require a similar written request, but would also require Council's approval of each specific request.**Related Budget Program:** Operating Program: #070 Calgary Police Service**Funding Sources:** Police operating budget.Investment income: ____ Yes X No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	4,000	4,000	4,000	4,000	4,000
Contributions from operations	-	-	-	-	-
Closing balance	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>

Source Contacts:

Business Unit –	Calgary Police Service
Financial Lead –	C. Male, City Treasurer
Operational Lead –	B. Hutchins, Finance Manager

Review Schedule: Last Review: 2017 Next Review: 2020

Calgary Police Service Helicopter Maintenance Reserve

Operating Reserve (\$000s)

\$ 2,352
(2017)**Authorization:** FB96-48 and FCS2006-29.**Purpose:** To provide an operating reserve to stabilize maintenance costs for the Police Service helicopter ("HAWCS"), as costs vary dramatically from year to year depending on the life cycle of the various maintenance components. Reserve funds will be used to finance maintenance of the Calgary Police Service helicopters, minimizing major fluctuations in the Calgary Police Service operating budget.**Conditions:** Funds are to be used to finance maintenance of the CPS helicopters.**Restrictions:** As per purpose.**Related Budget Program:** Operating Program: #070 Calgary Police Service**Funding Sources:** Police operating fundsInvestment income: ____ Yes X No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	2,390	3,024	3,000	2,706	2,905
Contributions from operations	809	808	809	808	809
Contributions to operations	(847)	(1,442)	(785)	(514)	(1,008)
Closing balance	<u>2,352</u>	<u>2,390</u>	<u>3,024</u>	<u>3,000</u>	<u>2,706</u>

Source Contacts:

Business Unit –	Calgary Police Service
Financial Lead –	B. Hutchins, Finance Manager
Operational Lead –	R. Chaffin, Deputy Police Chief

Review Schedule: Last Review: 2017 Next Review: 2020

Children's Reserve Fund

Operating Reserve (\$000s)

\$ 4,723
(2017)

Authorization: C2000-07, FCS2004-22, CPS2008-87, FCS2010-19, FCS2011-34, PFC2012-0606 and PFC2015-0917.

Purpose: To support access for low-income families and their children (up to 18 years of age) or directly for low income children, to programs which will enhance their social well-being (including arts, recreation and sports programs).

Conditions: Administration may use up to 100% of the annual interest earned to help fund operating programs for children and youth. Interest earned not used in a year can be carried forward into future years.

Restrictions: None.

Related Budget Program: Operating Program: #421 Calgary Neighbourhoods

Funding Sources: As per Report FCS2004-22 in 2004 all funds from the Emerging Social Issues Reserve have been transferred to a new Children's Reserve Fund. Other sources are at the discretion of Council.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	4,693	4,605	4,605	4,595	4,502
Investment Income	150	105	115	101	93
Contribution to Recreation/Calgary Neighbourhoods	(120)	(17)	(115)	(91)	-
Closing balance	<u>4,723</u>	<u>4,693</u>	<u>4,605</u>	<u>4,605</u>	<u>4,595</u>

Source Contacts:

Business Unit –	Calgary Neighbourhoods
Financial Lead –	J. Salazar, Finance Lead
Operational Lead –	K. Black, Director

Review Schedule: Last Review: 2015 Next Review: 2018

Civic Partners Review Reserve - CLOSED

Operating Reserve (\$000s)

\$ -
(2017)

Authorization: CPS2003-92, FCS2004-22, CPS2004-63, FCS2010-10 and PFC2012-0606

Purpose: To conduct reviews which assess strategic alignment between The City and its Civic Partners in the following Civic Partner categories: Agencies, Alliances, Joint Ventures, City Related Entities and Provincially-Legislated Entities.

To support research efforts to examine The City's support of partners within a sector (including but not limited to Tourism, Heritage, Culture, Arts). The research would be used to gain understanding of trends and to develop strategic approaches for The City to support organizations in a given sector.

Conditions: The Director of Recreation will authorize funding in accordance with Council approved direction. Funding will be used to support review costs such as:

- Research required for analysis and recommendations to be made to Council;
- Management of a review project in conjunction with designated City staff;
- Other review-related support;
- Expenses associated with any public consultations, surveys, etc.

The Civic Partner Accountability Framework presents three core principles to ensure partnership accountability:

- Mission Alignment – the partner must be able to deliver services that benefit the public good as determined by Council;
- Partner Organization Governance – the partner must be able to demonstrate good governance practices;
- Measure Performance – partnerships should have defined goals that are measured and publicly reported on a regular basis.

As per Report FCS2004-22 the reserve was established from the closure of the Agency Review Reserve; no impact to existing budgets. The fund is expected to be closed within four years; once it is fully expended.

As per Report FCS2010-10, this fund is extended to the end of the 2009-2010 business cycle, following which Administration will report back to Council to recommend disposition of any unspent balance.

As per Report PFC2012-0606, the reserve is to be closed once current outstanding balance has been spent.

Restrictions: Funding will be used to research and report to Council the results of a partner review and sector review with recommended future direction.

Related Budget Program: Operating Program: #426 Recreation

Funding Sources: Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	-	-	-	-	65
Transfer to operations	-	-	-	-	(65)
Closing balance	-	-	-	-	-

Source Contacts: Financial Lead – Finance Lead, Calgary Recreation
Operational Lead – Manager, Office of Partnerships

Review Schedule: Not applicable – reserve closed

ENMAX Dividend Stabilization Reserve\$ 20,000
(2017)

Operating Reserve (\$000s)

Authorization: NM 2012-05**Purpose:** To provide an operating reserve to stabilize the ENMAX dividend for any budget shortfall, as ENMAX dividend varies from year to year.**Conditions:** Fund balance cannot exceed \$20,000 in total.**Restrictions:** Reserve is a contingency to fund shortfalls in the ENMAX dividend compared to budget.**Related Budget Program:** Operating Program: #860 General Revenue**Funding Sources:** 50% of the ENMAX dividend received in excess of the annual budget, to be transferred to this reserve, to a maximum of \$20,000.Investment income: ____ Yes X No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	20,000	20,000	16,450	10,100	-
Contributions from operations	-	-	3,550	6,350	10,100
Closing balance	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>16,450</u>	<u>10,100</u>

Source Contacts:

Business Unit –	Corporate Revenue & Costs
Financial Lead –	C. Fung, Corporate Finance Lead
Operational Lead –	J. Kwong, Finance Manager

Review Schedule: Last Review: 2015 Next Review: 2018

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Family & Community Support Service (“FCSS”) Stabilization Fund \$ 4,361
Operating Reserve (\$000s) (2017)

Authorization: CS95-21, CS008, CPS98-12, CPS2003-26, FCS2004-22, CPS2009-09, CPS2011-19 and PFC 2015-0917.

Purpose: The reserve is used to:

- Cover any shortfalls in case the Provincial FCSS allocation of funds is less than expected at any given year;
- Respond to emerging social issues; and
- Support clearly defined capacity-building initiatives as per Council’s Policy of FCSS.

Conditions: Agencies wishing to access funds, must meet the requirements stated above under Purpose. In addition, they are required to complete an application. Administration will review the application and consult with community partners to determine the project’s impact and viability.

Restrictions: As per purpose.

Related Budget Program: Operating Program: #421 Calgary Neighbourhoods

Funding Sources:

1. Unexpended or surplus funds from previously allocated ongoing and one-time contributions.
2. Any increase to the provincial or municipal portion of the FCSS budget announced after Council’s approval of allocation for the year.

Investment income: X Yes No

Special Reporting Requirements: Annual review by Community & Neighbourhood Services, as described under conditions.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	5,504	5,704	3,710	3,688	3,348
Contributions from operations	513	2,605	2,630	1,474	1,894
Contributions to operations(1)	(1,805)	(2,897)	(636)	(1,452)	(1,554)
Investment income	149	92	-	-	-
Closing balance	<u>4,361</u>	<u>5,504</u>	<u>5,704</u>	<u>3,710</u>	<u>3,688</u>

- (1) As per CPS2011-19, Council approved an annual transfer of \$1,000 from the FCSS Stabilization Fund. Administration is to use the funds on a one-time basis as per the purpose above. In 2015, Council approved the annual transfer amount of \$500 as per CPS2015-0150. An additional transfer of \$2,100 was approved by Council in 2016, as per CPS2016-0036, to be allocated to 72 funded agencies. As per CPS2016-0827 Council approved \$1,000 to be accessed from the FCSS Stabilization Fund in 2017 for the purpose of funding organizations for one-time capacity building projects and emerging issues. An additional \$500 was withdrawn as per CPS2016-0397 for the purposes of maintaining contribution to the FCSS program budget. \$305 in 2016 approved funds were extended and paid in 2017.

Source Contacts: **Business Unit –** **Calgary Neighbourhoods**
 Financial Lead – J. Salazar, Finance Lead
 Operational Lead – M. Hulsker, Manager

Review Schedule: Last Review: 2015 Next Review: 2018

Fiscal Stability Reserve

Operating Reserve (\$000s)

\$ 573,721
(2017)**Authorization:** Mill Rate bylaw 20M79, C2005-04 and FCS2007-45.**Purpose:** Prior to January 2005, the reserve was used to stabilize tax increases from year to year in order to balance operating budgets without large tax increases; planned contributions from the reserve are made as required and operating surpluses are returned to the reserve. After January 2005, the reserve has been mandated to serve the following purposes:

- A contingency fund for operational emergencies, urgent or contingency capital expenditures, and to compensate for unplanned revenue reductions with significant financial impacts; and
- Investment income from the reserve would be used to fund one-time operating budget expenditures.

Conditions: As per report FCS2007-45, the reserve must maintain a minimum balance of 5% of The City's tax-supported gross expenditures (net of recoveries) and the Fiscal Stability Reserve ("FSR") target balance is set at 15% of The City's tax supported gross expenditures (net of recoveries).**Restrictions:** As per purpose.**Related Budget Programs:** Operating Program: #856 Taxation
#860 General Revenue**Funding Sources:** Council approved annual tax supported operating surpluses transferred to the reserve, and investment income earned on reserve funds. As per report FCS2007-45, Council approved previously committed one-time contingent funds that are no longer required for their original purpose, such as recoveries from provisions for tax losses, legal claims or environmental provisions.Investment income: ☒ Yes ☐ No**Special Reporting Requirements:** None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u> (Restated)	<u>2014</u>	<u>2013</u>
Opening Balance	556,561	547,811	443,371	365,460	294,985
Surplus (Previous year)	-	-	-	-	31,258
Surplus (Current year) ⁽¹⁾	80,955	37,731	59,026	27,490	8,159
Investment income	16,651	12,319	11,465	8,504	6,855
Net contribution (to) operations	(78,449)	(21,728)	(14,359)	(27,106)	(17,370)
Net contribution (to) from capital ⁽²⁾	(7,824)	(1,382)	4,892	(16,310)	-
Funding contribution from operations ⁽³⁾	16,793	10,945	55,809	84,713	45,073
Transfers (to)/from other reserves ⁽⁴⁾	(10,966)	(29,135)	(12,393)	620	(3,500)
Closing balance ⁽⁵⁾	573,721	556,561	547,811	443,371	365,460

- (1) Due to a change in policy commencing 2013, the current year surplus is included to more appropriately reflect the funds in the FSR. In years prior, the current year surplus used to be shown as a separate item called Unappropriated Surplus in the Reserves Report.
- (2) 2017: Contribution to capital consists of \$5,342 for City's resiliency projects and \$2,482 for Utilities flood expenditures.
2016: Consists mostly of contribution to capital for Utilities flood expenditures.
2015: Excess insurance receipt of \$4,892 transferred back to FSR.
2014: Net contribution to capital relates to expenditures for flood resiliency projects and other flood related projects incurred as a result of the 2013 flood.
- (3) Funding contribution from operations is from the transfer of various unspent contingency funds, for example, the Property and Business Tax contingency fund.
- (4) Transfer (to)/from other reserve:
2017: As per C2017-0370, transfer funds to Economic Development Investment Fund ("EDIF") of (\$10,000); transfer funds to various business units' through "FSR flow through reserves" (\$1,374); transfer of \$350 from Economic Development and Policy Co-ordination ("EDPC") year-end surplus to fund future Council Innovation Fund; transfer of \$58 from Budget Savings Account ("BSA") Reserve for 2016 over-contribution to BSA.
2016: As per report C2014-0863, transfer funds from FSR to Roads Snow and Ice Control ("SNIC") of (\$5,000); funding to capital budget program 639 of (\$900), for the Decidedly Jazz Dance Centre Project; transfer of funds from FSR to various business units' flow through FSR (\$23,235).
2015: As per report C2014-0863, transfer funds from FSR to Roads SNIC of (\$5,000), transfer funds from FSR to various business units' flow through FSR (\$7,393).
2014: As per report C2014-0863, \$620 of unallocated funds transferred from the Council Innovation Fund.
2013: As per report PFC2012-0045, transfer of funds from FSR to Roads SNIC of (\$3,500).
- (5) Committed amounts in the closing balance total \$135,090 consisting of: \$26,960 one-time approved council items, \$107,630 of balance remaining for Flood Commitment, and \$500 of balance remaining for land-related matters (VR2017-0029). Closing balance ratio to tax supported gross expenditures (net of recoveries) after committed amounts is 11.2% before current year surplus and 13.8% including current year surplus. The minimum level to be maintained in the reserve is \$159,475.

Source Contacts:

Business Unit –
Financial Lead –
Operational Lead –

Finance

T. Nguyen, Finance Manager, Corporate Budget Office
C. Male, City Treasurer

Review Schedule:

Last Review:

2015

Next Review:

2018

Group Life Reserve

Externally Restricted Operating Reserve (\$000s)

\$ 1,725
(2017)

Authorization: FB95-92, Group Policy No. 127 and PFC2012-0606.

Purpose: To satisfy contractual obligations under the Group Life benefit contract between The City and Great West Life ("GWL").

Conditions: As per purpose.

Restrictions: Under the terms of the contract, The City must maintain a reserve balance comprised of two activities: 1) Incurred but Not Reported ("IBNR") for claims incurred by employees in the current year but not reimbursed by the plan until the following year. The IBNR portion of the reserve is equal to 12% of the annualized Refund Billed Premium based on the last month of the policy year; and 2) a Claims Fluctuation reserve ("CFR") balance equal to 25% of the Refund Billed Premium for the last complete policy year.

Related Budget Program: Operating Program: #787 Employee Benefits

Funding Sources: Operating Budget Program: #787 Employee Benefits

Investment income: X Yes No

Special Reporting Requirements: Quarterly financial reports and annual Core Plan financial statements for the City management and MEBAC executive. The financial statements are subject to an external audit every four years effective 2014.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	1,685	1,580	1,494	1,338	1,253
Investment income	53	36	37	29	25
Contributions from/(to) Operations	(13)	69	49	127	60
Closing balance	<u>1,725</u>	<u>1,685</u>	<u>1,580</u>	<u>1,494</u>	<u>1,338</u>

Source Contacts:

Business Unit –	Finance
Financial Lead –	D. Christensen, Finance Leader, Benefits Finance
Operational Lead –	G. Wiebe, Finance Manager, Corporate Financial Reporting

Review Schedule: Last Review: 2015 Next Review: 2018

Health, Safety and Wellness Reserve

Operating Reserve (\$000s)

\$ **18,813**

(2017)

Authorization: FB94-126, FB98-64, FCS2006-32 and FCS2010-10.**Purpose:** To fund preventive and proactive health, safety and wellness programs as part of The City's ongoing commitment to the safety, health and wellness of employees.**Conditions:** Environment & Safety to report annually to the S.P.C. on Utilities and Environment on safety compliance and performance. Human Resources provides an annual report to the Human Resources Client Council ("HRCC") on health and wellness expenditures and outcomes.

Future Workers Compensation Board ("WCB") rebates and dividends will be allocated 75% to the Health, Safety and Wellness (HSW) Reserve and 25% to general revenue. The Human Resources and Environment & Safety Management business units share responsibility for the HSW Reserve. Each business unit manages and reports independently on its portion which is derived from half of the 2008 opening balances plus half of the annual contributions to the reserve.

Restrictions: As per purpose.**Related Budget Program:** Operating Program: #787 Employee Benefits**Funding Sources:** A portion of the \$1,600 received in 1994 from the Workers Compensation Board ("WCB") as a result of increased diligence in the management of WCB claims. Effective 1998, funding will be received (\$600 per year) through an increase to the employee benefit rate. A portion of WCB rebates to The City are also transferred to the reserve.Investment income: ____ Yes X No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	15,984	13,271	10,975	7,566	7,166
Contributions from operations:					
Employee benefits rate	600	600	600	600	600
WCB	4,890	5,119	4,870	4,928	1,183
Contributions to operations	(2,661)	(3,006)	(3,174)	(2,119)	(1,383)
Closing balance	<u>18,813</u>	<u>15,984</u>	<u>13,271</u>	<u>10,975</u>	<u>7,566</u>

Source Contacts:

Business Unit –	Finance
Financial Lead –	E. Galindo, Finance Lead
Operational Lead –	L. Shikaze, Director, Human Resources

Review Schedule: Last Review: 2015 Next Review: 2018

Heritage Incentive Reserve

Operating Reserve (\$000s)

\$ 1,205
(2017)

Authorization: FB2002-27, FCS2004-15, FCS2004-20, PFC2012-0159 and PFC2015-0917.

Purpose: To fund the implementation of the Heritage Incentive Program which began in 2003.

Grants are provided to non-city owned municipal historic resources to:

- Promote the rehabilitation and economic re-use of buildings designated as Municipal Historic Resources under the Historical Resources Act of Alberta ("HRA").
- Address inequities that property owners assume when rehabilitating buildings designated under the HRA.
- Revitalize and rehabilitate derelict or underutilized heritage buildings.
- Revitalize older communities and commercial districts.

Conditions: Specific Conditions relating to use of the reserve with respect to the grant application process, payment process, and sign requirements are detailed in report PFC2012-0159.

Restrictions: There shall be a maximum expenditure of 50% of the approved project costs or 15% of the current assessed value of the property; whichever is the lesser, except for special circumstances approved by Council. All grants may be paid out in a single payment or over the course of a 5-year period.

Applications may be accepted every five years but the total grant amount cannot exceed 50% of the approved project costs or 15% of the current assessed value of the property; whichever is the lesser, every 15 years except for special circumstances approved by Council.

Related Budget Program: Operating Program: #610 Calgary Growth Strategies (formerly #610 City Wide Policy & Integration)

Funding Sources: To be funded annually from operating budget #610 Calgary Growth Strategies (formerly #610 City Wide Policy & Integration). Prior to 2014, it was funded by operating budget #616 Land Use Planning & Policy (formerly #611 Planning & Transportation Policy).

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	965	1,087	1,369	1,283	1,185
Contributions from operations	525	225	225	225	225
Contributions to operations	(285)	(347)	(507)	(139)	(127)
Closing balance	<u>1,205</u>	<u>965</u>	<u>1,087</u>	<u>1,369</u>	<u>1,283</u>

Source Contacts:

Business Unit –
Financial Lead –
Operational Lead –

Calgary Growth Strategies

S. Mackenzie, Finance Lead
J. Mueller, Manager, City Planning & Policy Services

Review Schedule:

Last Review: 2015 Next Review: 2018

Mall Programming Fund

Operating Reserve (\$000s)

\$	813
	(2017)

Authorization: OE2001-03 and PFC2012-0606.**Purpose:** To maintain and supplement activities and programs on Stephen Avenue Mall, specifically in the 300 west block between Bankers Hall and Toronto Dominion Square.**Conditions:** Funds are to be managed by the Mall Programming Fund Management Committee ("MPFMC") comprising of a representative from Gentra/Brookfield, Oxford Properties, the Calgary Downtown Association, and The City, with The City representative as chairman.**Restrictions:** The MPFMC is authorized to approve expenditures that utilize the investment income earned by the Fund while any expenditure involving the principal of the Fund is subject to Council approval.**Related Budget Program:** Operating Program: #651 Urban Strategy (formerly #612 Local Area Planning & Implementation)**Funding Sources:** The developer of Bankers Hall was required to pay \$850 to establish the Fund. The interest earned on the initial contribution will be used for programming activities on the 300-west block on Stephen Avenue. Interest income can be carried forward if not spent in the year which it was earned.Investment income: X Yes No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	788	770	754	744	1,017
Investment income	25	18	18	16	18
Contributions to capital financing	-	-	(5)	(6)	(291)
Contributions to operations	-	-	3	-	-
Closing balance	<u>813</u>	<u>788</u>	<u>770</u>	<u>754</u>	<u>744</u>

Source Contacts:	Business Unit –	Urban Strategy
	Financial Lead –	M. Fung, Finance Lead
	Operational Lead –	J. Tang, Program Manager

Review Schedule:	Last Review:	2015	Next Review:	2018
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Parking Revenue Reinvestment Reserve

Operating Reserve (\$000s)

\$ 2,133
(2017)

Authorization: PFC2017-0223

Purpose: To hold monies generated from surplus returns from Calgary Parking Authority ("CPA") parking revenues to The City. The money is to be used for investment in public realm improvements and services in paid parking areas. The intent of the policy is to improve infrastructure in paid parking areas to improve streetscapes, urban design and improve the success of the area. It provides a line of sight between the collection of paid parking and area reinvestment. The complete policy is defined in section 5.3 of Council Policy TP017.

Conditions: The funds should be restricted to uses that support public realm improvements only. These are generally identified in Attachment 3 of Report TT2017-0044. Funds are internally restricted but the reserve may fund other improvements at The City's discretion. Projects will be proposed by the business areas generating revenues and by The City. The projects will be approved jointly.

Restrictions: Funds are to be used as per the purpose outlined above.

Related Budget Program: Operating Program: #617 Transportation Planning

Funding Sources: 50% of the surplus amount above approved budget from CPA net revenue contributions to The City. Council Policy TP017, section 5.3, provides the complete policy detailing the calculations.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	-	-	-	-	-
Contributions from CPA	2,168	-	-	-	-
Contributions to operations	(35)	-	-	-	-
Closing balance	<u>2,133</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Source Contacts: **Business Unit –** **Transportation Planning**
Financial Lead – L. Wong, Finance Lead
Operational Lead – A. Sebjanic, Acting Manager, Transportation Strategy

Review Schedule: Last Review: N/A Next Review: 2020

Parks Foundation Reserve

Operating Reserve (\$000s)

\$ 2,407
(2017)

Authorization: CS90-17-01, FB99-48, FCS2004-22, Memorandum of Agreement – April 15, 2004, FCS2007-09 and PFC2016-0796.

Purpose: Create an Endowment fund and use the investment income to fund the administrative costs of Parks Foundation Calgary – a City of Calgary Civic Partner and to eliminate the annual contribution from The City to Parks Foundation Calgary's operating budget.

Conditions: Should Parks Foundation Calgary remove the funds from the Endowment Fund, except as outlined in the Restrictions below, The City will request the return of the funds in the Parks Foundation Calgary's Operating Endowment Fund.

Restrictions: Only investment earnings as outlined in the Memorandum of Agreement may be withdrawn to be used for administrative services of Parks Foundation Calgary.

Related Budget Program: Operating Program: #449 Civic Partners (Liaison: Community Services)

Funding Sources: The City contributed \$200 to the operating endowment for every \$300 Parks Foundation Calgary raised for capital endowment, up to a maximum contribution by The City of \$2,000, which was reached in 1998.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	2,376	2,395	2,257	2,114	2,099
Investment income	173	140	213	218	90
Contributions to operations	(142)	(159)	(75)	(75)	(75)
Closing balance	<u>2,407</u>	<u>2,376</u>	<u>2,395</u>	<u>2,257</u>	<u>2,114</u>

Source Contacts:

Business Unit –	Calgary Parks
Financial Lead –	T. LePrieur, Finance Lead
Operational Lead –	A. Charlton, Director

Review Schedule: Last Review: 2016 Next Review: 2019

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Self-Insurance Reserve

Operating Reserve (\$000s)

\$ 7,000
(2017)

Authorization: FB86-130, FB94-26, FCS2010-19, PFC2012-0606 and PFC2015-0917.

Purpose: All activities undertaken by The City are covered under the Civic Insurance Program using common insurance industry principles. This program is comprised of purchased insurance coverage as well as a self-funded component for any losses not covered by the purchased policy. This reserve is utilized to offset any large claim against The City either in excess of a purchased policy limit or a loss that is not covered by any insurance policy.

The City is self-insured pursuant to section 825 of the Insurance Act of Alberta for auto.

Outside insurance coverage exists for claims exceeding established self-insurance retention levels for:

- a) Auto and general liabilities
- b) Property – insured on statement of value approximately \$10,058,708

Conditions: To be compliant with regulatory requirements a minimum of \$2,000 with the Self-Insurance Reserve must be allocated specifically to address auto liabilities.

In order to self-insure auto liability, The Alberta Insurance Act requires The City to maintain a separate fund.

Interest is only earned up to the amount required to maintain a reserve balance of \$7,000.

Restrictions: The reserve only funds losses in excess of \$500.

Related Budget Programs: Operating Program: #858 Investment Income
#810 Law Program

Funding Sources: Contributions from operations, subject to Council's budget approval.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	7,000	7,000	7,000	7,000	7,000
Contributions to operations	-	-	-	-	-
Investment income	-	-	-	-	-
Closing balance	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>

In addition to the closing balance above, a liability has been accrued to help cover the cost of various claims and lawsuits brought against The City in the ordinary course of business.

Administration provides an annual report to the Audit Committee on the Risk Management and Claims Division's information on the number of claims per year and claims paid per year. This confidential report is presented to the Audit Committee every year.

The reserve is only used when necessary and has not been used for the periods reported above.

Source Contacts:

Business Unit –
Financial Lead –
Operational Lead –

Law

T. Topping, Finance Lead
P. Corbeil, Manager, Risk Management & Claims

Review Schedule:

Last Review:

2015

Next Review: 2018

Snow and Ice Control (“SNIC”) Reserve

Operating Reserve (\$000s)

\$ 12,482
(2017)**Authorization:** PFC2012-0045 and C2014-0863.**Purpose:** Council directed Administration to establish a SNIC reserve during the 2012-2014 Business Plan and Budget debates. The reserve shall be used exclusively by the Roads Business Unit to supplement its annual SNIC budget in order to maintain Council's approved SNIC policy during years with above average severity (the number of snow events and a combination of snow, temperature and wind). The eligible expenditures are those activities as defined in the Council Policy on Snow and Ice Control (LPT2011-57).**Conditions:** If the reserve fund is depleted to zero in a future year, Administration will advise Council.

Fund balance cannot exceed \$15,000 per C2014-0863.

Restrictions: As stated above.**Related Budget Program:** Operating Program: #132 Roads**Funding Sources:** The reserve will be replenished from any surplus in Roads' SNIC budget in winters with below average severity. Contributions of \$5,000 per year for 2015 and 2016 to the reserve from the Fiscal Stability Reserve (“FSR”) was approved in Action Plan 2015-2018.

Roads will work with Finance at the end of March and December of each year to determine the required draw or replenishment of funds to the SNIC Reserve. Roads' SNIC budget will not be adjusted in order to maintain the established baseline budgets.

Investment income: ____ Yes X No**Special Reporting Requirements:** The terms of reference will be reviewed prior to the beginning of each business planning and budget cycle.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	15,000	8,940	-	4,141	3,220
Contributions from (to) operations	(3,437)	1,060	2,050	(4,141)	(2,579)
Contribution from Calgary Transit	919	-	1,890	-	-
Contribution from FSR	-	5,000	5,000	-	3,500
Closing balance	<u>12,482</u>	<u>15,000</u>	<u>8,940</u>	<u>-</u>	<u>4,141</u>

Source Contacts: **Business Unit – Roads**
Financial Lead – L. Wong, Finance Lead
Operational Lead – B. Biensch, Maintenance Manager**Review Schedule:** Last Review: 2015 Next Review: 2018

Tax Loss Provision Reserve

Operating Reserve (\$000s)

\$ **37,398**

(2017)

Authorization: FCS2007-45, PFC2013-0812 and PFC2016-0796.**Purpose:** In the event of a substantial unanticipated adverse outcome from Assessment complaints and appeals, this reserve has been established to provide for such losses.**Conditions:** The level (balance) of the Tax Loss Provision Reserve shall be determined by the Chief Financial Officer with input from the Tax Provision Steering Committee. The level of the Tax Loss Provision Reserve shall not exceed the level of the current year tax provision contingency balance.**Restrictions:** Contributions and withdrawals relating to specific tax loss related circumstances are authorized by the Chief Financial Officer. Any other contributions or withdrawals require Council approval.**Related Budget Program:** Operating Program: #856 Taxation**Funding Sources:** Initial funding source in 2007 is \$27,000 transferred from the Assessment and Tax Contingency Provision Liability fund. Future required contributions are from operations.Investment income: ☐ Yes ☒ No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	37,398	37,398	37,398	39,823	39,823
Contributions from operations	-	-	-	-	-
Contributions to from other sources(1)	-	-	-	(2,425)	-
Closing balance	<u>37,398</u>	<u>37,398</u>	<u>37,398</u>	<u>37,398</u>	<u>39,823</u>

(1) As per PFC2013-0812, \$2,425 was used to minimize the impact to the tax base in 2014 as a result of a decrease in assessed value for properties impacted by the 2013 flood.

Source Contacts:

Business Unit –	Finance
Financial Lead –	C. Fung, Corporate Finance Leader
Operational Lead –	E. Sawyer, Chief Financial Officer

Review Schedule: Last Review: 2016 Next Review: 2019

Unappropriated Surplus - CLOSED

Operating Reserve (\$000s)

\$ -
(2017)

Authorization: FCS2010-19 and PFC2013-0745⁽¹⁾.

Purpose: Under Council policy, the current year's tax supported operating surplus is transferred to the Fiscal Stability Reserve (formerly Mill Rate Stabilization Reserve) in the following year.

Conditions: As per purpose.

Restrictions: The balance of this reserve is transferred to the Fiscal Stability Reserve in the following year.

Related Budget Program: Operating Program: #860 General Revenue

Funding Sources: The current year's net tax supported operating result.

Investment income: ☐ Yes ☒ No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening Balance	-	-	-	-	31,258
Surplus ⁽¹⁾	-	-	-	-	-
Transfer to Fiscal Stability Reserve	-	-	-	-	(31,258)
Surplus	-	-	-	-	-

(1) As per PFC2013-0745, this reserve was closed in 2012. Current year surplus was included in the Fiscal Stability Reserve.

Source Contacts: Financial and Operational Lead – Manager, Corporate Budget Office

Review Schedule: Not applicable – reserve closed

911 Communications Centre Capital Financing Reserve\$ 26,243
(2017)

Capital Reserve (\$000s)

Authorization: GP98-21, FCS2004-59, FCS2010-10, CPS2014-0255, PFC2014-0847 and C2017-1123.

Purpose: To fund future capital improvements and upgrades to the Calgary 911 Communications Centre.

Conditions: As per purpose.

Restrictions: Funds to be used as per purpose.

Related Budget Programs: Operating Program: #004 CCS – Calgary 911 (formerly #002 Public Safety Communications)

Capital Program: #045 Calgary 911 (formerly #045 Public Safety Communications)

Funding Sources: A portion of revenue generated from the monthly fee charged to citizens on both landlines and wireless phones.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	24,141	18,577	11,830	8,821	6,612
Contributions from operations ⁽¹⁾	5,149	6,769	8,300	3,498	2,611
Contributions to capital financing	(3,047)	(1,205)	(1,553)	(489)	(402)
Closing balance	<u>26,243</u>	<u>24,141</u>	<u>18,577</u>	<u>11,830</u>	<u>8,821</u>

(1) As per report CPS2014-0255, Council approved directing the 2014 wireless 911 funding to the 911 Communications Centre Capital Financing Reserve.

Source Contacts: **Business Unit –** **Calgary Community Standards**
 Financial Lead – G. Drall, Finance Lead
 Operational Lead – D. Odney, Acting Commander

Review Schedule: Last Review: 2017 Next Review: 2020

Artificial Turf Field Lifecycle Reserve

Capital Reserve (\$000s)

\$ 3,271
(2016)

Authorization: FCS2010-19, CPS2011-15, CPS2012-24, PFC2013-745 and PFC2016-0796

Purpose: Per FCS2010-19, expenditures associated with artificial turf field replacement.

Conditions: As per purpose.

Restrictions: Per FCS2010-19, Administration will return to Council for approval to withdraw funds from the reserve for artificial turf replacement.

Related Budget Program: Capital Program: #507 Recreation, Facilities

Funding Sources: Beginning in 2010, annual contribution from Recreation's actual incremental net revenue generated by artificial turf field rentals fees.

Investment income: X Yes No

Special Reporting Requirements: Administration will be closely monitoring field revenues, expenses and the annual reserve balances and report back to Council if the yearend reserve balance deviates by 25% from projection in any year. Any significant modifications in contribution amounts will be identified through the annual budget process as necessary.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	3,015	2,221	1,548	1,047	2,108
Contributions from operations	668	908	628	476	298
Investment income	97	59	45	25	40
Contribution (to)/from capital	(509)	(173)	-	-	3,601
Transfer to Reserve for Future Capital	-	-	-	-	(5,000)
Closing balance	<u>3,271</u>	<u>3,015</u>	<u>2,221</u>	<u>1,548</u>	<u>1,047</u>

Source Contacts:

Business Unit –	Calgary Recreation
Financial Lead –	R. Turley, Finance Lead
Operational Lead –	M. Payne, Manager, Capital Development and A. Iamartino, Manager, W. Region

Review Schedule:

Last Review:	2016	Next Review:	2019
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Asphalt and Crusher Plant Lifecycle Capital Reserve
Capital Reserve (000's)

\$ 6,443
(2017)

Authorization: FCS2010-10 and PFC2012-0606.

Purpose: To finance future capital expenditures under Council's specific or blanket approvals.

Conditions: Funds must be used to finance capital expenditures relating to Roads - Plant Operations only.

As per report FCS2004-22, in 2004 this reserve will reflect only the funds available for capital improvement and not the inventory.

Maximum balance: \$7,500

Once this maximum balance is reached or if the balance is deemed sufficient to fund upgrade work within the four year business cycle, a portion or all of annual budget surplus plant generates could go to fund additional paving projects at the discretion of the Director of Roads.

Restrictions: Funds are to be used as per the purpose outlined above.

Related Budget Program:
Operating Program: #132 Roads
Capital Program: #128-136 Plants Capital

Funding Sources: All or a portion of any Roads – plants & paving operating budget surplus, proceeds from sale of surplus assets, depreciation on plant assets and interest income.

Investment income: ☒ Yes ☐ No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	7,500	6,367	5,363	7,500	6,459
Investment Income	156	107	60	119	76
Contributions to capital financing	(1,213)	(910)	(1,056)	(2,256)	(2,272)
Contributions from operations	-	1,936	2,000	-	3,237
Closing balance	<u>6,443</u>	<u>7,500</u>	<u>6,367</u>	<u>5,363</u>	<u>7,500</u>

Source Contacts:
Business Unit – Roads
Financial Lead – L. Wong, Finance Lead
Operational Lead – I. Spoljarich, Senior Plants Leader

Review Schedule: Last Review: 2015 Next Review: 2018

Calgary Police Service Capital Reserve

Capital Reserve (\$000s)

\$ 40,209
(2017)

Authorization: FB93-80, FB2000-12, FB2000-24, FCS2004-22, FCS2004-61, FCS2011-34, PFC2014-0847 and C2016-0632

Per FCS2011-34, this is a consolidation of the Calgary Police Services Pay-As-You-Go Capital Reserve, the Calgary Police Services Capital Financing Reserve and the red light camera funds from the Reserve for Future Capital.

Purpose:

- 1) To provide for the capital financing of Police Vehicles.
- 2) To provide for the capital financing of Police Automated Fingerprint Identification System ("AFIS") upgrades. AFIS is a joint venture with the Edmonton Police Service.
- 3) To assist with financing Calgary Police Service ("CPS") capital assets (Pay-As-You-Go).
- 4) To provide for the capital financing of the Red Light Camera program and other CPS infrastructure requirements.

Conditions: As per purpose.

Restrictions: Maximum annual contribution for the Pay-As-You-Go fund cannot exceed \$2,500 and the Pay-As-You-Go year-end balance cannot exceed \$2,500.

2016 - Allow a contribution of \$10,500 to the Pay-As-You-Go fund of the Calgary Police Service Capital Reserve in 2016 only.

Related Budget Program:

Operating Program: #070 Calgary Police Service

Capital Programs: #031 Police Equipment
#037 Police Vehicles
#034 Automated Fingerprint System
#038 Police Facilities
#039 Police Computer Systems

Funding Sources: Vehicles – Police operating funds;
AFIS upgrades – All user fees received from AFIS operations;
Pay-As-You-Go – Police operating funds and proceeds from disposal of capital assets;
Red Light Camera Surplus Funds.

Investment income: X Yes (AFIS only) No

Special Reporting Requirements: None.

Current Activity (000's): Vehicles

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening Balance	22,329	22,319	18,531	18,066	17,293
Contributions from operations	4,314	5,750	9,483	6,760	7,190
Contributions to capital financing	(6,624)	(5,740)	(5,695)	(6,295)	(6,417)
Closing Balance	20,019	22,329	22,319	18,531	18,066

Current Activity (000's): AFIS

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening Balance	851	819	783	751	718
Contributions from operations	17	13	16	15	17
Investment Income (AFIS only)	30	19	20	17	16
Closing Balance	898	851	819	783	751

Current Activity (000's): Pay-As-You-Go

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening Balance	9,238	2,500	2,500	2,430	2,500
Contributions from operations	-	8,272	2,500	2,499	2,325
Contributions to capital financing	(1,188)	(1,534)	(2,500)	(2,429)	(2,395)
Closing Balance ⁽¹⁾	8,050	9,238	2,500	2,500	2,430

(1) Per FCS2004-22, a maximum amount of \$2,500 to be held in the reserve (at December 31). The 2016 and 2017 balances are in excess of this maximum because of an additional transfer (C2016-0632) approved by Council in 2016. There are plans in place approved by the Police Commission to have the funds expended by Q1 2019.

Current Activity (000's): Red Light Camera

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening Balance	7,836	8,711	9,164	7,115	5,412
Contributions from operations	4,033	2,796	3,230	3,119	2,917
Contributions to capital financing	(627)	(3,671)	(3,683)	(1,070)	(1,214)
Closing Balance	11,242	7,836	8,711	9,164	7,115
Consolidated Closing Balance ⁽²⁾	40,209	40,254	34,349	30,978	28,362

(2) Per FCS2011-34, the above balances were consolidated and the above values represent a consolidation of reserve balances from prior years for illustrative purposes only. The reserves consolidated into this are Red Light Camera Funds and the Calgary Police Service Pay-As-You-Go Reserve.

Source Contacts:

Business Unit –
Financial Lead –
Operational Lead –

Calgary Police Service

B. Hutchins, Finance Manager
R. Chaffin, Chief

Review Schedule:

Last Review:

2017

Next Review:

2020

Community Investment Reserve

Capital Reserve (\$000s)

\$ 39,407
(2017)

Authorization: C2004-60, NM2004-17, CPS 2005-24, NM2006-05, LAS2008-101, CPS2011-39, FCS2011-18, LAS2011-59, PFC2012-0248, C2014-0863, CPS2015-0647, PFC2016-0796, and PFC2017-0615.

NM2004-17 and CPS2005-24 established a Community Investment Reserve Fund in the amount of \$102,100 (GST) for five specified community capital infrastructure projects.

NM2006-05 increased the Community Investment Reserve Fund by \$100,000 (GST).

CPS2011-39 directed that \$42,000 annually Vacated Tax Room ("VTR") be transferred to the Community Investment Reserve and funding for 2011-2016 be allocated.

PFC2012-0248 approved allocation of VTR and GST funding for the debt servicing of four New Recreation Facilities.

C2014-0863 approved allocation of VTR funding for 2017-2018 and the remaining GST funding.

CPS2015-0647 directed Administration to use the proposed guiding principles to allocate the VTR funding over the course of the next two business plan and budget cycles (to 2026).

PFC2017-0615 directed \$240 from the Community Investment Reserve to fund Memorial Park Library maintenance and upgrade.

Purpose:

- 1) To invest in priority community capital infrastructure and address emerging community needs.
- 2) To target the reduction of the growing infrastructure gap as identified through the Community Services capital infrastructure investment strategy.

Conditions: As per purpose.

Restrictions: CPS2011-39 approves a new ongoing program for investment in community infrastructure.

Related Budget Program: Numerous Community Services Capital Programs

Funding Sources:

- 1) Investment income generated from the reserve: to fund the cost of project management and other associated program costs.
- 2) Federal GST rebate effective Feb 01, 2004: \$102,100 (2004-2013 approx.)
- 3) Federal GST rebate effective Feb 01, 2004: \$100,000 (2014-2023 approx.)
- 4) VTR: \$42,000 annually (effective 2011)

Investment income: X Yes No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening Balance	102,204	152,379	168,302	151,077	112,223
Contributions from Federal GST rebate	8,919	8,919	8,919	8,919	8,919
Contribution to capital projects - GST ⁽¹⁾	(6,741)	(8,196)	(30,321)	(14,101)	(717)
Contribution from Reserve for Future Capital - GST	1,500	1,500	1,500	1,500	1,500
Contributions from VTR	42,000	42,000	42,000	42,000	42,000
Contribution to capital projects - VTR ⁽¹⁾	(111,823)	(100,258)	(45,340)	(27,697)	(16,909)
Investment income ⁽²⁾	3,348	5,860	7,369	6,604	4,181
Contribution to program costs	-	-	(50)	-	(120)
Closing Balance ⁽³⁾	<u>39,407</u>	<u>102,204</u>	<u>152,379</u>	<u>168,302</u>	<u>151,077</u>

(1) Includes debt servicing payments for Regional Recreation Centres.

(2) Includes GST funds, VTR funds and Regional Recreation Centres debt.

(3) Committed amounts included in the closing balance total \$39,407 for future projects.

Source Contacts:

Business Unit –
Financial Lead –
Operational Lead –

Civic Partners

S. MacFayden, Finance Manager
K. Black, Director

Review Schedule:

Last Review:

2016

Next Review:

2019

Corporate Housing Reserve

Capital Reserve (\$000s)

\$ 30,383
(2017)

Authorization: FB99-62, CPS2002-57, LAS2000-206, CPS2004-55, LPT2007-61, FCS2010-10, PFC2012-0606 and LAS2013-06.

Purpose: To support the development of affordable rental, social and special needs housing infrastructure and operating costs associated with affordable housing initiatives.

Conditions: In accordance with the terms of reference established for the reserve, the reserve will be used to support development initiatives that enhance or increase the supply of affordable rental and social/special needs housing. Municipal, non-profit, public and private organizations may be considered for funding, individually or as part of partnership/joint venture.

Restrictions: External - \$ 13,451 Internal - \$ 6,300

2% of reserve (up to \$50 maximum) is designated as an emergency fund for unanticipated costs related to The City's Homeless Strategy.

Unless approved by Council, funding cannot be used to support operating and social support services associated with affordable housing.

Related Budget Program: Operating Program: #495 Calgary Housing (previously #488 Land Servicing & Housing)
Capital Program: #489 Affordable Housing (previously #489 Public Housing)

Funding Sources:

- 1) The sale proceeds from selected City-owned properties that are surplus to the City's needs; sales proceeds from other City-owned properties not being used for affordable housing purposes and that are surplus to the City's needs shall be subject to Council approval through the Utilities and Corporate Services Committee (previously Land and Asset Strategy Committee – "LASC"); 5% of gross industrial land sales proceeds.
- 2) Lease revenues generated from the City-owned properties being utilized for current and future affordable housing initiatives.
- 3) Contribution of City funding (mill rate) for an amount equal to the amount previously paid in municipal subsidy agreements for provincially-owned public housing units.
- 4) Third party donations, grants and contributions from individuals, public and private organizations or agencies.
- 5) As approved in LAS2000-206, 20% of net eligible revenues generated from Real Estate & Development Services (previously Corporate Properties) Residential Portfolio be transferred annually to Corporate Housing Capital Reserve to fund municipally operated housing initiatives, and
- 6) Investment income.

Investment income: ☒ Yes ☐ No

Special Reporting None.
Requirements:

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
			(Restated)		
Opening balance	29,885	38,504	36,073	34,105	46,749
Investment income	754	645	762	597	784
Contributions from operations ⁽¹⁾	1,595	2,235	3,155	4,895	3,496
Contributions to operations ⁽³⁾	(1,026)	(8,242)	(403)	(647)	(1,554)
Contributions to debt repayment	(244)	(245)	(245)	(997)	(1,750)
Contributions to capital ⁽²⁾	(2,713)	(3,335)	(2,690)	(1)	(13,620)
Transfer (to)/from Reserve ⁽¹⁾	2,132	323	1,852	(1,879)	-
Closing balance	<u>30,383</u>	<u>29,885</u>	<u>38,504</u>	<u>36,073</u>	<u>34,105</u>

- (1) 5% of the Industrial Land sale revenue was contributed from operations which amount to \$1,957 in 2017, \$297 in 2016, \$3,215 in 2014, and \$1,313 in 2013. Also, in 2015 a correction was made to reclassify the AHCC mortgage payment of \$1,879 from contributions from operations to transfer between reserves. This correction is for the 2014 mortgage payment.
- (2) Contributions to capital: **2017**: Rosedale (\$174), Kingsland (\$699), Bridgeland (\$1,693), AH Pre-development (\$147); **2016**: Demolition at Louise Station (\$1,000), Kingsland (\$1,204), Bridgeland (\$1,080), AH Pre-development (\$51); **2015**: Construction with redesign of building and configuration for Kingsland (\$1,044) and demolition at Louise Station (\$1,646); **2014**: Completion of North Manchester (\$1); and **2013**: Construction of North Manchester (\$1,834), purchase of Bridges Site 155 units (\$11,558) and two housing projects (\$228).
- (3) Contributions to operation: **2017**: Includes funds used to fund the increased service around Implementation of The City of Calgary Corporate Affordable Housing Strategy (\$861); and **2016**: Includes funds transferred to Calgary Housing Company - purchase of East Village (\$8,000).

Source Contacts:

Business Unit –	Calgary Housing
Financial Lead –	M. Alarakyia, Finance Coordinator and S. MacFayden, Finance Manager
Operational Lead –	T. Goldstein, Manager

Review Schedule: Last Review: 2015 Next Review: 2018

Debt Servicing Reserve

Capital Reserve (\$000s)

\$ 52,570
(2017)

Authorization: FCS2004-22 combined three reserves Sinking Fund (C98-18), Major Project Reserve (C96-15, C98-93) and Transportation Capital Reserve (C98-16), FCS2006-42, UE2007-07, C2007-14, FCS2008-28 and PFC2016-0796.

Purpose: For principal and interest payments of tax-supported debt.

FCS2008-28, Contribute to Lifecycle Maintenance and Upgrade Reserve ("LMUR") and Pay-As-You-Go ("PAYG").

On C2007-14 for Calgary Municipal Land Corporation ("CMLC") – for operating expenditures up to \$10,000.

Conditions: As per purpose.

Restrictions: Funds are to be used as purpose outlined above.

Related Budget Program: Capital Program: #840 Capital Financing Costs

Funding Sources: Allocation of 84% of annual debt charge savings.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	52,570	52,570	52,570	52,570	67,769
Investment income	1,863	1,177	1,340	1,207	1,473
Contributions (to)/from from operations:					
Debt Charge Savings	94,752	94,752	94,752	94,752	94,752
Principal Payment	(34,634)	(36,733)	(38,505)	(39,374)	(54,506)
Interest Payment	(9,660)	(11,317)	(13,059)	(14,875)	(16,918)
Contributions to other Reserves:					
Contribution to LMUR ⁽¹⁾	(22,321)	(17,879)	(14,528)	(11,710)	(10,000)
Contribution to PAYG ⁽²⁾	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Closing Balance	52,570	52,570	52,570	52,570	52,570

- (1) As per report FCS2006-42 and FCS2008-28, the amounts transferred to LMUR are:
- fixed amount of \$10,000 annually: 2007 to 2017
 - funding not committed to tax supported debt: \$12,321 for 2017, \$7,879 for 2016, \$4,528 for 2015, \$1,710 for 2014, and none in 2013.
- (2) As per report FCS2008-28 contribution to PAYG from Debt Servicing Reserve of \$10,000 in 2009, escalating by \$5,000 per year to \$30,000 by 2013.

Source Contacts: **Business Unit – Finance**
 Financial and
 Operational Lead – K. Ohlhauser, Budget Officer

Review Schedule: Last Review: 2016 Next Review: 2019

Downtown Improvement Fund
Excluding Stephen Avenue Heritage Area Society Fund
 Capital Reserve (\$000s)

\$ 3,050
(2017)

Authorization: OD85-120, OD87-113, FB94-93, M2007-009, LPT2008-74, PUD2012-03, PFC2012-0606 and PFC2015-0917.

Purpose: The Downtown Improvement Fund assists in the implementation of public improvement projects in the Centre City. Reserve funds may be used to help fund operating maintenance costs of specialty assets in the Centre City.

Conditions: Funds are to be used for high priority downtown improvement projects through the capital budget process. The annual maximum the reserve may fund is \$300 plus any accrued carry-forward capital spending from previous years.

Restrictions: Centre City is defined in the May 2007 Centre City Plan (page 33) and includes the Beltline.

Related Budget Program: Operating Program: #651 Urban Strategy (previously #612 Local Area Planning & Implementation)
 Capital Programs: #152 Downtown Improvement
 #126 – 176 Industrial Sidewalk Retrofit

Funding Sources: License fees charged to commercial users of public rights-of-way (OD84-45).
 Funds included in approved capital projects set aside for extraordinary maintenance of specialty assets.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	3,684	3,629	3,372	3,207	3,033
Investment income	107	83	87	73	65
Contribution from operations (P 651)	121	255	178	142	211
Contribution to capital	(862)	(283)	(8)	(50)	(102)
Closing balance	<u>3,050</u>	<u>3,684</u>	<u>3,629</u>	<u>3,372</u>	<u>3,207</u>

Source Contacts: **Business Unit – Urban Strategy**
 Financial Lead – M. Fung, Finance Lead
 Operational Lead – B. Barrington, Program Manager

Review Schedule: Last Review: 2015 Next Review: 2018

Fleet Services Capital Reserve

Capital Reserve (\$000s)

\$ **10,933**
(2017)

Authorization: Commissionaires Report, FCS2010-10, FCS2011-34 and PFC2014-0847 and C2017-1123.

Purpose: To finance future Fleet Services Capital Expenditures under Council's approval.

Conditions: Funds must be used to finance capital expenditures relating to Fleet Services only.

Restrictions: Funds are to be used only for the purposes outlined above

Related Budget Program: Capital Program: #871 Acquisitions

Funding Sources: Allocation of operating proceeds from disposal of capital assets and operating budget surpluses.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	14,326	10,456	4,042	-	-
Gain/(loss) on asset disposals	(178)	961	1,496	278	-
Contributions from operations	1,685	2,909	4,918	3,764	-
Contribution to Budget Savings Account ⁽¹⁾	(4,900)	-	-	-	-
Closing balance	<u>10,933</u>	<u>14,326</u>	<u>10,456</u>	<u>4,042</u>	<u>-</u>

(1) The contribution to the Capital Budget Savings Account is a one-time contribution, which was made as per the recommendations noted in the 2017 Triennial Reserve Review Report, C2017-1123.

Source Contacts:

Business Unit –	Fleet Services
Financial Lead –	E. Jarvo, Finance Lead
Operational Lead –	M. Belzile, Manager, Business Operations

Review Schedule: Last Review: 2017 Next Review: 2020

Information Technology Reserve

Capital Reserve (\$000s)

\$ 27,711
(2017)

Authorization:	FB96-101, C98-74, FCS2007-45, FCS2010-10, FCS2011-34, PFC2014-0847 and C2017-1123.
Purpose:	To fund Information Technology projects and infrastructure, fibre optics projects; and lifecycle replacement of City hardware and software.
Conditions:	The reserve will be used to fund systems costing \$50 or more. The target balance for the lifecycle portion of the reserve is between two times and two and a half times the three year average forecast of capital spending for hardware lifecycle replacement.
Restrictions:	Funds are to be used only for the purpose.
Related Budget Programs:	Capital Programs: #803 IT Development Projects #741 Information Technology Infrastructure #751 Fibre Network
Funding Sources:	Initial funding – 1996 Operations Future funding – replenished on an ongoing basis by annual operating budget contributions, personal computer replacement contributions, network account recoveries from business units, telecommunication projects and proceeds from sales of replaced computer equipment. Investment income: <u> X </u> Yes (Fibre Optics only) <u> </u> No
Special Reporting Requirements:	None.

Current Activity (\$000s): IT Initiatives

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	7,018	4,754	2,002	1,660	1,627
Contributions from operations	60	2,886	2,918	145	-
Proceeds from asset disposal	-	164	127	162	-
Investment Income	225	122	67	35	33
Contribution to Capital	-	(908)	(360)	-	-
Closing balance	<u>7,303</u>	<u>7,018</u>	<u>4,754</u>	<u>2,002</u>	<u>1,660</u>

Current Activity (\$000s): IT Projects Pool

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	3,902	5,138	6,898	4,772	4,166
Contributions from operations	5,000	3,000	2,000	5,000	5,000
Contribution to Capital	(3,963)	(4,236)	(3,760)	(2,874)	(4,394)
Closing balance	<u>4,939</u>	<u>3,902</u>	<u>5,138</u>	<u>6,898</u>	<u>4,772</u>

Current Activity (\$000s): Corporate Telecom - Fibre Optics

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	3,210	3,160	2,777	2,268	2,167
Contributions from operations	1,306	3,300	1,322	1,273	846
Investment Income	98	53	68	51	(786)
Contribution to Capital	(820)	(3,303)	(1,007)	(815)	41
Closing balance	<u>3,794</u>	<u>3,210</u>	<u>3,160</u>	<u>2,777</u>	<u>2,268</u>

Current Activity (\$000s): Hardware Replacement

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	4,894	4,014	3,094	4,285	5,778
Contributions from operations	3,160	2,827	2,760	2,150	1,665
Contribution to Capital	(1,737)	(1,947)	(1,840)	(3,341)	(3,158)
Closing balance	<u>6,317</u>	<u>4,894</u>	<u>4,014</u>	<u>3,094</u>	<u>4,285</u>

Current Activity (\$000s): Enterprise Software Growth

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	1,722	1,592	3,418	2,882	1,418
Contributions from operations	4,985	1,400	1,371	1,119	1,422
Investment Income	51	36	74	69	42
Contribution to Capital	(1,400)	(1,306)	(3,271)	(652)	-
Closing balance	<u>5,358</u>	<u>1,722</u>	<u>1,592</u>	<u>3,418</u>	<u>2,882</u>

Consolidated Closing Balance

<u>27,711</u>	<u>20,746</u>	<u>18,658</u>	<u>18,189</u>	<u>15,867</u>
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Source Contacts:**Business Unit –**

Financial Lead –

Operational Lead –

Information Technology

E. Galindo, Finance Lead and

T. Nguyen, Finance Manager

H. Reed-Fenske, Director

Review Schedule:

Last Review:

2017

Next Review:

2020

LED Street Light Re-Lamping Reserve

(formerly LED Traffic Signal Display Re-Lamping Reserve)
Capital Reserve (\$000s)

\$ 9,123
(2017)

Authorization: TTP 2002-44, PFC 2012-0606 and PFC2015-0917.

Purpose: To help finance initial capital expenditures for streetlight Light Emitting Diode ("LED") units and future lifecycle replacement of streetlights.

Conditions: Funds are to be used as per the purpose outlined above.

Restrictions: Funds are to be used as per the purpose outlined above.

Related Budget Programs: Operating Program: #132 Roads
Capital Programs: #128-131 Traffic Signals-LED Relamp
#128-100 LED Streetlights

Funding Sources: Annual operating contribution based on energy savings as a result of the streetlight LED replacement program.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	5,688	5,528	5,816	5,622	5,666
Contribution from operations	4,500	1,750	1,466	697	703
Contribution to capital	(1,065)	(1,590)	(1,754)	(503)	(747)
Closing balance	<u>9,123</u>	<u>5,688</u>	<u>5,528</u>	<u>5,816</u>	<u>5,622</u>

Source Contacts: **Business Unit – Roads**
Financial Lead – L. Wong, Finance Lead
Operational Lead – R. Seera, Traffic Operations Manager

Review Schedule: Last Review: 2015 Next Review: 2018

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Legacy Parks Reserve

Capital Reserve (\$000s)

\$ 7,195
(2017)

Authorization: LPC2003-17, NM2003-36, NM2003-40, C2003-67, C2006-62, NM2007-35, C2008-76, LPC2008-02, CPS2009-36, M2010-08, NM2012-05, LPC2012-0809, LPC2013-0428, LPC2014-0172, LPC2014-0823 and LPC2016-0626.

Purpose: To create new park space and enhance existing parks for the benefit of Calgarians, now and in the future.

Conditions: Allocation of funds are as follows:

- \$30,000 to fund the purchase and development of lands to comprise three new regional parks.
- \$20,000 to fund upgrading and/or development of parks within The City limits.
- Per C2006-62, Council approved an additional \$10,400 to fund the purchase of Bears paw District.
- Per LPC2008-02, Council approved an additional \$75,000 of new funding to fund Legacy Parks projects.
- Per CPS 2009-36, reallocated \$7,000 of funds from Legacy to Devonian Gardens Redevelopment.
- Per NM2012-05, Council approved \$75,000 of new funding to fund Legacy Parks projects.
- Per LPC2012-0809 Council approved \$200 one-time operating budget (expenditures) from 2013 to 2017 for Parks Foundation Calgary, offset by a corresponding increase of \$200 operating budget (revenue) in General Revenue (Program 860) to be funded by the Legacy Parks Reserve.
- Per LPC2014-0823 Council approved specific projects to be funded by \$75,000 from NM2012-05.
- Per LPC2016-0626, the Legacy projects underway were reprioritized and strategically phased and high priority projects were identified.

Restrictions: Funds are to be used as per the purpose outlined above.

Related Budget Programs: Capital Programs: #499 Legacy Parks (2016 and prior only)
#500 Parks (previously known as Parks and Natural Areas)

Funding Sources: C2008-76 changed the funding to ENMAX dividends in excess of \$43,000. As per NM2012-05, ENMAX dividend in excess of \$47,000 be directed to ENMAX Legacy Parks fund for the next approximately 5 years, with the exception of 50% of any excess dividend, to a maximum of \$20,000, be set aside in a new reserve as a contingency fund for any shortfall in the ENMAX dividends below \$47,000.

Investment income: X Yes No

Special Reporting Requirements: Per LPC2013-0428, The Legacy Parks Fund Steering Committee reports directly to Council annually through the SPC on Community Services.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	10,558	18,450	23,033	19,738	13,332
Contributions from operations	800	-	4,950	6,150	9,900
Investment income	255	335	449	435	287
Contributions to capital	(4,418)	(11,107)	(9,982)	(3,290)	(3,781)
Contribution from Reserve for Future Capital	-	2,880	-	-	-
Closing balance	<u>7,195</u>	<u>10,558</u>	<u>18,450</u>	<u>23,033</u>	<u>19,738</u>

Source Contacts: **Business Unit –** **Calgary Parks**
 Financial Lead – T. LePrieur, Finance Lead
 Operational Lead – D. Marter, Manager

Review Schedule: Last Review: 2016 Next Review: 2019

Lifecycle Maintenance and Upgrade Reserve

\$ 174,747
(2017)

Capital Reserve (\$000s)

Authorization: C2002-82, CPS2005-03, FCS2006-42, FCS2008-28, FCS2011-34, M2012-0828, C2013-0330, C2013-0668, NM2015-33 and C2017-1123.

Purpose: The Lifecycle Maintenance and Upgrade Reserve ("LMUR") was established to maintain and upgrade capital assets (C2002-082).

Conditions: Funds are to be used as per purpose outlined above.

Restrictions:

1. Funds are to be used as per purpose outlined above.
2. Net proceeds from sale of surplus fire capital assets and future funds received from Alberta Health Services ("AHS") are to be used exclusively for fire protective equipment (FCS2011-34).
3. Net proceeds from the sale of surplus transit capital assets are to be used exclusively for transit capital purchases (FCS2011-034).
4. Funds of the Property Tax Room to be used as per Council approval (M2012-0828, C2013-0330 and C2017-0288).

Related Budget Programs: Operating Program: #840 Capital Financing Costs
Capital Programs: Capital programs in various business units.

Funding Sources: Funding Sources include:

- 2.6% of annual property taxes (FCS2008-28);
- \$10,000/year from Debt Servicing Reserve (FCS2008-028), provided no new tax-supported debt is issued and funds are not required for the interest payments for Municipal Sustainability Initiative related bridge financing;
- The Debt Servicing Reserve will be reviewed annually and any available funding not committed for tax supported debt will be transferred to the LMUR (FCS2006-42);
- Net proceeds from sale of surplus transit and fire assets, and funds received from AHS (FCS2011-34);
- Net proceeds from sale of surplus transit asset (FCS2011-34);
- Tax Room funds (M2012-0828, C2013-0330 and C2017-0288); and
- Transfer of \$475 on 2014 from City Clerk Operating Budget to LMUR to fund capital projects (C2014-0608).

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Lifecycle Maintenance & Upgrade					
Opening balance	98,111	106,372	97,251	125,729	102,075
Contributions from operations ⁽¹⁾	45,128	42,031	37,859	36,071	33,051
Contributions from Debt Servicing Reserve	22,321	17,879	14,528	11,710	10,000
Contributions from Property Tax Room ⁽²⁾	10,231	10,231	10,231	10,231	62,346
Contributions to capital	(55,457)	(81,323)	(53,883)	(87,558)	(81,830)
Transfer (to)/from Budget Saving Account ⁽³⁾	150	-	(150)		
Transfer from Misc Capital - Fire ⁽⁴⁾	2,139	1,940	393	151	12
Transfer from Misc Capital - Transit ⁽⁴⁾	192	981	143	917	75
Closing balance	122,815	98,111	106,372	97,251	125,729

Green Line Fund

Opening balance	18,011	43,019	-	-	-
Contributions from Property Tax Room ^{(2),(5)}	52,115	52,115	52,115	-	-
Contributions to capital	(18,194)	(77,123)	(9,096)	-	-
Closing balance	51,932	18,011	43,019	-	-

Total Reserve

Closing balance ⁽⁶⁾	174,747	116,122	149,391	97,251	125,729
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(1) 2.6% of annual property taxes

(2) As per report M2012-0828 and C2013-0330, the Property Tax Room funds are transferred to LMUR annually.

(3) Allocated but unspent funds from capital projects financed by LMUR funding can be transferred to the capital Budget Savings Account upon project completion. In 2017, amounts were transferred back from the capital Budget Savings Account to the LMUR due to changes in project funding sources.

(4) As per report FCS2011-34, the Misc. Capital Fire and Transit reserves are transferred into LMUR.

(5) C2013-0668 and NM2015-33 dedicated \$52,115 from 2015 to 2044 to be used toward the Green Line Fund.

(6) Committed amounts included in the closing balance total \$122,893 for future projects.

Source Contacts: **Business Unit –** **Finance**
 Financial and
 Operational Lead – K. Ohlhauser, Budget Officer

Review Schedule: Last Review: 2017 Next Review: 2020

Parking Land Acquisition Reserve

Capital Reserve (\$000s)

\$ 41,719
(2017)

Authorization: LPT2006-13, C2008-61, LAS2009-45, FCS2007-26, PFC2012-0606, C2013-0509, TT2013-0124, TT2016-0204 and TT2017-0044.

Purpose: Enable Calgary Parking Authority to access the funds to support lifecycle requirements for existing cash-in-lieu parking facilities.

Council approved the following special purposes:

1. Allocate \$500 in 2013 and \$4,000 in 2014 from this reserve to Roads Program #127 to be used for Hillhurst/Sunnyside Transit Oriented Development project in Investing in Mobility.
2. Allocate \$100 in 2013 from this reserve to Roads Program #127 to be used as seed money for the Catherine Avenue Woonerf project to facilitate further design and cost estimates, conduct engagement and address land issues.

Conditions: As per purpose.

Restrictions: Funds are to be used as per the purpose outlined above.

Related Budget Programs: Capital Programs: #851 Future Downtown Infrastructure Land
#127-140 Various Street Improvements

Funding Sources: Prior to 2017, an annual allocation from monies received by The City from the Calgary Parking Authority to a cash-in-lieu of parking land acquisition fund. This allocation was \$500 per annum commencing in 2007 as well as any Calgary Parking Authority revenues received by the City in excess of budgeted levels plus any associated investment income earned on fund balances. Beginning in 2017, the reserve will no longer receive funding and the reserve will be used for the purpose identified above until the funds are exhausted.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	40,772	38,215	32,657	24,688	19,991
Contributions from Calgary Parking Authority	-	3,876	5,928	7,639	4,276
Contribution to Parking Revenue Reinvestment Reserve	(1,688)	-	-	-	-
Contribution from Revolving Fund for General Land Purchases ⁽¹⁾	-	2,441	-	-	-
Contributions from/(to) capital financing	1,327	(4,636)	(1,180)	(248)	-
Investment income allocation	1,308	876	810	578	421
Closing balance	<u>41,719</u>	<u>40,772</u>	<u>38,215</u>	<u>32,657</u>	<u>24,688</u>

(1) Per C2008-61, this transfer was to purchase the portion of land not utilized by the District Energy Plant.

Source Contacts: **Business Unit –** **Calgary Transit & Transportation Infrastructure**
 Financial Lead – T. Johnson, Finance Lead

Business Unit – **Transportation Planning**
 Operational Lead – A. Sebjanic, Manager, Transportation Strategy

Review Schedule: Last Review: 2015 Next Review: 2018

Reserve for Future Capital (“RFC”)

Capital Reserve (\$000s)

\$ 308,440
(2017)

Authorization: C85-66, C96-15, NM2004-17, FCS2004-62, FCS2006-42, FCS2008-24, FCS2008-28, LPT2008-38, CPS2010-24, FCS2010-27, CPS2010-41, FCS2011-34, LAS2011-66 (LAS2015-17), LAS2012-23, C2014-0744, C2014-0863, GP2015-0485 and C2017-1123.

Purpose:

1. To fund various capital projects as per Council approval;
2. To hold Pay-As-You-Go (“PAYG”) funding which helps to pay for City maintenance and upgrade projects, project producing assets with a useful life of five years or less, and, for grant-funded projects, costs ineligible to be paid using grant funding;
3. To hold contingency funds (for unforeseen projects or new emergency needs).

Conditions: A target balance for contingency purposes is 10% of previous year’s capital spending less Municipal Sustainability Initiative (“MSI”) and less self-funded capital projects (FCS2011-034).

Restrictions:

1. Funds are to be used as per purpose outlined above.
2. Facility Management (“FM”, formerly Corporate Properties & Buildings) lease/sales revenue be reserved for corporate accommodation facilities and sites managed by FM (FCS2010-027).

Related Budget Programs:

Operating Programs: #840 Capital Financing Costs
#694 Facility Management

Capital Programs: Capital programs are identified in various business units.

Funding Sources: Funding sources include:

1. FM lease/sales revenue and space provision funds for new employees (FCS2010-27)
2. Franchise Fee amounts in excess of budget (FCS2004-62)
3. Contribution from Debt Servicing Reserve (“DSR”) for (PAYG) funding (up to \$30,000 as of 2013)
4. PAYG funding from operations. Funding increase every 4-year planning period with population and non-residential construction inflation (FCS2008-028)
5. Transfer of Provincial Disaster Recovery reimbursement of 2013 Flood operating costs to RFC to fund resiliency capital projects (C2014-0774)
6. Heritage Building Preservation fund, one-time \$35,000 allocation of 2014 operating surplus to restore and preserve city-owned heritage buildings (C2014-0863)
7. Other funding sources as directed by Council.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	2017	2016	2015	2014	2013
Opening balance	327,014	354,190	318,286	269,629	271,888
Net contribution from operations	68,026	62,726	80,575	155,979	78,539
Transfer from DSR	30,000	30,000	30,000	30,000	30,000
Contribution from Parking Authority	1,000	1,000	1,000	1,000	1,000
Contribution to capital financing	(116,100)	(119,402)	(74,171)	(136,822)	(107,225)
Contribution to debt prepayment	-	-	-	-	(3,073)
Contribution to Community Investment Reserve	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Closing balance ⁽¹⁾	308,440	327,014	354,190	318,286	269,629
Represented By:					
Allocated					
RFC Flow Through ⁽²⁾	35,084	32,436	31,383	23,141	17,781
Committed PAYG not spent	128,657	130,932	145,893	123,634	138,773
Committed RFC not spent	71,376	90,441	102,414	68,601	48,164
Unallocated					
RFC - contingency ⁽³⁾	73,323	73,205	74,500	102,910	64,911
	308,440	327,014	354,190	318,286	269,629

(1) Committed amounts included in the closing balance net of budgeted contributions is \$200,033 (\$128,657 for PAYG and \$71,376 for RFC).

(2) Flow through funds include specific amounts committed to major projects typically spanning multiple years. In 2017, these funds primarily relate to the management of corporate accommodation facilities.

(3) Per FCS2011-34 the target balance for contingency purposes is 10% of previous year's capital less MSI and self-funded capital projects. The target balance for the end of 2017 was \$107,530.

Source Contacts:

Business Unit –
Financial Lead –

Finance

K. Ohlhauser, Budget Officer

Business Unit –
Financial Lead –
Operational Lead –

Facility Management

K. Campbell, Finance Lead
D. Bell, Director

Business Unit –
Financial Lead –
Operational Lead –

Transportation Infrastructure

T. Johnson, Finance Lead
K. Fromherz, Director

Review Schedule:

Last Review:

2017

Next Review:

2020

Revolving Fund Reserve for General Land Purchases

\$ 102,118
(2017)

Capital Reserve (000's)

Authorization: Commissioners' Report FB98-43, LAS2008-173 and PFC2016-0796.

Purpose: Land required for City use must often be purchased well in advance of construction, but the capital budget has funds only for projects commencing within the current four year budget cycle. The purpose of this reserve is to acquire land required for City use in a timely manner for projects beyond the four year budget cycle, improvements to city-owned land and program administration.

Conditions: As per purpose.

Restrictions: None.

Related Budget Programs: Operating Programs: #694 Net General Lease Revenue
#488 General Land Sales Revenue

Capital Program: #695 Land Acquisitions – Other Civic Departments

Funding Sources: Initial funding in 1998 was as follows:

- \$5,306 from Real Estate Retained Earnings.
- \$2,500 from non-transportation project funding from the \$40,200 set aside for non-transportation capital projects in excess of the Envelope.

Ongoing funding:

- Income from existing net land leases. Revenue from existing leases may be routed to business units based on approval of business case to the Corporate Land Committee ("CLC").
- Sales of general lands
- Repayment of land purchases by business unit no later than year one of the next four year budget cycle or other alternate pay back arrangements as may be approved by CLC.

Investment income: X Yes No

Special Reporting Requirements: Status update to Council on the Revolving Fund every two years with the Corporate Land Framework Report.

Reporting to SPC on Utilities and Corporate Services every four years on the status of current land holdings.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening Balance	101,073	86,881	84,505	52,347	58,654
Investment Income	2,917	2,086	2,031	1,317	1,089
Contributions from land sales	71,318	32,854	29,394	35,869	12,711
Contributions from operations	4,175	7,720	1,048	1,739	2,181
Contributions (to)/from capital	(16,136)	(23,296)	(10,760)	(3,005)	(17,447)
Contributions to other reserves	(61,229)	(5,141)	(18,931)	-	(1,429)
Net transfers to restricted reserve ⁽¹⁾	-	(31)	(406)	(3,762)	(3,412)
Closing Balance	102,118	101,073	86,881	84,505	52,347

(1) Transfers to restricted reserves:

Funds are restricted sales of land sold to the Calgary Municipal Land Corporation ("CMLC") and the Attainable Homes Calgary Corporation ("AHCC"). Sales set up as receivables. Receipt of funds will be the earlier of a) ten years from the advancement date, or b) in the event that CMLC/AHCC had disposed of the property, or any portion thereof, the date CMLC/AHCC receives proceeds of the sale to the third party. These funds are restricted until receipt of the funds from CMLC/AHCC is deposited. Total funds outstanding equal \$6,816.

Source Contacts:	Business Unit –	Real Estate & Development Services		
	Financial Lead –	D. Stamper, Finance Lead		
	Operational Lead –	J. Halfyard, Manager, Land & Asset Management		
Review Schedule:	Last Review:	2016	Next Review:	2019

TELUS Convention Centre Reserve
Externally Restricted Capital Reserve (\$000s)

\$ 20
(2017)

Authorization: C97-83 and C2000-70.

Purpose: In 1985 the reserve was created to finance carpeting and other major replacement items with a useful life of five years or less. Commissioners' Report C97-83 amended the use of this reserve for capital purchases regardless of their useful life.

Conditions: In order to cover emergencies, a minimum balance of \$200 must be maintained in the combination of this reserve and TELUS Convention Centre's operating reserve. C2000-70 approved the reduction in the minimum balance from \$500 to \$200.

Restrictions: Expenditures are approved by the Calgary Convention Centre Authority.

Related Budget Programs: Operating Program: #449 Civic Partners, Convention Centre
Capital Program: #626 Calgary Convention Centre

Funding Sources: Annual contribution of \$180 from City operations.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	242	213	253	200	200
Contributions from operations	180	180	180	180	180
Contributions to capital	(402)	(151)	(220)	(127)	(180)
Closing balance ⁽¹⁾	20	242	213	253	200

(1) In 2017, the combined balance of this reserve (\$20) and the TELUS Convention Centre's operating reserve (\$5,064) exceeded the minimum balance of \$200.

Source Contacts: **Business Unit –** **Civic Partners**
Financial Lead – J. Salazar, Finance Lead
Operational Lead – L. Kerr, Manager, Office of Partnerships

Review Schedule: Last Review: 2016 Next Review: 2019

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Budget Savings Account Reserve

Combined Operating and Capital Reserve (\$000s)

\$ 157,334
(2017)

Authorization: PFC2015-0181, PFC2015-0959, PFC2016-0081, C2016-0544, C2016-0863, PFC2017-0223 (TT2017-0044) and C2017-0057.

Purpose: Regular Budget Savings Account ("BSA"): To encourage and provide incentives for business units to seek annual savings, innovation and efficiencies, within their operating and capital budgets, including, but not limited to the use of "savings accounts".

Community Economic Resiliency Fund ("CERF") Budget Savings Account: As per Council directive, to set aside funding from Corporate surplus / intentional savings to Community Economic Resiliency Fund within the Budget Savings Account for initiatives that support Calgarians and local businesses affected by the challenging economic conditions in Calgary. The Community Economic Resiliency Fund provides the opportunity to respond to the needs of the community in three ways; citizens see the direct benefit of the fund through frozen fees for key City services, non-profits and business units are able to maintain service levels and meet the increasing demand through the emergency fund and can be used as a direct stimulus to the economy by investing in initiatives for economic development and affordable housing.

Conditions: As per purpose.

Restrictions: To remain responsive to current economic conditions The City will retain flexibility in the uses of these funds in the short-term.

Any savings generated by business units will fund the Budget Savings Account. Funds will be allocated 50% to initiatives at the business unit level and 50% to initiatives at the corporate level; or, at 100% to Corporate during economic downturns.

Any savings generated in Corporate Programs, unless as directed by Council, will be directed to the Fiscal Stability Reserve as per Council's current direction.

Related Budget Programs: Operating Program: All impacted City Business Units.
Capital Program: All impacted City Business Units.

Funding Sources: Funding for the savings account will be generated by favorable budget variances identified by business units through the management of their operating and capital budgets, and by Corporate as directed by Council.

Capital funding sources are subject to restrictions which potentially limit the uses of any funds saved. Any potential capital savings identified would require disposition in a manner consistent with the terms and conditions of any governing policies or agreements.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	130,103	60,905	-	-	-
Contributions from operations ⁽¹⁾	34,295	24,246	30,313	-	-
Contributions from operations to CERF ⁽²⁾	45,000	58,800	30,000	-	-
Contributions from capital ⁽³⁾	-	3,392	592	-	-
Contributions to operations	(15,866)	(269)	-	-	-
Contributions to operations from CERF	(37,536)	(16,971)	-	-	-
Transfer from other operating reserves	422	-	-	-	-
Transfer from other capital reserves	916	-	-	-	-
Closing balance	157,334	130,103	60,905	-	-

Breakdown of Closing Balance:

Operating BSA ⁽⁴⁾	73,141	54,290	30,313	-	-
Operating BSA-CERF ⁽⁵⁾	79,293	71,829	30,000	-	-
Capital BSA	4,900	3,984	592	-	-
Closing Balance	157,334	130,103	60,905	-	-

(1) Operating savings from various business units.

(2) 2017: Contribution for 2018 Municipal Non-Residential Phased Tax Program ("PTP").

2016: Contribution for 2017 PTP, Calgary Neighborhood Emergency Resilience and user fees freeze for Calgary Transit, Recreation and pet licensing.

2015: Contribution for Affordable Housing Initiative in the Community, Economic Development Initiative, Calgary Neighborhood Emergency Resilience and freeze user fee for Transit, Parks fee, Recreation fee and Pet Service Fee.

(3) Capital savings from various business units.

(4) Committed amount in the closing balance total \$25,764 consisting of: \$764 for Calgary Transit Fleet Reliability, Janitorial and Outside Maintenance and Rail System Communications; and \$25,000 for Economic Development Investment Fund Reserve.

(5) Committed amounts in the closing balance total \$76,626 consisting of: \$25,225 for 2017 PTP, \$45,000 for 2018 PTP, \$1,200 for Calgary Economic Development Initiatives, \$4,569 for Affordable Housing Initiatives, and \$632 for User Fees Freeze.

Source Contacts:

Business Unit –
Financial Lead –
Operational Lead –

Finance

J. Kwong, Finance Manager
C. Male, City Treasurer

Review Schedule:

Last Review:

N/A

Next Review:

2018

Community Sustainability Reserve
Combined Operating & Capital Reserve (\$000s)

\$ 2,119
(2017)

Authorization: CPS2008-39, C2008-76, CPS2009-06, FCS2009-26, FCS2010-28, PFC2013-0745, PFC2016-0796 and C2017-1123.

Purpose: The purpose of the Community Sustainability Reserve is to provide interim support to assist community organizations in need of short term assistance to address operational shortfalls, as determined by Calgary Neighbourhoods. This Reserve is intended to assist organizations so that they may continue to operate and meet the needs of their community, and/or the citizens of Calgary at large. Funding is available to provide financial support, and if applicable, resources such as consultation support, in order to maximize the capacity and sustainability of an organization to contribute to inspiring neighbourhoods. Funding is provided for:

- Stabilization and redevelopment assistance to organizations that encounter unexpected financial circumstances or have been dealing with organizational or governance issues for more than a year.
- Professional consulting services support to organizations in any area that may impact sustainability to deliver improved programs and services to citizens, whether in crisis or not.

Conditions: In order to qualify for funding, Community Associations and social recreational organizations must have an active lease or license of occupation with The City through the Community Association or Social Recreation Leasing Policy CSPS011 – Lease/License of Occupation to Community Organizations.

Qualifying organizations must agree to work with Administration to develop and implement recommendations resulting from professional reviews, where possible and reasonable.

The maximum funding amount for operational use is \$200 over a 5 year period of time, and approved by the Director of Calgary Neighbourhoods. The maximum funding amount includes both stabilization and redevelopment assistance.

Restrictions: As per purpose and conditions.

Related Budget Programs: N/A

Funding Sources: The Community Sustainability Reserve received a one-time transfer of \$580 from the Lifecycle Assistance and Energy Reserve (CPS2008-39) for operating purposes and \$3,000 from corporate in 2008 (C2008-76) for capital purposes. The purpose of the reserve was amended in 2016 so that the remaining reserve balance at Dec 31, 2015 of \$2,270 could only be used for operational purposes. Funds can only be used for capital projects if the funds were approved prior to the 2016 reserve purpose amendment.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	2,123	2,270	2,443	2,678	3,151
Contributions to operations	-	-	-	-	(473)
Transfer between reserves	(4)	(147)	(173)	(235)	-
Closing balance	<u>2,119</u>	<u>2,123</u>	<u>2,270</u>	<u>2,443</u>	<u>2,678</u>

Source Contacts: **Business Unit –** **Calgary Neighbourhoods**
 Financial Lead – J. Salazar, Finance Lead
 Operational Lead – K. Black, Director

Review Schedule: Last Review: 2016 Next Review: 2019

Calgary Building Services¹ (“CBS”) and Calgary Community Standards (“CCS”) – Business Licence Sustainment Reserve

\$ 96,335

Combined Operating & Capital Reserve (\$000s)

(2017)

Authorization: FB2003-49, C2005-60, C2005-68, FCS2005-33, FCS2006-37, FCS2007-45, LPT2008-67, LPT2011-30, PFC2013-0745, PFC2016-0796 and PFC2017-1081.

Purpose: The reserve will be used to manage fluctuations in the level of activity in the development and building industry, supporting CBS's plan to be a sustainable self-supporting business unit without requiring mill-rate support.

The reserve will have the following specific uses:

1. Stabilize the operating budget
2. Fund one-time operating expenditures
3. Fund the capital expenditures

Conditions: Per report LPT2011-30, Council approved the recommendation to adjust the CBS Sustainment Reserve Fund to a guideline maximum of \$60,000. Should the fund exceed the guideline maximum, the excess would be used as a contribution from reserve to CBS operations in the following year to soften any required user fees increase.

Restrictions: As per purpose and conditions.

Related Budget Programs:

Operating Program:	#611 Calgary Building Services
Capital Programs:	#048 Bylaw Capital
	#061 Capital Asset Acquisition
	#063 Cash System Integration
	#064 Working Space Initiatives
	#065 Land Use Bylaw Implementation/Sustainment
	#067 Business Technology Sustainment
	#069 eService Portfolio

Funding Sources: Annual CBS operating surplus as of 2003 and future years.

Investment income: X Yes No

Special Reporting Requirements: None.

¹ The name for the Development & Building Approvals business unit was changed to Inspections & Permit Services in 2014 due to reorganization and subsequently changed to Calgary Building Services in 2016.

Current Activity (\$000s):
CBS Sustainment Reserve

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	99,114	93,707	74,063	48,701	30,794
Investment income	3,159	2,131	2,056	1,351	826
Contributions from operations	11,901	10,158	23,492	27,927	20,080
Contributions to capital	(7,422)	(6,882)	(5,904)	(3,916)	(2,999)
Transfer to Economic Development Investment Fund ⁽¹⁾	(20,000)	-	-	-	-
Closing balance	86,752	99,114	93,707	74,063	48,701

CCS Sustainment Reserve

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	7,249	4,701	2,184	-	-
Contributions from operations	2,103	2,439	2,425	2,158	-
Investment income	299	146	92	26	-
Contributions to capital	(68)	(37)	-	-	-
Closing balance	9,583	7,249	4,701	2,184	-
Total Closing Balance	96,335	106,363	98,408	76,247	48,701

(1) In 2018, an additional \$20,000 will be transferred to the Economic Development Investment Fund as per Council's decision made on December 18, 2017.

Source Contacts:

Business Unit –
 Financial Lead –
 Operational Lead –

Calgary Building Services

M. Fung, Finance Lead
 K. Griffiths, Director

Business Unit –
 Financial Lead –
 Operational Lead –

Calgary Community Standards

G. Drall, Finance Lead
 R. Hinse, Director

Review Schedule:

Last Review: 2016 Next Review: 2019

Economic Development Investment Funds (“EDIF”)

Combined Operating & Capital Reserve (\$000s)

\$ 55,000
(2017)

Authorization: C2017-0370 and PFC2017-1081.

Purpose: The EDIF represents a commitment by municipal government to invest in catalyst projects to strengthen the local economy. The purpose of the EDIF is to help keep Calgarians working, invest in infrastructure, and increase the effectiveness of local government.

The goals of the EDIF include, but are not limited to:

- Help create the right conditions for growth
- Diversify the local economy
- Leverage municipal funds for additional private and public sector investments
- Create employment lands and stimulate employment
- Create a return on investment (both direct and indirect)
- Support The City’s downtown office vacancy challenges
- Increase The City’s property tax assessment base

Conditions: As per above.

Restrictions: The EDIF, in alignment with the Government of Alberta’s Municipal Government Act and C2017-0370, will not be used to provide:

- Municipal tax relief;
- Loans; and
- Communications, marketing, or public relations.

Related Budget Programs: Operating Program: #775 City Manager’s Office

Funding Sources: The EDIF received initial funding from the Fiscal Stability Reserve (\$10,000), Calgary Building Services (“CBS”) and Calgary Community Services (“CCS”) – Business License Sustainment Reserve (\$20,000), and Corporate Programs (\$25,000). In 2018, additional funding will be received from the CBS and CCS – Business License Sustainment Reserve (\$20,000) and the Budget Savings Account (\$25,000).

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	-	-	-	-	-
Contributions from other sources	55,000	-	-	-	-
Closing balance	<u>55,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Source Contacts:

Business Unit –
Financial Lead –
Operational Lead –

City Manager's Office
T. Nguyen, Finance Manager
H. Domzal, Chief of Staff

Review Schedule:

Last Review: N/A Next Review: 2020

Golf Course Reserve\$ 2,777
(2017)

Combined Operating and Capital Reserve (\$000s)

Authorization: CS91-64-02, FB92-64, CS95-07, FCS2004-22, FCS2011-13, PFC2014-0847 and PFC2017-1241.

Purpose: To finance golf course capital projects and to fund any Golf Course operating budget deficit.

Conditions: As per purpose.

Restrictions: Funds are to be used as per the purpose outlined above.

Private contributions of \$1,000 were received in 2017 and will be used towards upgrade and maintenance projects at the Shaganappi Golf Course.

Related Budget Programs: Operating Program: #426 Recreation
Capital Program: #505 Golf Courses

Funding Sources: Surcharge on all golf passes and green fees and additional budget surplus transferred from golf course and recreation operations.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	1,712	1,126	529	327	148
User surcharges	138	147	161	183	166
Investment income	74	36	25	19	13
Contributions from operations	13	403	411	-	389
Donation	1,000	-	-	-	-
Contribution to operations	(160)	-	-	-	-
Debenture repayments	-	-	-	-	(389)
Closing balance	<u>2,777</u>	<u>1,712</u>	<u>1,126</u>	<u>529</u>	<u>327</u>

Source Contacts: **Business Unit – Calgary Recreation**
Financial Lead – R. Turley, Finance Lead
Operational Lead – G. Steinraths, Manager, Golf Course Operations

Review Schedule: Last Review: 2017 Next Review: 2020

Livery Transport Services Sustainment Reserve

(formerly Livery Transport Services Reserve)

Combined Operating and Capital Reserve (\$000s)

\$ 4,145
(2017)

Authorization: FCS2004-22, FCS2010-10, PFC2013-0745 and PFC2016-0796.

Purpose: To stabilize livery fees and financing which would benefit the industry while achieving a balanced budget without tax rate support.

The reserve is used by Livery Transport Services to:

1. Stabilize the operating budget;
2. Fund one-time operating expenditures; and
3. Fund capital expenditures that directly support livery transport services

Conditions: As per purpose.

Restrictions: As per purpose.

Related Budget Programs: Operating Program: #004 Calgary Community Standards (LTS)
Capital Program: #048 Calgary Community Standards (Bylaw Capital)

Funding Sources: The Livery Transport Services' operating surpluses.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	3,737	4,076	4,539	3,722	3,127
Annual operating surplus (deficit)	373	(354)	(181)	901	668
Investment income	119	86	110	99	70
Contributions to capital	(84)	(71)	(392)	(183)	(143)
Closing balance	<u>4,145</u>	<u>3,737</u>	<u>4,076</u>	<u>4,539</u>	<u>3,722</u>

Source Contacts: **Business Unit –** Calgary Community Standards
Financial Lead – G. Drall, Finance Lead
Operational Lead – M. Halat, Manager

Review Schedule: Last Review: 2016 Next Review: 2019

Millican-Ogden Community Enhancement – CLOSED

Combined Operating & Capital Reserve (\$000s)

\$ -
(2017)**Authorization:** C2005-80, E2012-20 and PFC2015-0917.

PFC2015-0917 recommended that the reserve be closed and funds transferred back to the Fiscal Stability Reserve should a plan not be approved by the community association by the end of 2016. If a plan is in place, then recommended that Council close the reserve by no later than 2017 December 31.

Purpose: The reserve will be used to fund local improvements to enhance the Millican-Ogden community as identified in the Millican-Ogden Area Redevelopment Implementation Plan. The identified local improvements including community entrance signs, park amenities, pedestrian crossing enhancements; parks revitalization, Community Read-a-Board, and other community improvement projects will allow for the implementation of the social development policies and improvement plans set forth in the Community Plan to address existing issues and needs in Millican-Ogden.

Conditions: As per purpose.**Restrictions:** Funds are to be used as per the purpose and conditions outlined above.

Related Budget Programs: Operating Program: #612 Community Planning (previously #616 Land Use Planning & Policy)

Funding Sources: One time funding from the Fiscal Stability Reserve.Investment income: ____ Yes X No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	5	132	171	171	171
Transfers to operations	(5)	(127)	(39)	-	-
Closing balance	-	5	132	171	171

Source Contacts:

Business Unit –	Community Planning
Financial Lead –	M. Fung, Finance Lead
Operational Lead –	D. Hamilton, Director

Review Schedule: Last Review: 2015 Next Review: 2018

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Parks Endowment and Sustainment Reserve

Combined Operating & Capital Reserve (\$000s)

\$ 4,494
(2017)

Authorization: FB95-75, PFC2013-0745 and MRER2014-06.

Purpose: This reserve is a temporary repository for contributions to the development and operations of City Parks from businesses, foundations, grants, individuals and internal revenues. The fund will be used to develop, enhance or maintain Parks operations specific to the funding agreements.

Conditions: As per purpose.

Restrictions: Endowment funds:

The City entered into various donation agreements with third parties that restricts the withdrawal of the principal of the donation and provides for the expenditure of investment income only. These donations were provided to The City for the ongoing maintenance and sustainment costs of specific named Parks sites. Investment income earned on these endowment funds is transferred to reduce budget requests based on an as needed basis to support the ongoing commitment of the sponsor for the sustainment of the site.

The three endowment funds are:

- Petro-Canada endowment - the investment income is available for maintenance/lifecycle of Wildland Parks; fund balance is \$213 (2016 - \$220),
- Variety Park Endowment Fund - the fund is available for the maintenance and lifecycle for the spray park features and infrastructure. Fund balance is \$143 (2016 - \$138),
- Olympic Plaza endowment - the fund is available for lifecycle maintenance and upgrades to Olympic Plaza. Fund balance is \$143 (2016 - \$138).

Other donation funds:

The City receives various donations, sponsorships and funds from third parties that restrict the use of these funds (both interest and principal) for the ongoing sustainment and education costs related to specific sites. Reserve funds are transferred to the budget of the specific named parks on an as needed basis to support the sustainment and/or the specific arrangement of the donation.

Donation funds consist of:

- Clearwater Land Exchange \$378 (2016 - \$476)
- Ralph Klein Park Playground \$375 (2016 - \$0)
- Copperfield Sportsfield \$336 (2016 - \$0)
- First Capital Holdings Land Exchange 936-16 Ave SW \$267 (2016 - \$257)
- Playfields \$152 (2016 - \$105)
- Borden Donation \$117 (2016 - \$112)
- Play Project - \$112 (2016 - \$45)
- Weaselhead Land Exchange \$109 (2016 - \$189)
- Birth Place Forest \$104 (2016 - \$101)
- Caring for Our Watersheds \$100 (2016 - \$89)
- Remaining balance of \$519 (2016 - \$1,248) is made up of miscellaneous individual contributions under \$100.

Related Budget Programs:

Operating Program: #445 Parks

Capital Program: #500 Parks (previously known as Parks and Natural Areas)

Funding Sources:

Contributions/payments received from various parties.

Investment income: X Yes No**Special Reporting Requirements:**

None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	3,118	2,328	1,291	1,184	1,408
Investment income	131	61	44	29	28
Contributions from operations	1,309	603	931	686	455
Contributions to capital	(1,016)	(86)	(78)	(20)	-
Contributions to operations	(473)	(446)	(324)	(588)	(707)
Contributions between reserves	1,425	658	464	-	-
Closing balance	<u>4,494</u>	<u>3,118</u>	<u>2,328</u>	<u>1,291</u>	<u>1,184</u>

Source Contacts:**Business Unit –**
Financial Lead –
Operational Leads –**Calgary Parks**
T. LePrieur, Finance Lead
N. Bernard, Manager and K. Parker, Manager**Review Schedule:**

Last Review: 2016 Next Review: 2019

Perpetual Care of the Municipal Cemetery System Reserve\$ 18,221
(2017)

Combined Operating & Capital Reserve (\$000s)

Authorization: CS96-59-02, CPS96-77, FCS2004-31, CPS2004-71 and PFC2016-0796.**Purpose:** To fund operational activities associated with the perpetual maintenance of municipal cemeteries. This reserve will allow for future perpetual care of the municipal cemetery system. Perpetual care includes mowing, trimming, irrigation and repair of graves, as well as general maintenance of the structures and buildings within the cemeteries.**Conditions:** Beginning in 2005, the fund may be accessed to cover annual operating deficits, capital lifecycle maintenance and upgrades, and the costs of land acquisition and development associated with Municipal Cemeteries.**Restrictions:** As per purpose and conditions.**Related Budget Programs:**
Operating Program: #445 Parks
Capital Program: #504 Cemeteries**Funding Sources:** Forty percent (40%) of the funds received by The City from the sale of cemetery plots, mausoleum crypts, columbarium niches, grave monuments and cemetery products shall be deposited into the Fund.Investment income: X Yes No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	15,905	13,949	12,549	10,359	8,635
Investment income	552	347	335	258	193
Contributions from (to) operations	2,520	1,780	1,417	2,156	1,621
Transfers to capital	(756)	(171)	(352)	(224)	(90)
Closing balance	<u>18,221</u>	<u>15,905</u>	<u>13,949</u>	<u>12,549</u>	<u>10,359</u>

Source Contacts:	Business Unit –	Calgary Parks
	Financial Lead –	T. LePrieur, Finance Lead
	Operational Leads –	D. Marter, Manager

Review Schedule: Last Review: 2016 Next Review: 2019

Public Art Reserve

Combined Operating & Capital Reserve (\$000s)

\$ 5,883
(2017)

Authorization: FCS2010-28, PFC2013-0745, PFC2014-254, ALT2014-0153, ALT2014-0909, PFC2016-0796 and PFC2017-1241.

Purpose: Per ALT2014-0909, the purpose of the Public Art Reserve is lifecycle and conservation, maintenance and programming, and pooling for iconic art pieces.

Conditions: As per purpose.

Restrictions: As per purpose and conditions.

Related Budget Program: Operating Program: #426 Recreation

Funding Sources: The annual amount transferred to the Public Art Reserve is approved by ALT before each multi-year budget cycle and is based on a calculation in accordance with the Corporate Public Art Policy.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	5,105	4,093	3,272	2,607	1,885
Contributions from operations	203	26	-	-	15
Contributions to operations	(700)	(290)	(454)	(124)	-
Transfer between reserves	1,275	1,276	1,275	789	707
Closing balance	<u>5,883</u>	<u>5,105</u>	<u>4,093</u>	<u>3,272</u>	<u>2,607</u>

Source Contacts: **Business Unit –** **Calgary Recreation**
 Financial Lead – R. Turley, Finance Lead
 Operational Leads – S. Illey, Manager, Arts and Culture

Review Schedule: Last Review: 2016 Next Review: 2019

Real Estate Services

\$ 70,796
(2017)

Combined Operating & Capital Reserve (\$000s)

Authorization: FCS2010-10, PFC2012-0606, PFC2013-0745 and PFC2014-0847.

Purpose: To finance land acquisitions and development of land holdings to advance economic development and diversification objectives by ensuring an available supply of “shovel ready” industrial land through the development of industrial/business parks; and to advance achievement of other municipal objectives through land improvement of City owned Transit Oriented Development areas and other Council directed special projects.

Conditions: As per purpose.

Restrictions: Funds are to be used as per the purpose outlined above.

Related Budget Programs: Operating Program: #488 Land Servicing & Housing
Capital Programs: #696 Commercial Land Developments
#697 Land Developments
#699 Land for Future Developments
#703 Transit Oriented Development
#704 School Sites
#705 Mixed Use Redevelopment

Funding Sources: Net proceeds of serviced land sales (Industrial, Business & Special Projects), proceeds of intra-city debt (principal and interest) and proceeds from excess commissions. In 1994 (and all subsequent years) the portion reinvested in land inventory is reclassified to Equity in Land Inventory.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Activity (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	63,969	68,396	97,664	80,552	76,122
Contributions from operations for land sales	25,093	3,795	1,928	35,054	6,923
Contributions from/(to) operations	7,885	3,404	(15,991)	8,085	(1,612)
Contributions (to)/from capital financing	(25,383)	(13,517)	(18,155)	(28,356)	(4,687)
Investment income	199	145	148	96	92
Transfer between reserves ⁽¹⁾	(967)	1,746	2,802	2,233	3,714
Closing balance	<u>70,796</u>	<u>63,969</u>	<u>68,396</u>	<u>97,664</u>	<u>80,552</u>

(1) Transfer from other reserves:

2017: Received a total of \$990 from the Revolving Fund Reserve for: General Land Purchase of \$131, repayment of pre-development expenses related to R.B. Bennett School site of \$347 and net proceeds for land sales to the Calgary Municipal Land Corporation of \$512. The balance of (\$967) also includes a transfer to the Corporate Housing Reserve of (\$1,957), which is equal to 5% of its gross industrial land sales proceeds.

2016: Received \$1,571 from Treasury and \$472 from the Revolving Fund Reserve for General Land Purchases servicing and repayment of pre-development expenses related to R.B. Bennett School site. The balance also includes a transfer to Corporate Housing Reserve of (\$297), equal to 5% of gross Industrial Sales

2015: Received \$2,296 from Treasury and \$506 from the Revolving Fund Reserve for general land servicing and repayment of pre-development expenses related to R.B. Bennett School site

2014: Received \$2,068 from Treasury and \$103 from the Revolving Fund Reserve for general land servicing. The balance also includes \$62 from Civic Partners for the redevelopment of Block 40.

2013: Received \$2,527 from Treasury and \$992 from the Revolving Fund Reserve for East Hills Debt interest and general land servicing. The balance also includes \$195 from Civic Partners for the redevelopment of Block 40.

Source Contacts: **Business Unit –** **Real Estate and Development Services**
 Financial Lead – D. Stamper, Finance Lead
 Operational Leads – C. Blash, Manager

Review Schedule: Last Review: 2015 Next Review: 2018

Utility Sustainment Reserve

Combined Operating & Capital Reserve (\$000s)

\$ 142,392
(2017)**Authorization:** FCS2011-32 and PFC2013-0745.**Purpose:** This reserve has been set up to provide both an operating contingency to offset revenue fluctuations and to manage cash flow, ensuring funds are available to meet both operating and capital requirements, capital financing needs associated with capital expenditures.**Conditions:** As per purpose.**Restrictions:** A target balance for sustainment funds set at 10% of utility revenues. Funds set aside for capital projects dependent on planned capital projects.**Related Budget Programs:** Operating Program: #270 Utilities (Water Resources and Water Services)
Capital Programs: Various capital programs.**Funding Sources:** Utility rate revenues at planned contribution levels and annual operating budget variances.

Portion of offsite levies to be spent in future years.

Investment income: X Yes No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	133,033	83,257	49,153	44,076	52,226
Investment income	4,469	2,774	2,091	1,034	971
Contribution from operations	213,619	200,219	156,849	100,738	70,589
Contributions to capital financing	(211,211)	(151,428)	(122,557)	(96,695)	(79,710)
Transfer from Fiscal Stability Reserve	2,482	310	-	-	-
Transfer to Real Estate Services Reserve	-	(2,099)	(2,279)	-	-
Closing balance	<u>142,392</u>	<u>133,033</u>	<u>83,257</u>	<u>49,153</u>	<u>44,076</u>

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Sustainment Funds	10,133	14,462	6,889	5,008	4,467
Offsite Levy Funds	60,615	85,257	59,438	29,061	23,209
Future Year Capital Funds	71,644	33,314	16,930	15,084	16,400
Total Reserve	<u>142,392</u>	<u>133,033</u>	<u>83,257</u>	<u>49,153</u>	<u>44,076</u>

Source Contacts: **Business Unit – Utilities**
Financial Lead – B. Jia, Finance Lead
Operational Leads – R. Spackman, Director, Water Resources and
D. Limacher, Director, Water Services

Review Schedule: Last Review: 2016 Next Review: 2019

Waste and Recycling Sustainment Reserve

Combined Operating & Capital Reserve (\$000s)

\$ **64,802**

(2017)

Authorization: FCS2011-33, PFC2013-0745 and PFC2016-0796.**Purpose:** This reserve has been set up to provide both an operating contingency to offset revenue fluctuations and to manage cash flow, ensuring funds are available to meet both operating and capital requirements, capital financing needs associated with capital expenditures, as well as setting funds aside for the long-term landfill care and closure care landfill liability.**Conditions:** As per purpose.**Restrictions:** Funds are to be used as per the purpose outlined above. A target balance for sustainment purposes of 10% of current year's annual revenue is to be maintained.**Related Budget Programs:**
Operating Program: #252 Waste & Recycling Services
Capital Programs: #256 Landfill/Treatment Infrastructure
#257 Diversion Infrastructure
#258 Facilities & Equipment**Funding Sources:** User fees at planned contribution levels and annual operating budget variances generated from self-supported programs.Investment income: X Yes No**Special Reporting Requirements:** None.**Current Activity (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	48,019	48,809	41,968	33,808	41,911
Contributions from operations	28,282	5,809	12,951	23,330	21,463
Investment income	3,974	2,575	2,705	2,221	1,982
Contributions from other sources (Pay-As-You-Go)	2,262	-	-	1,295	445
Contributions to capital financing	(13,758)	(6,844)	(6,330)	(15,310)	(26,951)
Contributions to operations (Landfill Closure Liability & Fleet Business Model)	(3,977)	(2,330)	(2,485)	(2,773)	(4,600)
Transfer to Public Art Reserve	-	-	-	(603)	(442)
Closing balance	<u>64,802</u>	<u>48,019</u>	<u>48,809</u>	<u>41,968</u>	<u>33,808</u>
Funds set aside for Sustainment purposes	10,630	8,947	9,660	10,278	9,657
Diversion	19,152	18,323	16,103	15,054	16,426
Landfill	7,205	338	7,271	6,002	1,185
Cash Requirement for Future Year Capital	<u>27,815</u>	<u>20,411</u>	<u>15,775</u>	<u>10,634</u>	<u>6,540</u>
Closing balance	<u>64,802</u>	<u>48,019</u>	<u>48,809</u>	<u>41,968</u>	<u>33,808</u>

Source Contacts:
Business Unit – Waste & Recycling Services
Financial Lead – L. Peng, Finance Lead
Operational Lead – R. Valdarchi, Director**Review Schedule:** Last Review: 2016 Next Review: 2019

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LONG TERM LIABILITIES

Capital Deposits

Employee Benefit Obligations

Alberta Municipal Infrastructure Program ("AMIP") Agreement

\$ -
(2017)

Capital Deposit (\$000s)

Purpose: The Province of Alberta, through the AMIP, provides financial assistance to municipalities for Core Capital Infrastructure projects to maintain or enhance economic, social and cultural opportunity and well-being, while protecting and improving the quality of the environment.

Conditions: City Council and the Minister of Infrastructure and Transportation must approve the projects. All AMIP eligible projects should be completed and AMIP fund available has to be spent by December 31, 2015. The fund is now fully expended.

Restrictions: Projects must be deemed eligible as described in the AMIP Memorandum of Agreement dated 2005 May 4th signed by the Minister of Infrastructure and Transportation and the Mayor of The City.

Related Budget Programs: Capital Programs throughout The City.

Funding Sources: The AMIP is a per capita funding program. The City has received \$905,000 over the five year period starting in 2005 and ending in 2009/2010.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Balance (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	-	-	11,699	25,969	45,351
Contributions from Province	-	-	-	-	-
Investment income	-	-	155	475	770
Contributions to capital	-	-	(11,854)	(14,745)	(20,152)
Closing balance	-	-	-	11,699	25,969

Source Contacts: **Business Unit – Finance**
Financial and
Operational Lead – C. Fung, Corporate Finance Lead

Basic Municipal Transportation Grant

Capital Deposit (\$000s)

\$ -
(2017)

Purpose: To establish a 'City Transportation Fund' to finance eligible expenditures incurred or to be incurred on Capital Transportation Projects under the Transportation Infrastructure Investment Program ("TIIP"). Effective April 1, 2014 Basic Municipal Transportation Grant ("BMTG") is combined with the Municipal Sustainability Initiative ("MSI") and the purpose of the grant is the same as the MSI. The BMTG under the previous agreement is fully expended and the BMTG will be reported as part of MSI.

Conditions: City Council and the Alberta Municipal Affairs must approve projects.

Restrictions: Projects must be deemed eligible as described in the Memorandum of Agreement dated 2000 March 13 and subsequently amended on 2013 March 20 and signed by the Minister of Transportation and Executive Officer of The City.

Related Budget Programs: Capital Programs throughout The City.

Funding Sources: The City's BMTG allocation by the Province of Alberta is calculated based on the City's share being 55% of 43% of the prior year's provincial taxable fuel sales volumes at 5 cents per litre as per provincial fuel deliveries provided by Alberta Treasury Board and Finance.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Balance (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	-	8,817	259,873	134,742	131,561
Contributions from Province	-	-	-	192,415	106,900
Investment income	-	-	3,989	4,793	3,636
Contributions to capital	-	(8,762)	(131,645)	(72,077)	(107,355)
Contributions other sources	-	(55)	(123,400)	-	-
Closing balance	-	-	8,817	259,873	134,742

Source Contacts: **Business Unit – Finance**
Financial and
Operational Lead – C. Fung, Corporate Finance Lead

Cash in Lieu of Parking Fund\$ 15,686
(2017)

Capital Deposit (\$000s)

Purpose: To provide parking structures or acquire land for parking.**Conditions:** The deposits, including interest, are refundable if the developer subsequently provides the parking facilities.**Restrictions:** Third party agreements:
- Obligation to use the funds for construction of parking facilities or land acquisitions outside the central business district.**Related Budget Programs:** Operating Program: #104 Calgary Parking Authority
Capital Program: #106 Calgary Parking Authority**Funding Sources:** Cash payments received by the Calgary Parking Authority, under terms of development agreements, in lieu of the developer providing sufficient parking stalls.Investment income: X Yes No**Special Reporting Requirements:** None.**Current Balance (\$000s):**

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	15,098	14,697	8,882	5,783	5,219
Contributions from developers ⁽¹⁾	-	-	5,501	2,858	397
Investment income	588	401	314	241	167
Closing balance	<u>15,686</u>	<u>15,098</u>	<u>14,697</u>	<u>8,882</u>	<u>5,783</u>

(1) Contribution from developers:

- a) 2015: New deposits: HSBC (apartment building 326 units 100-124 7th Ave SW. 128 stalls in lieu of commercial parking \$5,081. b) N3 Condos Development, cash-in-lieu of residential visitor parking \$420 lump sum. Will be used in East Village new parkade construction.
- b) 2014: New deposits: a) Widewaters Group Inc. 43 stalls at the downtown rate \$39.7 obligation of release of development permit (\$1,707), DP2012=5376 711-4 St NE, b) Genco Holdings Ltd. 29 stalls at the downtown rate \$39.7 obligation of release of development permit (\$1,151). DP2012-3832 634-6 Ave SW (downtown business district offices, retail store).
- c) 2013: New deposit: La Caille Sixth Avenue Inc. 10 stalls at the downtown rate \$39.7 obligation of release of development permit (\$397).
- d) 2012: New deposit in 2012 for Eighth Avenue Place – tower 2 new floors DP2011-3444. Received in January 2012 from Haines Canada Management Company (Marten Rhead, Gibbs Gage). Payment for cash-in-lieu of parking equivalent for 27 stalls at the downtown rate \$36.36 obligation of release of development permit

Source Contacts: **Related Authority –** **Calgary Parking Authority**
 Financial Lead – J. Foulds, Controller
 Operational Lead – S. Triggs, Acting General Manager

Eau Claire Improvement Fund

Capital Deposit (\$000s)

\$ 856
(2017)

Purpose: To provide capital funds for upgraded street level improvements in the Eau Claire community.

Conditions: The fund is for improvements to public lands and for public benefits only. The Executive Office must approve expenditures.

Restrictions: Third party agreements:
- Obligation to provide capital in the future.

Related Budget Programs: Capital Program: #616 Centre City Initiatives

Funding Sources: All commercial development that requires a density bonus in Land Use District 20Z95, 21Z95, 22Z95 and 54Z95. Special contributions from the 'C' and 'B' blocks are also made to the fund prior to release of a Development Plan for these blocks.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Balance (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	829	2,296	931	975	955
Investment income	27	33	42	21	20
Contributions from operations	-	-	1,333	-	-
Financing capital projects	-	(1,500)	(10)	(65)	-
Closing balance	<u>856</u>	<u>829</u>	<u>2,296</u>	<u>931</u>	<u>975</u>

Source Contacts:

Business Unit –	Urban Strategy
Financial Lead –	M. Fung, Finance Lead
Operational Lead –	B. Barrington, Program Manager

Federal Gas Tax Fund

Capital Deposit (\$000s)

\$ 36,488
(2017)

Purpose: The Federal Gas Tax Fund (formerly known as New Deal for cities and communities) is a program sponsored by the Federal Government commencing in 2005 to assist municipalities in addressing their sustainable municipal capital infrastructure needs. The program is supported through the allocation to Alberta Municipalities of a portion of the federal gasoline tax. Funding under this program is subject to the province receiving the funding from the federal government.

Conditions: City Council and the Minister of Infrastructure and Transportation must approve the projects.

Restrictions: Projects must be deemed eligible as described in the Memorandum of Agreement dated June 30th, 2005 signed by the Minister of Infrastructure and Transportation and the Mayor of The City. Subsequently this agreement was revised in October 2014 and signed by Minister of Municipal Affairs and the Mayor of The City.

Related Budget Programs: Capital Programs throughout The City.

Funding Sources: In the Federal Government's Budget 2008 document, the Gas Tax Fund was made a permanent measure to allow municipalities to better plan and finance their long-term infrastructure needs. Starting 2014 a new funding agreement with more flexible eligibility criteria was put in place.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Balance (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	76,132	67,079	-	32,769	44,377
Contribution from federal government	66,809	66,362	125,128	-	59,378
Contributions to capital financing	(107,779)	(58,795)	(59,337)	(32,990)	(71,771)
Investment income	1,326	1,486	1,288	221	785
Closing balance	<u>36,488</u>	<u>76,132</u>	<u>67,079</u>	<u>-</u>	<u>32,769</u>

Source Contacts: **Business Unit – Finance**
Financial and
Operational Lead – C. Fung, Corporate Finance Lead

Infrastructure Canada – Alberta Program (“ICAP”)

\$ -
(2017)

Capital Deposit (\$000s)

Purpose: To improve urban municipal infrastructure. The ICAP objectives include improving Canadians’ quality of life through investments that enhance the quality of Canada’s environment, support long-term economic growth, improve community infrastructure and build infrastructure through best technologies, new approaches and best practices.

Conditions: The program’s first priority is Green Municipal Infrastructure, such as water and wastewater systems, water management, and solid waste management. Secondary priorities include infrastructure supporting local transportation, culture and recreation, tourism, high speed internet access for local public institutions and affordable housing.

Restrictions: All projects must meet the program requirements. Interest earned on the provincial contributions can only be used for transportation projects and must be approved by the Minister of Alberta Transportation.

Related Budget Programs: Various Programs throughout number of business units.

Funding Sources: Cost sharing arrangement between Infrastructure Canada (Federal Government, Province of Alberta and The City). The Province prepaid their 1/3 share in 2001.

Investment income: ____ Yes X No

Special Reporting Requirements: None.

Current Balance (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	-	-	173	173	173
Contributions to capital	-	-	(173)	-	-
Closing balance	-	-	-	173	173

Source Contacts:

Business Unit –	Roads
Financial Lead –	L. Wong, Finance Lead
Operational Lead –	T. McLeod, Director

Miscellaneous Capital Deposits

\$ 243,508
(2017)

Capital Deposit (\$000s)

Purpose: To finance capital only, as authorized through Council approval of capital budgets.

Conditions: Under City policy, a prepayment (deposit) may be requested from third parties before provision of services (including water and sewer connections, sidewalks, paving, grading and gravelling).

Portions of Roads, Transit, Water Resources and Water Services, Fire, Parks, Recreation, Civic Partners, Environmental and Safety Management and Facility Management deposit balances constitute unused Provincial/Federal capital grant funds that are to be spent on a cost-shared basis.

The deposits are refundable if the projects for which they were designated are not undertaken. The City may have an obligation to pay interest on any deposits refunded.

Restrictions: Third party agreements:
- Obligation to undertake specific capital projects or deposits must be refunded.

Related Budget Programs: Various Programs.

Funding Sources: A prepayment (deposit) by third parties in provision of services (including water and sewer connections, sidewalks, paving, grading and gravelling); and portions of Roads, Transit, and Water Resources and Water Services, Fire, Parks, Recreation, Civic Partners, Environmental and Safety Management and Facility Management deposit balances constitute unused Provincial/Federal capital grant funds that are to be spent on a cost-shared basis.

Investment income:

Units with no Investment Income Allocation: Calgary Growth Strategies (formerly CPI/DBA), Calgary Approvals Coordination, Parks, Recreation, Fire, Calgary Community Standards (formerly PSC), Facility Management (formerly Corporate Properties), Corporate Analytics & Innovation (formerly Infrastructure and Information Services), Environmental and Safety Management.

Units with an Investment Income Allocation: Community Planning (formerly LPI), Urban Strategy, Calgary Transit, Transportation Infrastructure, Roads and Water Resources and Water Services.

Special Reporting Requirements: None.

Current Balances (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u> (Restated)	<u>2014</u>	<u>2013</u>
Roads	60,953	53,474	53,282	49,743	51,445
Transit	9,651	9,046	9,146	9,555	10,014
Community Planning ⁽¹⁾	-	3,744	13,291	9,801	10,886
Urban Strategy	9,221	9,698	-	-	-
Calgary Growth Strategies ⁽¹⁾	-	-	1,808	5,678	5,371
Calgary Approvals Coordination	4,697	5,085	-	-	-
Transportation Infrastructure	45,910	51,915	26,155	22,092	22,059
Calgary Housing	10	-	-	-	-
Corporate Analytics & Innovation	322	322	322	436	609
Parks & Recreation	40,501	42,559	55,338	48,232	39,777
Water Resources & Water Services	5,919	5,158	5,092	4,268	4,578
Facility Management	16	173	173	173	173
Environmental and Safety Management	-	-	272	2,000	2,000
Corporate Revenue and Costs	56,498	54,416	35,601	33,940	112,665
Fire & Calgary Community Standards	8,910	9,350	9,276	8,266	6,791
Community & Neighbourhood Services	-	-	-	1,035	1,000
Interdepartmental Charge Elimination	(4,509)	(8,914)	(9,329)	(9,810)	(10,410)
	<u>238,099</u>	<u>236,026</u>	<u>200,427</u>	<u>185,409</u>	<u>256,958</u>
Related Authorities:					
Calgary Housing Company	5,409	5,409	9,259	9,614	9,614
Calgary Arts Development Authority Ltd.	-	-	-	6	1,358
Calgary Economic Development Ltd.	-	-	-	5,037	-
	<u>5,409</u>	<u>5,409</u>	<u>9,259</u>	<u>14,657</u>	<u>10,972</u>
Closing balance	<u>243,508</u>	<u>241,435</u>	<u>209,686</u>	<u>200,066</u>	<u>267,930</u>

- (1) As a result of the PDA re-organization that occurred in 2016, Local Area Planning & Implementation was dissolved and all balances prior to 2016 related to Local Area Planning & Implementation was transferred to Community Planning & Urban Strategy. In addition, during 2017, all balances in Community Planning was transferred to Urban Strategy.

Source Contacts:**Business Unit:**

Roads
Transit and Transportation Infrastructure
Community Planning and Urban Strategy
Calgary Growth Strategies and Calgary Approvals Coordination
Calgary Housing
Corporate Analytics & Innovation
Parks & Recreation

Water Resources & Water Services
Facility Management
Environmental and Safety Management
Corporate Revenue and Costs
Fire & Calgary Community Standards

Calgary Neighbourhoods

Financial Leads:

L. Wong, Finance Lead
T. Johnson, Finance Lead
M. Fung, Finance Lead
S. MacKenzie, Finance Lead

S. MacFayden, Finance Manager
E. Jarvo, Finance Lead
T. LePrieur, Finance Lead
R. Turley, Finance Lead
B. Jia, Finance Lead
K. Campbell, Finance Lead
F. Tse, Finance Lead
C. Fung, Corporate Finance Lead
A. Szaflarski, Finance Lead
G. Drall, Finance Lead
J. Salazar, Finance Lead

Municipal Sustainability Initiative ("MSI")

\$ 129,872
(2017)

Capital Deposit (\$000s)

Purpose: The Province of Alberta announced the MSI Program on April 24, 2007 as a ten year program to be phased in over four years. The Program provides municipalities with sustainable funding to assist them in meeting the challenges of growth and enhancing their long-term sustainability.

Conditions: City Council and the Minister of Municipal Affairs must approve the projects.

Restrictions: Capital projects must be deemed eligible as described in the MSI Capital Project Funding Program Guidelines (effective January 1, 2008) Schedule 1 and Revised Schedule as amended subsequently on June 3, 2014.

Operating Projects must be accepted by the Minister.

Related Budget Programs: Various Programs.

Funding Sources: Majority of the MSI funding is allocated by a formula incorporating: 48 per cent on a per capita basis; 48 per cent on education property tax requisitions and 4 per cent based on kilometers of local roads.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Balance (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	259,942	362,375	99,264	132,973	4,387
Investment income	6,496	7,455	5,027	3,652	1,480
Contributions from other sources	-	-	283,400	100,000	-
Contributions from Province	370,864	373,850	392,748	252,944	254,155
Debt repayment	(220,000)	(220,000)	(270,000)	(240,000)	-
Contributions to capital	(287,430)	(263,738)	(148,064)	(150,305)	(127,049)
Closing balance	<u>129,872</u>	<u>259,942</u>	<u>362,375</u>	<u>99,264</u>	<u>132,973</u>

Source Contacts: **Business Unit – Finance**
Financial and
Operational Lead – C. Fung, Corporate Finance Lead

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Off-Site Levies

(formerly Acreage Assessments)

Capital Deposit (\$000s)

\$ 375,243
(2017)

Purpose:	To finance capital only, as authorized through Council approval of capital budgets. The funds are normally utilized as soon as possible after receipt. There is no obligation for specific project spending for Water Resources and Water Services, since underground and utility works are completed before commencement of site development. For Roads, The City's only obligation is to provide the services for future Road projects. For Fire, the funds are intended for fire infrastructure projects for new growth areas only. For Civic Partners, Recreation and Parks, the funds are intended to cover the capital construction, servicing and land costs of recreation facilities, and the New Central Library costs. The funds are intended for infrastructure projects for new growth areas only.
Conditions:	Budget programs: <ul style="list-style-type: none">- Funds are to be used in capital financing.
Restrictions:	Third party agreements: <ul style="list-style-type: none">- Obligation to provide capital in the future.
Related Budget Programs:	Various Programs.
Funding Sources:	<p>Under the terms of development agreements, an assessment per acre is levied for expressways and freeways, and for drainage mains and trunks to service new areas. Charges are also levied for storm redevelopment in older areas and for emergency response stations, recreation facilities, and libraries to serve new development. Prior to 2001, acreage assessments were also collected for Waterworks and Wastewater.</p> <p>Investment Income Treatment:</p> <ul style="list-style-type: none">- Transportation Units and Water Resources and Water Services – investment income is added to the capital deposit balance.- Fire, Parks, Recreation and Civic Partners, Calgary Police Services and Calgary Approvals Coordination – investment income is not added to the capital deposit balance.
Special Reporting Requirements:	None.

Current Balances: (\$000s)

	<u>2017</u>	<u>2016</u>	<u>2015</u> (Restated)	<u>2014</u>	<u>2013</u>
Water Resources and Services	4,566	7,904	7,576	30,246	24,671
Roads	6,992	6,207	5,301	4,404	3,380
Transit	21,684	19,613	17,631	14,889	13,680
Parks & Recreation	87,534	83,331	80,287	58,478	85,775
Transportation Infrastructure	175,680	222,342	183,060	157,876	141,553
Civic Partners	18,465	19,603	19,495	16,453	14,092
Calgary Approvals Coordination	-	86	-	-	-
Fire	55,141	61,004	50,375	45,104	38,298
Calgary Police Services	32,298	30,899	24,986	21,233	18,251
Community & Neighbourhood Services	-	-	-	30,746	-
Interdepartmental charge elimination	(27,117)	(48,819)	(49,702)	(37,740)	(23,214)
Total	375,243	402,170	339,009	341,689	316,486

Source Contacts:**Business Unit:**

Water Resources & Water Services
Roads
Transit and Transportation Infrastructure
Parks & Recreation

Civic Partners and Calgary Neighbourhoods
Calgary Approvals Coordination
Fire
Calgary Police Services

Financial Leads:

B. Jia, Finance Lead
L. Wong, Finance Lead
T. Johnson, Finance Lead
T. LePrieur, Finance Lead
R. Turley, Finance Lead
J. Salazar, Finance Lead
S. MacKenzie, Finance Lead
A. Szaflarski, Finance Lead
B. Hutchins, Finance Manager

Plus 15 Cash in Lieu Fund

Capital Deposit (\$000s)

\$ 25,248
(2017)**Purpose:** To expand or improve the existing Plus 15 System.

Conditions: Capital budget:

- Expenditure approved through the capital budgeting process.
- Once received, the monies are not tied to any one location or project.
- Unless specifically stated in a Development Agreement, deposits are not refundable.

Restrictions: Third party agreements:

- Obligation to undertake Plus 15 construction in future.

Related Budget Programs: Operating Programs: #612 Community Planning (2016 and prior only)
#132 Roads
Capital Programs: Various (2016 and prior only)
#128-885 Bridge Rehab and Protection

Funding Sources: Monies received from developers paid, either in-lieu of the construction of a Plus 15 bridge, and/or as a direct contribution to the Fund required of all new developments by Bonus Standard A2(b) in the CM-2 Downtown Business District.

Interest is allocated to the Fund to ensure that inflation from rising construction costs does not undermine the ability of the Fund to expand the Plus15 System.

Investment income: X Yes No

Special Reporting Requirements: None.

Current Balance (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Opening balance	24,665	24,364	23,999	22,937	22,884
Investment income	610	515	647	511	476
Transfer to operations	(27)	(214)	(1,299)	(606)	(132)
Transfer to Capital P856/P656-03W	-	-	-	-	(3,268)
Contributions from operations	-	-	1,017	1,157	2,977
Closing balance	<u>25,248</u>	<u>24,665</u>	<u>24,364</u>	<u>23,999</u>	<u>22,937</u>

Source Contacts:

Business Unit –	Roads
Financial Lead –	L. Wong, Finance Lead
Operational Lead –	C. Buhler, Critical Infrastructure Coordinator

Defined Benefit Pension Plans (Registered & Non Registered)\$ 90,614Employee Benefit Obligation Previously Funded and to be Funded in Future Years
(\$000s)

(2017)

Purpose: Estimated liability for future pension plan benefits. The City has various pension plans earned by employees and expected to be provided to them when they are no longer in active service. These future benefits are estimated and accrued for existing employees as they are earned. The City's contributions are made in compliance with the funding requirements pursuant to the most recent actuarial valuation for funding purposes. The valuation is carried out by an independent actuary and is based on a number of demographic and economic assumptions. More information on each of these plans is available in Note 13 of the 2017 consolidated financial statements contained in The City's 2017 Annual Report.

Conditions: As per purpose.

Restrictions: Funds to be used for purpose as described.

Related Budget Program: Operating Program: #787 Employee Benefits

Funding Sources: Operating Program: #787 Employee Benefits

Special Reporting Requirements: None.

Current Balances (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Funded					
Registered defined benefit pension ⁽¹⁾	53,235	51,714	46,772	39,366	33,064
Non-reg. defined benefit pension ⁽²⁾	37,379	35,024	32,118	28,787	26,809
Total	<u>90,614</u>	<u>86,738</u>	<u>78,890</u>	<u>68,153</u>	<u>59,873</u>

(1) Includes The Calgary Firefighters' Supplementary Pension Plan, The City of Calgary Supplementary Pension Plan, Pension Plan for Elected Officials of The City of Calgary and Calgary Police Supplementary Pension Plan.

(2) Includes The City of Calgary Overcap Pension Plans, The City of Calgary Executive Pension Plan and Supplementary Pension Plan for Elected Officials of The City of Calgary and individual contractual pension obligations.

Source Contacts:

Business Unit –
Financial Lead –
Operational Lead –

Finance

C. Zimmer, Finance Leader, Pensions Finance
G. Wiebe, Finance Manager, Corporate Financial Reporting

Funded Vacation and Overtime Liability

\$ 220,021
(2017)

Employee Benefit Obligation Previously Funded (\$000s)

Purpose:	Employee union and association agreements permit civic employees to defer a certain portion of their unused vacation and overtime to future years.
Conditions:	This liability is recognized on the statement of financial position, with annual earned and deferred amounts being accrued to the current year's operating budget.
Restrictions:	For the purpose as described above.
Related Budget Program:	Operating Program: #787 Employee Benefits, City Business Units (for banked overtime), Calgary Police Service, and consolidated related authorities.
Funding Sources:	Operating Program: #787 Employee Benefits, City Business Units (for banked overtime), Calgary Police Service, and consolidated related authorities.
Special Reporting Requirements:	None.

Current Balances (\$000s):

	<u>2017⁽¹⁾</u>	<u>2016⁽¹⁾</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Deputy City Manager's Office	14,398	13,930	11,478	11,947	11,633
Chief Financial Office	25,604	24,801	23,387	21,339	21,239
Community Services	38,939	38,605	37,695	33,387	31,858
Corporate Administration	2,198	2,325	2,383	2,739	2,887
Law and Legislative Services	4,299	4,104	3,741	3,043	3,094
Planning & Development	8,207	8,474	8,289	7,312	8,141
Transportation	39,005	39,218	37,839	33,866	33,742
Urban Strategy	243	233	-	-	-
Utilities & Environmental Protection	25,793	25,526	25,007	22,734	21,809
Calgary Police Service	55,729	54,849	54,049	53,757	49,211
RAWW Days	1,191	671	594	1,951	2,018
	<u>215,606</u>	<u>212,736</u>	<u>204,462</u>	<u>192,075</u>	<u>185,632</u>

Related Authorities

Calgary Parking Authority	776	887	682	472	491
Calgary Housing Company	2,041	1,813	1,723	1,567	1,510
Calgary TELUS Convention Centre	332	355	391	376	403
Calgary Municipal Land Corporation	60	61	45	28	31
Calgary Public Library	1,112	1,123	1,060	929	931
Attainable Homes Calgary Corporation	10	10	28	13	15
Calgary Economic Development Ltd.	84	89	89	91	82
	<u>4,415</u>	<u>4,338</u>	<u>4,018</u>	<u>3,476</u>	<u>3,463</u>
	<u>220,021</u>	<u>217,074</u>	<u>208,480</u>	<u>195,551</u>	<u>189,095</u>

(1) Current year figures have been categorized consistent with the re-organizations that occurred in 2016 and 2017. Prior year categorizations have been revised for comparability.

Source Contacts:

Business Unit –
 Financial Lead –
 Operational Lead –

Finance

D. Christensen, Finance Leader, Benefits Finance
 G. Wiebe, Finance Manager, Corporate Financial Reporting

Other Retirement Benefits Liability

\$ 183,235
(2017)

Funded and to be Funded in Future Years (\$000s)

Purpose: The City sponsors extended health, dental and life insurance benefits to qualifying retirees and their surviving spouses from the date of retirement to the age of 65. The City and the retirees share equally in the cost of benefits. The City also sponsors a non-contributory retiring allowance of up to seven (7) weeks of salary for qualifying retirees as well as supplementary compensation benefits. The liability is determined through actuarial valuations that are prepared at least once every three years as per section 3250 of Public Sector Accounting Standards. Additional information is available in Note 13 of the 2017 consolidated financial statements contained in the City's 2017 Annual Report.

Conditions: As per purpose.

Restrictions: Funds to be used for purpose as described above.

Related Budget Program: Operating Program: #787 Employee Benefits

Funding Sources: Operating Program: #787 Employee Benefits

Special Reporting Requirements: None.

Current Balance (\$000s):

	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
The City of Calgary ⁽¹⁾	183,235	176,341	167,879	160,036	149,941
	<u>183,235</u>	<u>176,341</u>	<u>167,879</u>	<u>160,036</u>	<u>149,941</u>

(1) The other retirement benefits liability balance contains the Calgary Parking Authority's liability of \$674.

Source Contacts:

Business Unit –	Finance
Financial Lead –	D. Christensen, Finance Leader, Benefits Finance
Operational Lead –	G. Wiebe, Finance Manager, Corporate Financial Reporting

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SUPPLEMENTARY SCHEDULES

2017 RESERVE SUPPLEMENTARY SCHEDULE

Note: Values may be slightly adjusted from values disclosed in individual reserve tables. These changes were made to facilitate balancing of the 2017 supplementary schedule.

	Operating/ Capital/ Sustainment	Jan.1/17 Opening Balance	Contribution To Operations	Contribution From Operations	Transfer to Capital Fund	Transfer Between Reserves	Corp Financing (Investment Income)	Other	Dec. 31/17 Closing Balance
Community Strategies & Neighbourhood Services									
Children's Reserve Fund	o	(4,693)	120	-	-	-	(150)	-	(4,723)
Community Sustainability Reserve	s	(2,123)	-	-	-	4	-	-	(2,119)
FCSS Stabilization Fund	o	(5,504)	-	(513)	-	1,805	(149)	-	(4,361)
Fire & Public Safety Communication Centre									
911 Communications Centre Capital Financing Reserve	c	(24,141)	-	(5,149)	3,047	-	-	-	(26,243)
Parks and Recreation									
Golf Course Levy Reserve	s	(1,712)	160	(151)	-	-	(74)	(1,000)	(2,777)
Legacy Parks Reserve	c	(10,558)	-	(800)	4,418	-	(255)	-	(7,195)
Artificial Turf Field Lifecycle Reserve	c	(3,015)	-	(668)	509	-	(97)	-	(3,271)
Community Investment Reserve	c	(102,204)	-	(50,919)	118,564	(1,500)	(3,348)	-	(39,407)
Parks Endowment and Sustainment Reserve	s	(3,118)	(836)	-	1,016	(1,425)	(131)	-	(4,494)
Perpetual Care of the Municipal Cemetery System Reserve	s	(15,905)	-	(2,520)	756	-	(552)	-	(18,221)
Public Art Reserve		(5,105)	700	(203)	-	(1,275)	-	-	(5,883)
Societies & Related Authorities									
Parks Foundation Reserve	o	(2,376)	142	-	-	-	(173)	-	(2,407)
TELUS Convention Centre Reserve	c	(242)	-	(180)	402	-	-	-	(20)
Chief Financial Office and Deputy City Manager's Office									
Health, Safety and Wellness Reserve	o	(15,984)	2,661	(5,490)	-	-	-	-	(18,813)
Information Technology Reserve	c	(20,746)	-	(14,511)	7,920	-	(374)	-	(27,711)
Fleet Services Capital Reserve	c	(14,326)	-	(1,507)	-	4,900	-	-	(10,933)
Corporate Revenue & Costs									
Debt Servicing Reserve	c	(52,570)	44,294	(94,752)	-	52,321	(1,863)	-	(52,570)
ENMAX Dividend Stabilization Reserve	o	(20,000)	-	-	-	-	-	-	(20,000)
Fiscal Stability Reserve	o	(556,561)	78,449	(16,793)	7,824	10,966	(16,651)	(80,955)	(573,721)
Group Life Reserve	o	(1,685)	-	13	-	-	(53)	-	(1,725)
Lifecycle Maintenance and Upgrade Reserve	c	(116,122)	-	(45,128)	73,651	(87,148)	-	-	(174,747)
Tax Loss Provision Reserve	o	(37,398)	-	-	-	-	-	-	(37,398)
Self Insurance Reserve	o	(7,000)	-	-	-	-	-	-	(7,000)
Budget Savings Account Reserve	s	(130,103)	53,402	(79,295)	-	(1,338)	-	-	(157,334)
Land Use Planning & Policy & Development Approvals									
Calgary Heritage Authority Reserve	o	(1,765)	48	-	-	-	(55)	-	(1,772)
CBS Sustainment Fund	s	(99,114)	-	(11,901)	7,422	20,000	(3,159)	-	(86,752)
CCS Sustainment Fund	s	(7,249)	-	(2,103)	68	-	(299)	-	(9,583)
Millican-Ogden Community Enhancement	s	(5)	5	-	-	-	-	-	-
Downtown Improvement Fund	c	(3,684)	-	(121)	862	-	(107)	-	(3,050)
Heritage Incentive Reserve	o	(965)	285	(525)	-	-	-	-	(1,205)
Mall Programming Fund	o	(788)	-	-	-	-	(25)	-	(813)

2017 RESERVE SUPPLEMENTARY SCHEDULE										
Note: Values may be slightly adjusted from values disclosed in individual reserve tables. These changes were made to facilitate balancing of the 2017 supplementary schedule.										
	Operating/ Capital Sustainment	Jan. 1/17 Opening Balance	Contribution To Operations	Contribution From Operations	Transfer to Capital Fund	Transfer to Equity in Land Inventory	Transfer Between Reserves	Corp Financing (Investment Income)	Other	Dec. 31/17 Closing Balance
Roads & Transportation Planning										
Asphalt and Crusher Plant Lifecycle Capital Reserve	c	(7,500)	-	-	1,213	-	-	(156)	-	(6,443)
LED Street Light Re-Lamping Reserve	c	(5,688)	-	(4,500)	1,065	-	-	-	-	(9,123)
Livery Transport Services Reserve	s	(3,737)	-	(373)	84	-	-	(119)	-	(4,145)
Parking Land Acquisition Reserve	c	(40,772)	-	-	(1,327)	-	1,688	(1,308)	-	(41,719)
Parking Revenue Reinvestment Reserve	o	-	35	(2,168)	-	-	-	-	-	(2,133)
Snow and Ice Control Reserve	o	(15,000)	(919)	3,437	-	-	-	-	-	(12,482)
Real Estate & Development Services										
Real Estate Services	s	(63,969)	-	(32,978)	25,383	-	967	(199)	-	(70,796)
Corporate Housing Reserve	c	(29,885)	1,270	(1,595)	2,714	-	(2,132)	(755)	-	(30,383)
Drainage										
Waste & Recycling Sustainment Reserve	s	(48,019)	3,977	(28,282)	13,758	-	-	(3,974)	(2,262)	(64,802)
Utility Sustainment Reserve	s	(133,033)	-	(213,619)	211,211	-	(2,482)	(4,469)	-	(142,392)
Utility Sustainment Adjustment		(2,098)	-	-	-	-	-	-	2,098	-
Calgary Police Service										
Calgary Police Service Capital Reserve	c	(40,254)	-	(8,364)	8,439	-	-	(30)	-	(40,209)
Calgary Police Service Helicopter Maintenance Reserve	o	(2,390)	847	(809)	-	-	-	-	-	(2,352)
Calgary Police Service Court Fine Revenue Operating Reserve	o	(4,000)	-	-	-	-	-	-	-	(4,000)
City Manager's Office										
Economic Development Investment Fund	s	-	-	-	-	-	-	-	(55,000)	(55,000)
Attainable Homes Calgary Corporation	s	-	-	-	-	-	-	-	(500)	(500)
Calgary Housing Company	s	(27,448)	-	-	-	-	-	-	100	(27,348)
Calgary Public Library	s	(993)	-	-	-	-	-	-	-	(993)
Calgary Arts Development Authority Ltd.	s	(269)	-	-	-	-	-	-	(190)	(459)
Corporate Housing Internal Sale Elim (1)	c	4,964	-	-	-	-	-	-	-	4,964
Real Estate Services Internal Sale Elim (1)	c	326	-	-	-	-	-	-	(326)	-
Reserve for Future Capital	c	(327,014)	-	(69,026)	116,100	-	(28,500)	-	-	(308,440)
Unappropriated Surplus		37,731	80,955	(37,731)	-	-	-	-	-	80,955
Total per 2017 Annual Financial Report		(1,975,809)	265,595	(729,224)	605,099	-	(33,149)	(38,525)	(138,035)	(2,044,048)
(1) Note these are internal sale elimination entries.										

**Chief Financial Officer's Report to
Priorities and Finance Committee
2017 July 17**

**ISC: UNRESTRICTED
PFC2018-0818
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Pension Governance

EXECUTIVE SUMMARY

In accordance with the Terms of Reference for the Pension Governance Committee (PGC), this report on pension governance activities at The City of Calgary in 2017 is being provided to Priorities and Finance Committee for information.

ADMINISTRATION RECOMMENDATION:

That PFC recommends that Council receive this Report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2003 September 29 Special Meeting of Council regarding Personnel Matters, Mayor Bronconnier directed "The Corporate Pension Governance Committee to bring forward an annual report, through the Accountability, Priorities and Agenda Committee to City Council on the state of Corporate Pensions based upon the reporting fundamentals of clarity, transparency and full disclosure, and further that this annual report be publicly available following acceptance by City Council."

BACKGROUND

The Pension Governance Committee was established in 2002 for oversight of governance, including compliance with Alberta Employment Pension Plans Act, Public Sector Pension Plans Act and the Canadian Income Tax Act of pension plans in which City employees and Council participate.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Pension Governance Committee consists of five members appointed by the City Manager and two Council members appointed by Council. The 2017 members were:

- Mark Lavallee, Chief Human Resources Officer (Chair)
- Rebecca Andersen, Barrister & Solicitor, City Law Department
- Eric Sawyer, Chief Financial Officer
- Malcolm Logan, General Manager Transportation (January to November)
- Jacqueline Deitch, Director, Fleet Services (January to September)
- Laura Kennedy, Director/City Clerk (September to December)
- Councillor Diane Colley-Urquhart
- Councillor Ray Jones

In 2017 PGC and its delegates:

- Complied with all legislative requirements for all applicable pension plans including filing provincial and federal annual information returns. There were no changes to legislative requirements in 2017.
- Completed a triennial actuarial valuation for the Supplementary Pension Plan (SPP) and filed a report with provincial and federal pension regulators.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2017 July 17**

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Pension Governance

- Completed audited financial statements for all applicable plans in accordance with Canadian Accounting and Auditing standards for pension plans.
- Complied with all reporting requirements for the Local Authorities Pension Plan (LAPP) and Special Forces Pension Plan (SFPP).
- Remitted all required contributions for all pension plans in accordance with all legislative requirements.
- Administered plan enrolments, retirements, terminations, and pensioner payments in accordance with the applicable plan provisions.
- Complied with the PGC Terms of Reference and conducted four meetings in 2017. The Terms of Reference were reviewed but not updated in 2017. They were last updated in 2016.
- Completed the PGC Annual Assessment: no gaps were identified.

Details of the administrative, legal, funding and financial activities for all City pension plans are contained in Attachments 1-5.

Stakeholder Engagement, Research and Communication

This report was provided to the Pension Governance Committee at the June 28, 2018 meeting for review.

Strategic Alignment

This annual report and the governance activities of the Committee support the Council Priority of a well-run City, being as efficient and effective as possible and providing oversight and sound management of pension policies and plans.

Social, Environmental, Economic (External)

N/A

Financial Capacity

Current and Future Operating Budget:

The City includes its share of the pension contributions in the 4-year budget plans, as part of the Employee Benefits Program.

Current and Future Capital Budget:

N/A

**Chief Financial Officer's Report to
Priorities and Finance Committee
2017 July 17**

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Pension Governance

Risk Assessment

As per Council Policy CC011, all presentations to Council or Committee must include disclosure of significant risks associated with alternatives presented and the recommended course of action. The risk assessment is contained in Attachment 5.

REASON(S) FOR RECOMMENDATION(S): This Report is for information only.
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ATTACHMENT(S)

1. Attachment 1 – 2017 Pension Plan Summary
2. Attachment 2 – 2017 Pension Plan Governance Update
3. Attachment 3 – 2017 Pension Plan Administration Report
4. Attachment 4 – 2017 Financial Positions of the Pension Plans
5. Attachment 5 – 2017 Risk Assessment

Outlined in this document is an overview of the pension plans that employees of The City and Council participate. Plan activities are reported quarterly to the Pension Governance Committee (PGC).

Administrative, legal, funding and financial information are found in the subsequent attachments.

Local Authorities Pension Plan (LAPP) – is a defined benefit pension plan for the employees of local authorities in Alberta. The City of Calgary (The City) is one of over 400 employers who participate in the plan. LAPP is the largest pension plan in which The City participates. LAPP covers all permanent unionized and exempt employees (except for Police) at The City. Other employees may be eligible to join according to The City's Administration Policy; *Participating in the Local Authorities Pension Plan*. The Alberta President of Treasury Board and Minister of Finance is the legal trustee of LAPP.

Special Forces Pension Plan (SFPP) – is a defined benefit pension plan for police officers in the province of Alberta. The City is the largest of seven employers who participate in the plan. SFPP covers all members of the Calgary Police Association, Senior Police Association, Chief and Deputy Chiefs of Police. The SFPP is the second largest plan in which The City participates. The Alberta President of Treasury Board and Minister of Finance is the legal trustee of SFPP.

The City of Calgary Supplementary Pension Plan (SPP) – is a registered defined benefit pension plan and is available to all union-exempt City employees whose permanent position is classified at exempt level F and above. The SPP provides benefits that supplement members' base LAPP benefit. The City is the plan sponsor of the SPP.

Calgary Firefighters' Supplementary Pension Plan (FSPP) – provides benefits that supplement firefighters' base LAPP benefit. The FSPP is a registered pension plan outlined in the collective agreement between The City and the International Association of Fire Fighters (IAFF) Local 255 and is mandatory for all eligible IAFF Local 255 members. The FSPP is administered by a joint Board of Trustees with representation from The City, IAFF, and an independent member.

Pension Plan for Elected Officials of The City of Calgary (EOPP) – is a defined benefit registered pension plan that provides benefits for The City of Calgary Elected Officials. The City is the sponsor of the EOPP.

The Calgary Police Supplementary Pension Plan (PSPP) – is a defined benefit registered pension plan that provides benefits to Calgary Police Service members who retired from The City prior to 1979. At the end of 2017, the plan membership consists of 16 pensioners and/or beneficiaries. This is a closed plan and will terminate when the final pension payment is made. The PSPP is governed by the PSPP Board of Trustees which consists of representatives from the Calgary Police Association, Calgary Senior Police Association, The City and an independent member. The PSPP meets on an annual basis. The City has sole responsibility for funding the plan.

2017 Pension Plan Summary

Non Registered Pension Arrangements

The City is the sponsor of individual and group non-registered pension arrangements. These plans are non-registered for CRA purposes and provide defined-benefit pension benefits in excess of the limits of the *Income Tax Act (Canada)* 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. Sufficient funds are held within The City's investments to cover the obligations of these plans.

The non-registered arrangements are:

The City of Calgary Overcap Pension Plan (OCP) – covers eligible employees who occupy positions classified exempt level G and above, whose earnings are above the Canada Revenue Agency maximum pensionable earnings. The OCP is supplemental to LAPP and SPP.

The City of Calgary Police Chief and Deputies Overcap Pension Plan (PCDOP) - covers the Police Chief and Deputies who participate in the SFPP.

The City of Calgary Fire Chief and Deputies Overcap Pension Plan (FCDOP) – is a closed plan for Deputies who continue active membership in the FSPP.

The City of Calgary Executive Pension Plan (EPP) – is a closed plan and provides a benefit for Executive Officers who were appointed to these positions prior to 2003.

Supplementary Pension Plan for Elected Officials of The City of Calgary (EOSP) – is for the Elected Officials that have earnings above the Canada Revenue Agency maximum pensionable earnings. This plan provides pension benefits in excess of the EOPP.

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.

Administrative Update

Pension Plan	Local Authorities Pension Plan (LAPP)	Special Forces Pension Plan (SFPP)
Plan Administration	Alberta Pensions Services Corporation is responsible for the administration of LAPP.	Alberta Pensions Services Corporation is responsible for the administration of SFPP.
Representation	<ul style="list-style-type: none"> Representatives from The City met regularly with the Plan Administrator to collaborate on the new administration system which was implemented in 2016. The Plan Administrator has provided The City with an on-site resource to liaise between it and The City. 	<ul style="list-style-type: none"> Representatives from The City met regularly with the Plan Administrator to collaborate on the new administration system which was implemented in 2016. The Plan Administrator has provided The City with an on-site resource to liaise between it and The City.

Pension Plan	Supplementary Pension Plan (SPP)	Firefighters Supplementary Pension Plan (FSPP)	Elected Officials Pension Plan (EOPP)	Police Supplementary Pension Plan (PSPP)	Non-Registered Pension Plans (Note 1)
Administrative Services Provider	Aon	Morneau Shepell	Aon	The City	Aon
Representation	The Provider reports quarterly to the PGC.	The Provider reports quarterly to the Board of Trustees.	The Provider reports quarterly to the PGC.	City Administration reports annually to the Board of Trustees.	The Provider reports quarterly to the PGC.

Note 1: Refer to Attachment 1 for the list of non-registered pension plans

Pension Plan Governance Update

Governance Update

Pension Plan	LAPP	SFPP
Plan Trustee	The President of the Alberta Treasury Board / Minister of Finance is the legal trustee and administrator of the plan.	The President of the Alberta Treasury Board / Minister of Finance is the legal trustee and administrator of the plan.
Stakeholder Participation	<p>The City continues to participate in LAPP employer stakeholder consultation groups. There were 2 meetings held in 2017 which City representatives attended.</p> <p>As part of LAPP's consultation process, a separate stakeholder consultation committee was formed in 2017 to provide comments on reforms to the Canada Pension Plan. The City was represented on this committee.</p>	The City continues to participate in employer stakeholder committees. There were 2 meetings held in 2017 which City representatives attended.

Pension Plan Governance Update

Governance Update (continued)

Pension Plan	SPP	FSPP	EOPP	PSPP	Non-Registered Pension Plans (Note 1)
Plan Trustee	The City	Board of Trustees	The City	Board of Trustees	The City
Stakeholder Participation	Ongoing PGC monitoring.	There are three City-appointed trustees on the Board (currently two retired and one active employees).	Ongoing PGC monitoring.	There are two City-appointed trustees on the Board.	Ongoing PGC monitoring.
Amendments	None	None	None	N/A	N/A
Governance Documents	Funding policy, governance policy and Statement of Investment Policies up-to-date.	Funding policy, governance policy and Statement of Investment Policies up-to-date.	Funding policy, governance policy and Statement of Investment Policies up-to-date.	N/A	N/A

Note 1: Refer to Attachment 1 for the list of non-registered pension plans

2017 Pension Plan Administration Report

Multi-Employer Pension Plans		
Pension Plan	Local Authorities Pension Plan (LAPP)	Special Forces Pension Plan (SFPP)
Total active members' salary & service reported to plan administrators	13,969	2,204
Number of refunds to members as at 2017 Dec 31	N/A	N/A
Number of pensioners receiving monthly pensions as at 2017 Dec 31	N/A	N/A
2017 Cost-of-Living Adjustment (COLA) to Pension Payments	0.78%	0.78% / 0.39%

Due to the multi-employer nature of LAPP & SFPP, information specific to The City of Calgary member refunds and pension payments is not readily available.

Each year the pension payments increase at a rate of 60% of the change in the Alberta Consumer Price Index (ACPI) with the exception of COLA of the Special Forces Pension Plan post-2000 service which increases at a rate of 30% of ACPI.

2017 Pension Plan Administration Report

(continued)

City Sponsored Pension Plans					
Pension Plan	Supplementary Pension Plan (SPP)	Firefighters Supplementary Pension Plan (FSPP)	Elected Officials Pension Plan (EOPP)	Police Supplementary Pension Plan (PSPP) (Note 1)	Non-Registered Pension Arrangements (Note 2)
Total active members' salary & service reported to plan administrators	749	1,358	14	N/A	257
Number of refunds to members as at 2017 Dec 31	40	5	-	N/A	4
Number of pensioners receiving monthly pensions as at 2017 Dec 31	131	933	18	16	88
2017 Cost-of-Living Adjustment (COLA) to Pension Payments (Note 3)	0.78%	0.78%	0.95%	0.78%	0.78% / 0.95%

Note 1: The PSPP is deemed a closed plan as police officers who have retired after September 1, 1979 are covered under the special Forces Pension Plan. The plan will terminate when the final payment is made.

Note 2: Refer to Pension Plan Summary, attachment 1, for the list of non-registered pension arrangements.

Note 3: Each year the pension increases at a rate of 60% of change in the Alberta Consumer Price Index (ACPI) with the exception of the COLA for the Supplementary Pension Plan for Elected Officials and the Elected Officials Pension Plan which increases at a rate of 66.67% of the change in the Canada Consumer Price Index.

2017 Financial Position of the Pension Plans

Funded Status - \$ thousands

Multi-Employer Pension Plans		
Pension Plan	Local Authorities Pension Plan (LAPP)	Special Forces Pension Plan (SFPP)
Valuation Date	2016 Dec 31	2016 Dec 31
Next Valuation Date	2017 Dec 31	2019 Dec 31
Assets	\$36,580,200	\$2,655,200
Liabilities	\$38,839,500	\$2,978,200
Unfunded Liability	\$2,259,300	\$323,000
Funded Ratio	94.2%	* 89.2%

Refer to graphs on page 3

City employees are members of the multi-employer plans, LAPP or SFPP. The plans are funded through a combination of the contributions paid by members and The City and the investment returns earned on the assets of the plan.

An actuarial valuation is performed at least every three years to determine the financial position of the pension plan and the future contributions rates needed to ensure the long-term funding of the plans indefinitely. The funded ratio compares the value of the plan assets to plan liabilities while a plan is ongoing. An unfunded liability exists when the actuarial valuation determines the plan's liabilities exceed the plan's assets.

Due to the multi-employer nature of LAPP and SFPP, information is not available to determine The City's portion of the plans' obligations and assets. However, given that these plans have unfunded liabilities, an inherent unrecorded liability amount is attributable indirectly to The City and the plan participants. The LAPP and SFPP Boards have had a Long-Term Funding Strategy in place for some time and over the past five years the funded ratio of the Plans has improved. Plan deficiencies are resolved by a combination of elements: increased future employee and employer contributions, increased investment returns and interest rates, and management or amendment of future liabilities.

* The going-concern funded status of SFPP as of 2016 December 31 was 89.2% based on the minimum level of indexing for post-2000 service.

Funded Status - \$ thousands (continued)

City Sponsored Pension Plans					
Pension Plan	Supplementary Pension Plan (SPP) (Note 1)	Firefighters Supplementary Pension Plan (FSPP) (Note 1)	Elected Officials Pension Plan (EOPP) (Note 1)	Police Supplementary Pension Plan (PSPP) (Note 2)	Non - Registered Pension Arrangements (Note 2)
Valuation Date	2016 Dec 31	2015 Dec 31	2015 Dec 31	2017 Dec 31	2017 Dec 31
Next Valuation Date	2019 Dec 31	2018 Dec 31	2018 Dec 31	2018 Dec 31	2018 Dec 31
Assets	\$43,233	\$155,501	\$11,821	N/A	N/A
Liabilities	\$42,733	\$164,782	\$9,318	\$1,686	\$55,227
Unfunded Liability/ (Excess Assets)	(\$500)	\$9,281	(\$2,503)	N/A	\$17,848
Funded Ratio	101.17%	94.4%	126.87%	N/A	N/A

Refer to graphs on page 3

The funding methods used for The City Sponsored Pension Plans are determined by legislative requirements.

Note 1: The SPP, FSPP and EOPP are registered pension plans that are funded through a combination of the contributions paid by members and The City and the investment returns earned on the assets of the plan. Each plan holds its assets in an external trust fund solely for the members of the plan.

An actuarial valuation is performed at least every three years to determine the financial position of the plans and the future contributions rates needed to ensure the long-term funding of the plans indefinitely. The funded ratio compares the value of the plan assets to plan liabilities while a plan is ongoing.

The City and the members of SPP and FSPP share the cost of future service and future unfunded liabilities 55% by The City and 45% by the plan members. The EOPP is funded by members contributing a fixed rate of earnings and The City providing the balance of the funding.

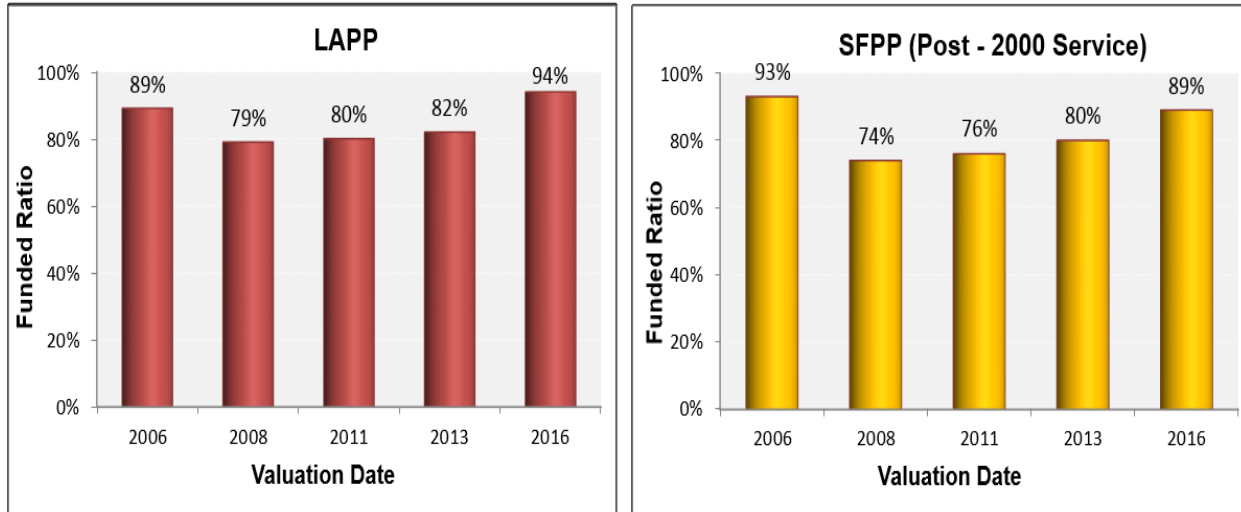
Note 2: The City has full responsibility for funding the PSPP and the non-registered pension arrangements as the benefit payments become due. There is no legislated requirement to pre-fund these plans through external trusts and there are no member contributions. A valuation is performed annually for financial statement purposes. Information can be found in The City's Annual Report, Employee Benefit Obligation note.

For the Non-Registered Pension Arrangements net actuarial losses (unfunded liability) are recognized as a liability over the expected average remaining service life of the active members. The PSPP is a closed plan and will terminate when the final pension payment is made. As such any actuarial gains or losses are fully recognized in the year they arise.

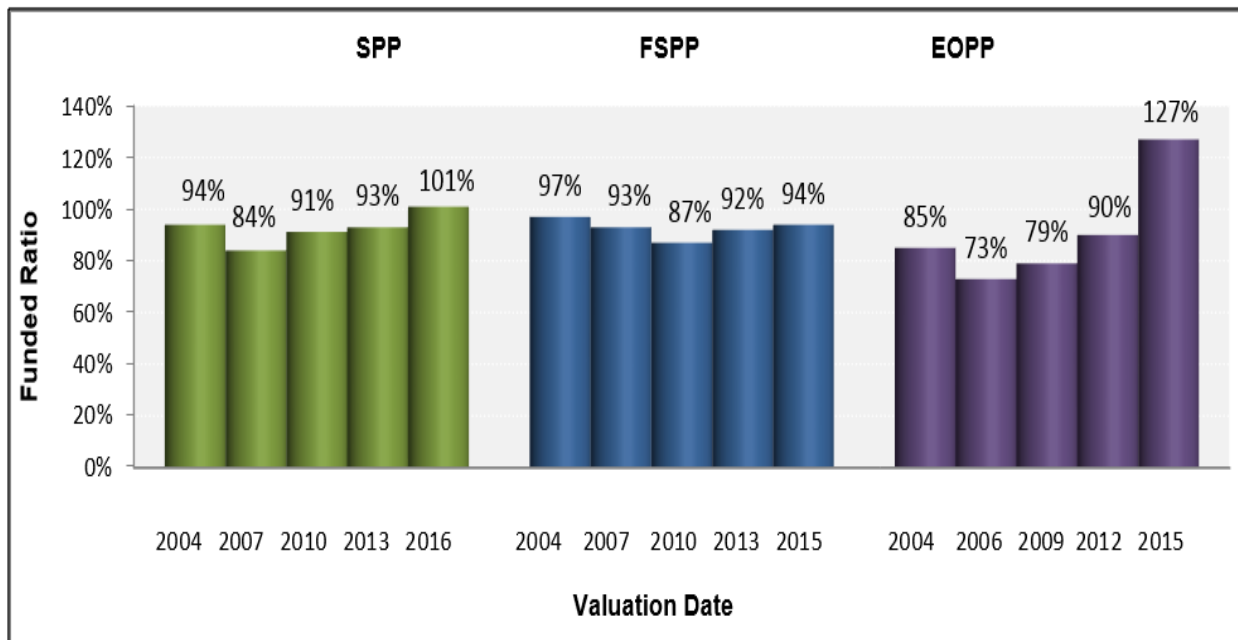
Sufficient funds are held within The City's investments to cover the obligations of the PSPP and non-registered pension arrangements as determined by the most recent valuation for accounting purposes.

Funded Status (continued)

Funded Ratio of Multi-Employer Pension Plans



Funded Ratio of The City Sponsored Pension Plans



2017 Contributions - \$ thousands

Multi-Employer Pension Plans		
Pension Plan	Local Authorities Pension Plan (LAPP)	Special Forces Pension Plan (SFPP)
City Contributions	\$157,173	\$34,416
Member Contributions	\$146,198	\$31,870
Contribution Remittance Cycle	Bi-weekly	Bi-weekly
Effective Date of Contribution Rates	2015 Jan 1	2010 July 1
Member Contribution Rate	10.39% up to YMPE 14.84% over YMPE	13.45%
City Contribution Rates	11.39% up to YMPE 15.84% over YMPE	14.55%

Refer to graphs on page 6

The contributions are made in accordance with the terms of the LAPP and SFPP plan texts and the most recent actuarial valuation report. The City's contributes 1% of pay more than members.

The YMPE refers to the Yearly Maximum Pensionable Earnings. In 2017 the YMPE was \$55,300.

2017 Contributions - \$ thousands (continued)

City Sponsored Pension Plans					
Pension Plan	Supplementary Pension Plan (SPP) (Note 1)	Firefighters Supplementary Pension Plan (FSPP) (Note 1)	Elected Officials Pension Plan (EOPP) (Note 1)	Police Supplementary Pension Plan (PSPP) (Note 2)	Non-Registered Pension Arrangements (Note 3)
City Contributions	\$2,881	\$5,471	\$308	N/A	N/A
Member Contributions	\$2,429	\$4,122	\$149	N/A	N/A
Contribution Remittance Cycle	Monthly	Bi-weekly	Monthly	N/A	N/A
Effective Date of Contribution Rates	2017 Sept 04	2014 July 1	2016 Jan 1	N/A	N/A
Member Contribution Rates	2.35%	2.63%	9.00%	N/A	N/A
City Contribution Rates	2.92%	3.22%	18.64%	N/A	N/A

Refer to graphs on page 6

Note 1: The contributions are made in accordance with the terms of the plan texts and the most recent actuarial valuation report as follows:

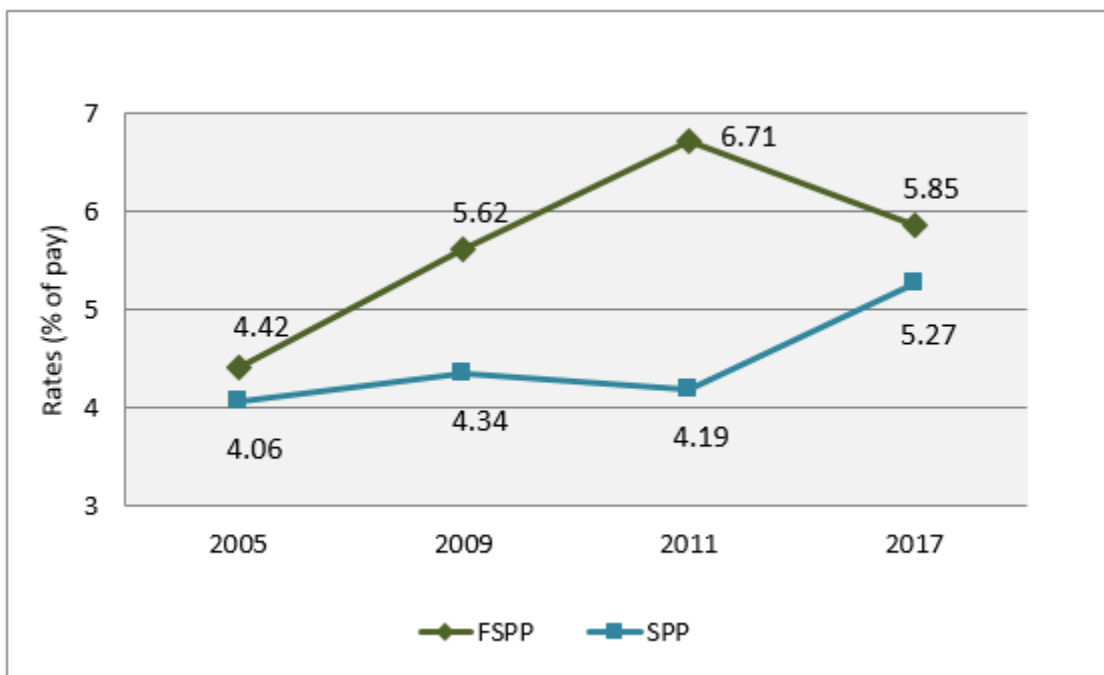
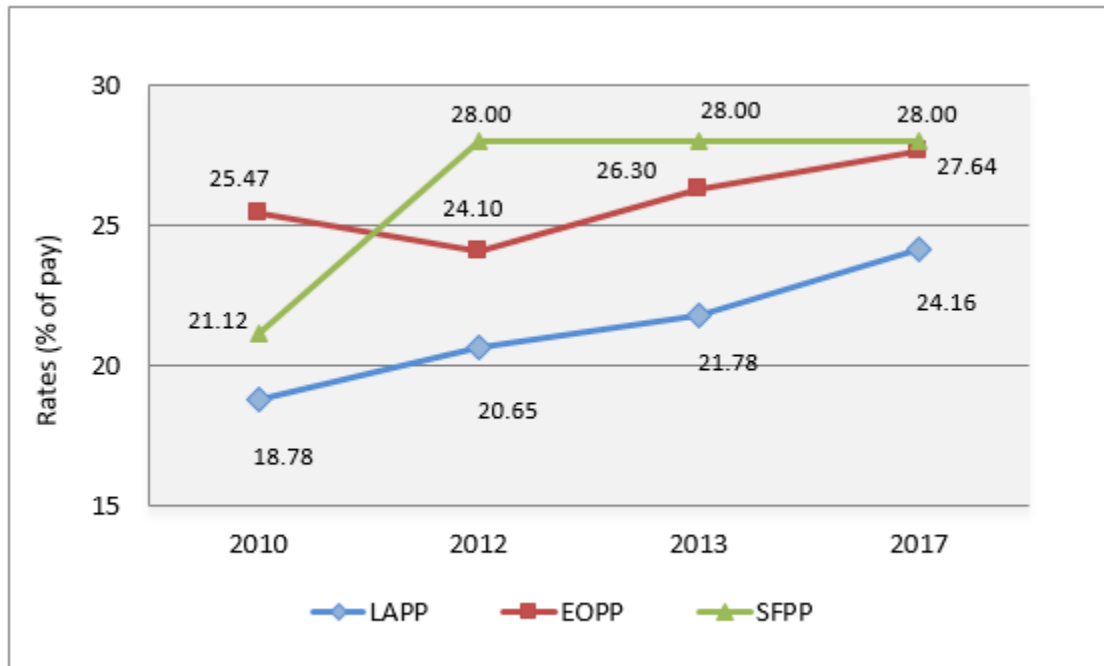
- SPP & FSPP: the current service costs and going concern unfunded liabilities are shared 45% by the members and 55% by The City.
- EOPP: Members contribute a fixed rate of earnings with The City providing the balance of the funding.

Note 2: The City has full responsibility for funding the PSPP as the benefit payments become due. The PSPP is a closed plan and will terminate when the final pension payment is made.

Note 3: The City has full responsibility for funding the Non-Registered Pension Arrangements as the payments become due. There is no legislated requirement to pre-fund these plans and there are no member contributions. The benefits are in excess of the limits of the Income Tax Act supplemental to the SPP and EOPP.

2017 Contributions (continued)

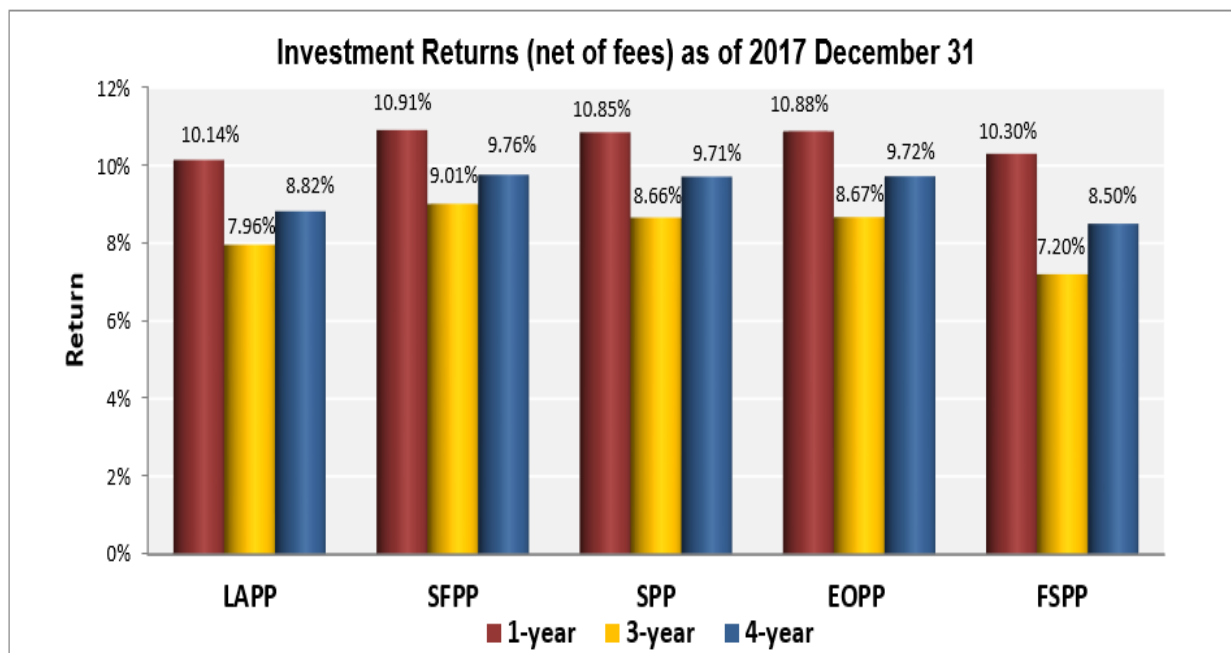
Contribution Rates (combined members and The City)



Investment Returns (net of fees) as of 2017 December 31

Investment Returns (annualized)	LAPP	SFPP	SPP	FSPP	EOPP	PSPP (Note 1)	Non- Registered Pension Arrangements (Note 1)
1 Year	10.14%	10.91%	10.85%	10.30%	10.88%	N/A	N/A
3 Year	7.96%	9.01%	8.66%	7.20%	8.67%	N/A	N/A
4 Year	8.82%	9.76%	9.71%	8.50%	9.72%	N/A	N/A

Note 1: Sufficient funds are held within The City's investments to cover the obligations of the PSPP and non-registered pension arrangements as determined by the most recent valuation for accounting purpose and as reported in The City's financial statements.



As per Council Policy CC011, all presentations to Council or Committee must include disclosure of significant risks associated with alternatives presented and the recommended course of action.

Council Policy CC011 instructs report-writers to include only new significant risks in the reporting period. As this is the first time that risks are presented in this report, all significant risks to the pension plans are being presented. In subsequent reports, only significant risks arising in that year will be presented.

Legislative Risk

Background

Pension plans are governed by provincial legislation and the Income Tax Act (ITA). The City monitors the legislation to assess if there have recently been, or might be, changes which would have a financial impact on The City.

It is noted that there will be changes to the Canada Pension Plan (CPP) starting in 2019. These changes do not have an explicit impact on any of the pension plans; however, the LAPP Board is contemplating changes to the LAPP to mitigate increased contributions by both employees and employers to the CPP.

Risk Management Strategy

The City does not have control over changes to legislation. Representation on Local Authorities Pension Plan (LAPP) and Special Forces Pension Plan (SFPP) Stakeholder Committees and the LAPP Advisory Committee, which provide input to the trustee boards, affords an opportunity to articulate The City's concerns and gain insight on government activities.

Likelihood and Impact (City of Calgary Risk Matrix)

Likelihood: Low - legislation which has financial impacts typically takes months or even years to enact

Impact: Medium (there may be financial and/or sustainability impacts)

Overall: Low

Valuation Assumption Risk

Background

The status of a pension plan is based on actuarial valuations which necessarily contain many economic and demographic assumptions. To the extent these assumptions deviate from actual future experience, gains or losses to the pension plans will occur, which may impact City and member contributions and/or The City's financial statements.

Risk Management Strategy

For the City-Sponsored pension plans (SPP and EOPP), the PGC works closely with the funding actuaries to set assumptions and understand the risks involved. Similarly, Finance works closely with the accounting actuaries. The actuarial reports detail gains/losses and their effect on the pension plans. Formal funding and governance policies are in place for EOPP and SPP which establish frameworks for the PGC.

2017 Risk Assessment

Likelihood and Impact (City of Calgary Risk Matrix)

Likelihood: Medium – assumptions are reviewed with each triennial valuation and often changed

Impact: Medium – most assumption changes have some financial impact, but are usually not substantial

Overall: Medium

Operations, Process Risk

Background

Pension plans are inherently complex and affect The City in many areas of our business. Pension plans are governed by a host of laws, guidelines, standards and processes; a thorough understanding is essential to proper governance.

Risk Management Strategy

The City employs experts (internally and externally) in each required field. The PGC oversees the external experts and receives regular reports from the internal departments who attend to the pension plans.

Likelihood and Impact (City of Calgary Risk Matrix)

Likelihood: Low – policies and procedures are in place for all aspects of the pension framework

Impact: Medium – delivery of pension-related services may be impacted in the time it takes for rectification

Overall: Low

Talent Management & Workforce Vulnerability

Background

Pension plans help The City attract, develop, engage and retain key talent and knowledge in order to meet current and future business needs.

Risk Management Strategy

In situations where The City has the ability to have input into the provisions of the pension plan, The City will continue to monitor the appropriateness of the pension plans in the context of total compensation.

Likelihood and Impact (City of Calgary Risk Matrix)

Likelihood: Low – total compensation is reviewed regularly by The City

Impact: Low – some impact to the strengthening the workplace initiative

Overall: Low

**Mayor's Office Report to
Priorities and Finance Committee
2018 July 17**

**ISC: UNRESTRICTED
PFC2018-0910
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Council Innovation Fund Application

Council Sponsor: Councillor Gian-Carlo Carra, Ward 9

Internal Sponsor(s): Calgary Neighbourhoods

Name of Project: Gender Equity and Diversity Baseline Assessment

EXECUTIVE SUMMARY

Councillor for Ward 9, Gian-Carlo Carra, is sponsoring an application to the Council Innovation Fund ("CIF") with the cooperation and support of the Calgary Neighbourhoods and The City of Calgary's ("The City") Administration to complete a gender equity and diversity baseline assessment. Councillor Carra is requesting a withdrawal of \$170,000 to support a one-time assessment to inform the development of a strategy to advance gender equity and diversity. The funds would be utilized over the next several months and fund collection and analysis of data, review of City policy and procedures (for City Boards, Commissions, Committees, Council and The City's workforce) and pilot Gender Based Analysis Plus with several City projects to inform the development of a cross-corporate implementation plan. This one-time assessment will provide a robust evidence base that will support The City as it develops a strategy towards greater equity, diversity and, ultimately, inclusion, within the organization and in our community (see Attachment 1).

RECOMMENDATION:

That the Priorities and Finance Committee recommends:

1. That Council:
 - a. Receive this Application for information; or
 - b. Consider this application to utilize the Council Innovation Fund for the Gender Equity and Diversity Baseline Assessment in the amount of \$170,000.

PREVIOUS COUNCIL DIRECTION / POLICY

As part of the 2010 November deliberations on the 2011 budget, Council established the CIF and directed Administration to develop Terms of Reference for the fund and create criteria that would guide Council on withdrawals request from the CIF. The Terms of Reference (see attachment 3) were adopted in March 2011 and are based on the following:

- The project will contribute to Council's goals and has potential City-wide application;
- The project is innovative or a pilot project or experiment that proposes a new or different way of doing The City's work.

Successful applications must provide detailed documentation and address one of the following:

- a) One-time start up or "seed" funds for initiatives or programs which will support or contribute to Council's priorities.
- b) Pilot projects or experiments that have potential to change city-wide policies and procedures.

Any Council member(s) can submit an application to the Priorities and Finance Committee for review and consideration and ultimately for Council consideration and approval. The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.

**Mayor's Office Report to
Priorities and Finance Committee
2018 July 17**

**ISC: UNRESTRICTED
PFC2018-0910
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Council Innovation Fund Application

Council Sponsor: Councillor Gian-Carlo Carra, Ward 9

Internal Sponsor(s): Calgary Neighbourhoods

Name of Project: Gender Equity and Diversity Baseline Assessment

In 2017 July, Council approved the Gender Equity and Diversity Notice of Motion (NM2017-19), which directed Administration to undertake a scoping report in consultation with key stakeholders in three specific areas:

- Advancing the profile and awareness of gender equity and diversity, including current measures, within the community;
- Advancing the profile and awareness of gender equity and diversity, including current measures, for City Boards, Commissions, Committees and Council;
- Advancing the profile and awareness of gender equity and diversity, including current measures being taken within The City's workforce;

And report back to the Standing Policy Committee of Community and Protective Services on the merits of reflecting similar models in Calgary's context no later than Q2 2018.

At the 2018 May 2 meeting of the Standing Policy Committee of Community and Protective Services the committee unanimously approved the Gender Equity and Diversity Scoping Report (CPS2018-0362) and Council unanimously approved the report at the 2018 May 28 Regular Meeting of Council. Subsequently, City Administration, with Calgary Neighbourhoods taking the lead, has started to develop a strategy focused on advancing gender equity and diversity.

BACKGROUND

Currently there is \$1,160,450 remaining in the CIF.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

See Attachment 1 for more details.

Stakeholder Engagement, Research and Communication

See Attachment 1 for more details.

Strategic Alignment

See Attachment 1 for more details.

Social, Environmental, Economic (External)

See Attachment 1 for more details.

Financial Capacity

Current and Future Operating Budget:

See Attachment 1 for more details.

Current and Future Capital Budget:

This would draw down the CIF by \$170,000 - See Attachment 1 for more details.

**Mayor's Office Report to
Priorities and Finance Committee
2018 July 17**

**ISC: UNRESTRICTED
PFC2018-0910
Page 3 of 3**

Council Innovation Fund Application

Council Sponsor: Councillor Gian-Carlo Carra, Ward 9

Internal Sponsor(s): Calgary Neighbourhoods

Name of Project: Gender Equity and Diversity Baseline Assessment

Risk Assessment

The Terms of Reference for the CIF have been developed to support a wide variety of candidate projects. Councillors retain the discretion to develop and support applications to the CIF and Council retains the discretion and final decision-making power over withdrawals from the fund.

REASON(S) FOR RECOMMENDATION(S):

Councillor Carra is requesting a \$170,000 withdrawal from the Council Innovation Fund to support The City of Calgary in conducting a Gender Equity and Diversity Baseline Assessment. This request has the support and cooperation of Calgary Neighbourhoods and City Administration and this CIF application would help implement Council's direction when they unanimously approved the Gender Equity and Diversity Scoping Report (CPS2018-0362) in May 2018. The development of a dedicated strategy, informed by a baseline assessment, will advance gender equity and diversity considerations within our community, for The City's Boards, Committees, Commissions, for Council, and within The City's workforce.

ATTACHMENT(S)

1. Attachment 1 – Councillor Gian-Carlo Carra's CIF Application: Gender Equity and Diversity Baseline Assessment
2. Attachment 2 – City Manager Report – Council Innovation Fund Terms of Reference (Policy Interpretation) PAC2011-05 - 2011 March 01

Application to The City of Calgary Council Innovation Fund

Date: 2018 July 17

Name of Project: Gender Equity and Diversity Baseline Assessment

Sponsor: Councillor Carra

Affected Business Unit(s) and/or Departments: All Departments

Amount of Funds Requested: \$170,000

Project Description:

Through unanimous approval of the Gender Equity and Diversity Scoping Report (CPS2018-0362), Council directed Administration to complete a gender equity and diversity baseline assessment. This one-time assessment is required to inform the development of a strategy to advance gender equity and diversity.

The baseline assessment will reflect three domains: community (with a focus on City services); City Boards, Commissions, Committees (BCCs) and Council; and The City's workforce. Building on the scoping report, it will establish a comprehensive understanding of current state, including gaps and opportunities, and identify priority areas for action. The assessment provides a robust evidence base that will support The City to develop a strategy towards greater gender equity, diversity and, ultimately, inclusion, within the organization and in community.

Key components of the assessment include (with further detail in Table 1):

- **Baseline Data:** Collect and analyze additional City data, including with respect to City services, the experiences of City employees and the demographics and experiences of BCC appointees.
- **Policy and Process Review:** Assess BCC governance and workforce related policies and procedures to identify gaps, unintended biases and barriers, and opportunities to inform strategic actions related to gender equity and diversity.
- **Gender Based Analysis Plus (GBA+) Learning Initiative:** Pilot GBA+ with several City projects and support shared learning and evaluation across participating service lines. This initiative will strengthen our understanding of current state with respect to the integration of gender equity and diversity considerations in City service delivery while also informing the development of a cross-Corporate implementation plan. The implementation plan is anticipated to form one aspect of the strategy to advance gender equity and diversity.

Project Benefits – Why is this Project Needed, and Why Now?

There is a wealth of research demonstrating the importance and value of addressing inequality, particularly with respect to gender. Greater equity and diversity contribute to improved economic outcomes as well as more inclusive and resilient communities. They drive innovation and enhanced organizational performance. Across Canada, governments are pro-actively implementing gender equity strategies and integrating related considerations into their decision-making processes to achieve more effective services and support quality of life results.

The baseline assessment is a one-time, start-up initiative that will inform the development of a gender equity and diversity strategy customized for the Calgary context with clear priorities, deliverables and

measures. This critical evidence base will ensure the strategy focuses on actions that will result in the greatest impact. The assessment will also inform a related measurement framework, which will enable progress to be tracked and actions adjusted as The City ‘turns the curve’ on existing inequities. Undertaking the baseline assessment now will benefit the development of the gender equity and diversity strategy, which will inform our work both in the short and long term.

Through CPS2018-0362, Council directed Administration to report back with a strategy to advance gender equity and diversity no later than Q2 2019. For the baseline assessment to inform this strategy, it is important that it move forward now, with all components to be completed by Q1 2019.

How does this Project meet the Criteria of the Fund as set out in the Terms of Reference?

While the value and importance of gender equity and diversity are clear, to truly move the needle on such complex issues, The City is developing a dedicated strategy. The strategy will include clear priorities that reflect our unique context along with related opportunities for Corporate policy and culture change. This one-time baseline assessment is a foundational tool that will inform development of the strategy, ensuring priorities and actions are calibrated to achieve the greatest impact.

The baseline assessment aligns with the Council Innovation Fund’s purpose to support one-time start-up funding of projects that can impact corporate policy and procedures. It supports innovation in the immediate through the GBA+ Learning Initiative as well as innovation in the longer-term by providing robust data and analysis that inform tailored actions aimed at systems-level change.

The baseline assessment has corporate-wide relevance, including through alignment with the Fair Calgary Policy, the Respectful Workplace Policy, Human Resources’ Diversity and Inclusion Framework and Strategy, the Governance and Appointments of Boards, Commissions and Committees Policy, the Community Strategies service line, the Inclusive Leadership and Decision-Making stream of the Resiliency Strategy, the Social Wellbeing Principles and the development of a related Social Wellbeing Policy.

In addition, the assessment advances the following Council priorities:

A Prosperous City – Supporting The City of Calgary and Calgary as a whole to continue to attract diverse talent, build resiliency and act as a place where there is opportunity for all.

A City of Safe and Inspiring Neighbourhoods – Supporting the realization of safe, accessible and inclusive neighbourhoods that foster the opportunity for diverse community members to participate in civic life and equally benefit from City services.

A City That Moves – Ensuring diverse women, men and gender diverse people can access safe and affordable transportation choices. Supporting understanding of differing safety priorities and considerations for diverse groups and identifying tangible actions to address these different needs.

A Healthy and Green City – Supporting the delivery of equitable City services that reflect the diverse needs of Calgarians with respect to recreation and active living opportunities.

A Well-Run City – The City of Calgary is further supported as a high performance organization that leverages diverse talents, engages in evidence-based, quality decision-making and delivers efficient and effective services.

Project Overview and Budget

As noted as a possibility in CPS2018-0362, funding is being sought from the Council Innovation Fund to support components of the baseline assessment. After a review of the budgets of business units leading the work of the baseline assessment along with consideration of pressing timelines, needed funds cannot be absorbed in existing budgets in 2018.

The baseline assessment includes several components, as outlined in Table 1. Work on the baseline assessment will start immediately with the intent of being completed no later than Q1 2019 to inform development of the strategy. The assessment will leverage significant internal City resources, including from Calgary Neighbourhoods, Human Resources, the City Clerk's Office and the Civic Innovation Team, throughout design and implementation. Additional funding is required with specific aspects of the assessment, where supplementary expertise or third party neutrality is necessary. This additional capacity will be secured through select consultancy contracts with external experts. The funding requirements are noted as external support in Table 1.

A summary of key findings from the baseline assessment will be reported back to Council in Q2 2019 as part of the strategy to advance gender equity and diversity and will reflect the initiatives outlined in Table 1.

Table 1. Project Overview and Budget

Component	Initiatives	Timeline	Resources and Budget
1. Baseline Data	A. City Data and Inventory of City Initiatives <ul style="list-style-type: none"> Collect and analyze City data and develop an updated inventory of relevant City initiatives. 	Q3-Q4 2018	Internal Support
	B. Demographics and Experiences of BCC Applicants/Appointees and Council Candidates <ul style="list-style-type: none"> Collect and analyze demographic data along with qualitative data regarding experiences of BCC applicants/appointees and Council candidates, including barriers and opportunities, related to gender equity and diversity. 	Q3-Q4 2018	Internal Support
	C. Experiences of City Employees <ul style="list-style-type: none"> Collect and analyze qualitative data regarding employee perceptions and experiences, including barriers and opportunities, related to gender equity and diversity in the workplace. 	Q3-Q4 2018	External Support \$60,000
	D. City Services Review <ul style="list-style-type: none"> Collect and analyze information from Service Owners on how gender equity and diversity considerations are currently taken into account in the development and delivery of service(s), related barriers and how this could be improved moving forward. 	Q3-Q4 2018	Internal Support
2. Policy Review	E. BCC Governance Policy and Process Review <ul style="list-style-type: none"> Assessment of BCC governance-related policies and processes to identify gaps, barriers and opportunities related to gender equity and diversity. 	Q3-Q4 2018	External Support \$25,000
	F. Workforce Policy and Process Review <ul style="list-style-type: none"> Assessment of select workforce-related policies and processes to identify gaps, barriers and opportunities related to gender equity and diversity. 	Q3-Q4 2018	External Support \$45,000
3. GBA+ Learning Initiative	G. GBA+ Learning Initiative <ul style="list-style-type: none"> Pilot GBA+ across 2-4 City service lines, support and document shared learning, evaluate outcomes, and identify considerations for cross-Corporate implementation. 	Q3 2018-Q1 2019	Internal/External Support \$40,000
Total Budget			\$170,000

**CITY MANAGER REPORT – COUNCIL INNOVATION FUND TERMS OF REFERENCE
(POLICY INTERPRETATION)**

SUMMARY/ISSUE

As part of the 2010 November deliberations on the 2011 budget, Council established the Council Innovation Fund (CIF). Subsequent Council direction gave rise to the need to create Terms of Reference identifying criteria to qualify for withdrawals from the Fund.

PREVIOUS COUNCIL DIRECTION/POLICY

On 2010 November 29 Council adopted a motion amending the 2011 Operating and Capital Budgets and Business Plans, authorizing up to \$5 Million from the Fiscal Stability Reserve to be used for innovation and pilot projects subject to the approval of Council. On 2011 February 14 Council adopted a motion directing Administration to consult with Members of Council in drafting a Terms of Reference (TOR) for the Innovation Fund, to return to the Personnel and Accountability Committee (PAC) no later than 2011 March 01 and ... that no applications to the Innovation Fund be approved until the TOR have been adopted by Council.

ADMINISTRATION RECOMMENDATION:

That PAC recommends that Council adopt the Terms of Reference (see Attachment) for applications to the Council Innovation Fund.

INVESTIGATION

Council established the Council Innovation Fund through the 2010 November deliberations on the 2011 budget.

Candidate projects requesting withdrawals from the Council Innovation Fund have been brought forward to Council individually for approval. To date two projects have received funding: a facilitated review of The City's municipal purpose and core services (up to \$2.5 million) and the Mission Road Main Street Project (\$300,000).

Given the level of interest in the CIF to date it is anticipated that more funding requests will be forthcoming. Some criteria and a process for requesting and approving funds are needed.

The proposed Terms of Reference (Attachment 1) establish some guidelines for disbursements from the CIF, based on the following:

- The project will contribute to Council's goals and has potential City-wide application;
- The project is innovative or a pilot project or experiment that proposes a new or different way of doing The City's work.

Candidate projects will be expected to provide detailed supporting documentation.

An approved Terms of Reference will provide helpful guidelines to applicants wishing to requisition monies from the fund, which will make the application process easier to understand and comply with and therefore more efficient. Clear Terms of Reference will enhance the transparency and fairness of decision-making regarding use of the Council Innovation Fund, and will enable Council to demonstrate value for money to the taxpayers.

BUSINESS PLAN/BUDGET IMPLICATIONS

Establishing the Terms of Reference will make decisions regarding expenditures from the Council Innovation Fund more transparent and easier to understand.

The Council Innovation Fund should be used for operating budget items.

Applications to the CIF will be entertained throughout the 2011 calendar year. To date \$2.8 million has been allocated, leaving

**CITY MANAGER REPORT – COUNCIL INNOVATION FUND TERMS OF REFERENCE
(POLICY INTERPRETATION)**

\$2.2 million in the Fund. In order to ensure that some monies remain available for the latter part of the year, no more the \$1.1 million from the funds remaining in the CIF should be disbursed before 2011 July 01. This will ensure that \$1.1 million remains in the Fund for applications that may be submitted between 2011 July 01 and December 31.

RISKS

The proposed Terms of Reference for the Council Innovation Fund have been developed to be flexible enough to support a wide variety of candidate projects. The risk associated with adopting the proposed Terms of Reference is that the flexibility created results in ambiguity as to whether a project does or does not qualify for the fund. This risk is of low impact as Council retains discretion and final decision-making power over withdrawals from the fund.

ATTACHMENT

Terms of Reference for the Council Innovation Fund.

TERMS OF REFERENCE FOR THE COUNCIL INNOVATION FUND

Purpose of the Council Innovation Fund

The broad purpose of the Council Innovation Fund (CIF) is to encourage innovations or pilot projects that have the potential to support or contribute to the goals of Council and that have city-wide application.

Guidelines

1. Process for Applications

- a) Applications for the withdrawal of funds from the CIF shall be brought by members of Council to Council for approval through a report included in the agenda of the Personnel and Accountability Committee (PAC). PAC will recommend approval or rejection to Council.
- b) The Mayor's Office will be the point of contact for all applications and will forward all proposals to PAC. Applications should be submitted to the Mayor's office no later than the 15th of the month.
- c) The applicant will be expected to complete and submit a prescribed form to the Mayor's Office. It is the responsibility of the member of Council seeking to access the CIF to use the application form to make their case to Council in the context of these guidelines.
- d) Successful applicants must report back to Council through PAC indicating how the money was spent and the outcomes of the project within 12 months of the approval of funding.
- ↓
- e) Any unused portions of CIF awards must be returned to the CIF.

2. Criteria for Successful Applications

Applications should demonstrate that the proposal is consistent with the Purpose of the Council Innovation Fund as set out in these Terms of Reference.

Successful applications will address one of the following:

- a) One-time start up or "seed" funds for initiatives or programs which will support or contribute to Council's priorities.
- b) Pilot projects or experiments that have the potential to change city-wide policies and procedures.

Applications for funding must include detailed documentation..

The proposal for funding must demonstrate credibility, fiscal responsibility and good management which will be important considerations in the evaluation of applications.

**Planning & Development Report to
Priorities and Finance Committee
2018 July 17**

**ISC: UNRESTRICTED
PFC2018-0867
Page 1 of 4**

Discussion Regarding MDP and CTP 10-year Review Timeline Options (PUD20108-0696 Referral)

EXECUTIVE SUMMARY

The Municipal Development Plan and Calgary Transportation Plan together provide a long-term strategy for a more sustainable city through the integration of land use and mobility policies. As part of the implementation of these plans, there is an ongoing comprehensive monitoring program. The 2018 Monitoring Progress Report went to Council 2018 June 25 and was received for information as Report PUD2018-0696.

The PUD2018-0696 report also included a recommendation (Recommendation 2) for Administration to bring a scoping report for the Municipal Development Plan and Calgary Transportation Plan 10-year review no later than 2018 September to the SPC on Planning and Urban Development meeting. Approval of the scoping report would formally start the project. A proposed amendment to delay the review by one year was brought forward for consideration and Council was unable to have a full discussion regarding the timelines for the 10-year review. For this reason, both the proposed amendment and original Administration Recommendation 2 were referred to Administration to bring forward a discussion on the Municipal Development Plan and Calgary Transportation Plan review.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee consider the information presented in this report and presentation (Attachment 3) to inform its discussion and recommend to Council one of the two presented options, or an alternative option should it arise.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2018 June 25 Regular Meeting of Council, in respect to Report PUD2018-0696 Council referred the original Administration Recommendation 2 and Councillor Demong's proposed Amendment "to adjust timelines for the planned 10-year review of the Calgary Transportation Plan (CTP) and Municipal Development Plan (MDP) and report back with a completed MDP/CTP review report to Council, through the SPC on Planning and Urban Development meeting, no later than Q1 2022 to be able to inform the next four-year budget cycle" to Administration to bring forward a discussion on the MDP/CTP review to the next 2018 July 17 Regular Meeting of the Priorities and Finance Committee (Attachment 1).

At the 2009 September 28 Regular Meeting of Council, Council approved the Municipal Development Plan and Calgary Transportation Plan. The plans have a shared monitoring and reporting framework that measures the progress of Core Indicators. Policy direction in the plans requires that "The City will measure the Core Indicators for Land Use and Mobility on a continuous basis and report to Council, Administration and the public on the progress towards the targets prior to each business planning cycle".

BACKGROUND

It is intended that a major review of both the Municipal Development Plan and Calgary Transportation Plan is undertaken every 10 years. The purpose is to ensure that the goals, policy directions, processes, actions, and Core Indicators for Land Use and Mobility consider

Discussion Regarding MDP and CTP 10-year Review Timeline Options (PUD20108-0696 Referral)

such factors as current growth forecasts, market trends, overall city and community values and The City's financial capacity.

Administration provided a recommendation for Council's consideration to bring a scoping report forward to Council in 2018 September to formalize a work plan for respective departments responsible for delivering the review. A proposed amendment was brought forward at Council on 2018 June 25 to delay the review by one year given that a full ten years has not passed since implementation of the Municipal Development Plan and Calgary Transportation Plan began. Council agreed this was a valid consideration but was unable to have that full discussion regarding the timelines for the 10-year review at that time therefore Administration's original recommendation and the proposed amended recommendation were referred back for further discussion.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Municipal Development Plan and Calgary Transportation Plan were approved by Council in 2009 September, therefore, a 10-year review is currently scheduled for 2019. Administration has prepared two timeline options based on the original and proposed amended recommendation. These timeline options are outlined in the Attachment 2.

Original Timeline – Option 1

The original timeline had Council approving a scoping report to confirm the project overview summarized above in 2018 September with proposed plan amendments going for approval to the current Council in 2021 Q1. Key points of consideration for this timeline include:

- 10 years of evidence-based experience - This timeline will build on information collected as part of the 2018 Monitoring Report but will not include a complete ten years of data from 2011-2021;
- Business Planning & Budget Cycle - Aligns with the 2021 budget adjustments (if required) and will inform the 2023-2026 business planning and budget cycle;
- Implementation – Allows for interim work to focus on strategies, investments and budgets to implement the current plan;
- Alignment with other policy work – Ongoing work may not be complete in time to inform review. Updated plans can provide input to the upcoming Calgary Metropolitan Region Growth Plan which is anticipated to be completed Q1 2021 ensuring strategic alignment;
- Election 2021 - Work will be completed within the next three years to ensure the current Council provides direction and work will be substantially complete before the next election campaign starts. The current Council will approve any proposed changes.

Amended Timeline – Option 2

The amended timeline would see a one-year delay with a scoping report going to Council for consideration in 2019 September with proposed plan amendments going for approval to a new Council in 2022 Q1. While work would continue to implement the existing plans in the interim, the formal review would not start until 2019 September. Key points of consideration for this timeline include:

Discussion Regarding MDP and CTP 10-year Review Timeline Options (PUD20108-0696 Referral)

- 10 years of evidence-based experience - This timeline will allow for more monitoring data to be included in the review although still not 10 years of data from 2011-2021;
- Business Planning & Budget Cycle - This timeline aligns with the 2023-2026 business planning and budget cycle but assumes the final plan would be endorsed by Council Q1 2022 and there would be no changes that would affect budget cycle implementation;
- Implementation – Allows for work to focus on gaps and challenges in implementing the plan that have already been identified;
- Alignment with other policy work – Allows time for completion of current and additional implementation work. The final Calgary Metropolitan Regional Growth Plan will be complete and input to that work will be based on 2009 Municipal Development Plan and Calgary Transportation Plan direction;
- Election 2021 - Work will not be completed before the next election campaign starts and the final report will go to a new Council for approval based on the current Council's direction.

Stakeholder Engagement, Research and Communication

Internal and external engagement was completed as part of the 2018 Monitoring Report, however no engagement specific to the 10-year review has been completed. Future engagement with industry, community and other stakeholders will be undertaken through the 10-year review. The review will be informed by purposeful, intensive consultation with citizens, the development industry, special interest groups, and Council. Creating opportunities for further dialogue and input to identify challenges and policy gap areas is critical in order to improve on the Municipal Development Plan and Calgary Transportation Plan and meet the needs of citizens and markets for development.

Strategic Alignment

The Municipal Development Plan and Calgary Transportation Plan when adopted by Council were aligned with the Vision and Goals of Calgary's long-term sustainability goals as well as other key social, environmental and economic policies of The City. The 10-year review is an opportunity to review the Municipal Development Plan and Calgary Transportation Plan and ensure strategic alignment.

Social, Environmental, Economic (External)

The Municipal Development Plan and Calgary Transportation Plan were developed as the major policy tools to implement the social, environmental and economic visions of Calgarians.

Financial Capacity

Current and Future Operating Budget:

This report has no direct impact to current operating budgets.

Current and Future Capital Budget:

This report has no direct impact to current capital budgets.

**Discussion Regarding MDP and CTP 10-year Review Timeline Options
(PUD20108-0696 Referral)**

Risk Assessment

This report provides two timeline options for a 10-year review of the Municipal Development Plan and Calgary Transportation Plan. The 10-year review is currently scheduled for 2019, however, there is an option to delay the review by a year. After eight years of plan implementation, enough time has passed to show that real change is happening, but it also highlights key challenges and gaps that need to be addressed to fully realize the outcomes envisioned by our plans. Additional time may further enhance this understanding, but there is a risk of delayed progress on known issues. There are opportunities and risks associated with both timeline options, including alignment with the development of a Calgary Metropolitan Region Growth Plan, alignment with the four-year business planning and budgeting process, and consideration of the municipal election. Administration is able to deliver on the 10-year review on either timeline.

REASON(S) FOR RECOMMENDATION(S):

The information in this report provides additional information to allow Council to have a more fulsome discussion about the appropriate timing for a Municipal Development Plan and Calgary Transportation Plan 10-year review. A presentation (Attachment 3) has also been prepared supplementary to the report to inform the discussion.

ATTACHMENT(S)

1. Attachment 1 – Previous Council Direction from 2018 June 25
2. Attachment 2 – Comparison of Timeline Options: Original Option 1 and Amended Option 2
3. Attachment 3 – Presentation PFC2018-0867 – Discussion Regarding MDP and CTP 10-year Review Timeline Options (PUD2018-0696 Referral)

Previous Council Direction from 2018 June 25

[Municipal Development Plan/Calgary Transportation Plan 2018 Monitoring Progress Report, PUD2018-0696](#) 

Moved by Councillor Carra

Seconded by Councillor Woolley

That with respect to Report PUD2018-0696, the following be adopted,
That Council refer Councillor Demong's proposed Amendment, as follows, and the original Administration Recommendation 2, as contained in Report PUD2018-0696, to the Administration to bring forward a discussion on the MDP/CTP review to the next 2018 July 17 Regular Meeting of the Priorities and Finance Committee.

"Moved by: Councillor Demong

"Seconded by: Councillor Magliocca

That with respect Report PUD2018-0696, Recommendation 2 be deleted in its entirety and be substituted with a new Recommendation 2, as follows:

"2. Direct Administration to adjust timelines for the planned 10-year review of the Calgary Transportation Plan (CTP) and Municipal Development Plan (MDP) and report back with a completed MDP/CTP review report to Council, through the SPC on Planning and Urban development meeting, no later than Q1 2022 to be able to inform the next four-year budget cycle."

ROLL CALL VOTE

Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Davison, Councillor
For: (10) Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones,
and Councillor Woolley
Against: Councillor Chu, Councillor Colley-Urquhart, Councillor Keating, Councillor Magliocca,
(5) and Councillor Sutherland

MOTION CARRIED

Moved by Councillor Magliocca

Seconded by Councillor Jones

That with respect to Report PUD2018-0696, Recommendation 1 be adopted, as follows:

That Council:

1. Receive this report for information.

MOTION CARRIED

Comparison of two timeline options: Original Option 1 and Amended Option 2





Presentation
PFC2018-0867 – Discussion Regarding MDP and CTP 10-year Review
Timeline Options (PUD2018-0696 Referral)



Direction from Council (2018-June-25)

“REFER Recommendation 2 and the proposed amended Recommendation 2 to the Administration to bring forward a discussion on the MDP/CTP review to the next 2018 July 17 PFC.”

Report to PUD2018-0696

Direction from Council (2018-June-25)

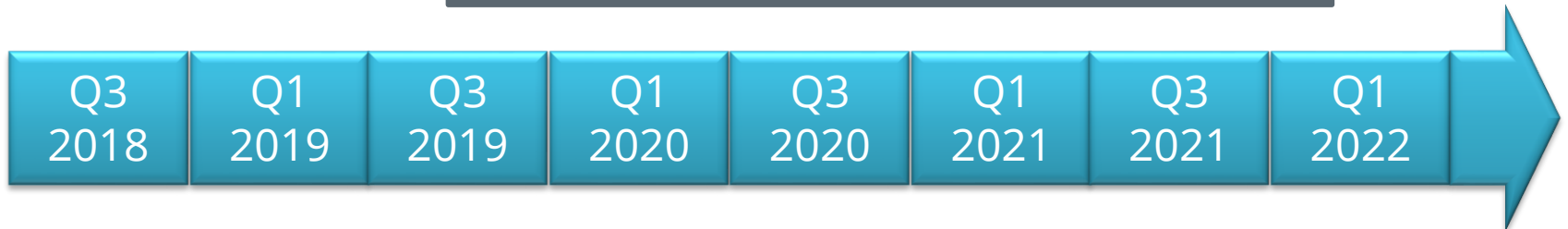
- Admin original PUD Recommendation (Option 1)
“Direct Administration to bring a scoping report for the Calgary Transportation Plan and Municipal Development Plan 10-year review no later than 2018 September SPC on Planning and Urban Development meeting.”
- Proposed Amended Recommendation 2 (Option 2)
“Direct Administration to adjust timelines for the planned 10-year review of the Calgary Transportation Plan and Municipal Development Plan and report back with a completed MDP/CTP review report to Council, through the SPC on Planning and Urban development meeting, no later than Q1 2022 to be able to inform the next four-year budget cycle.”



Timeline Options

Option 1: Q3 2018 – Q1 2021

Option 2: Q3 2019 – Q1 2022





Summary

Considerations	Option 1 - Original Timeline	Option 2 - Amended Timeline
10 years of evidence-based experience	<ul style="list-style-type: none"> Builds on 2018 Monitoring Progress Report and would not include a complete ten years of data from 2011-2021 	<ul style="list-style-type: none"> Allows for more monitoring data to be included in the review although still would not include ten years of data from 2011-2021.
Business planning & budget cycle	<ul style="list-style-type: none"> Aligns with the 2021 mid-cycle budget adjustments (if required) Will inform the 2023-2026 business planning & budget cycle. 	<ul style="list-style-type: none"> Aligns with 2023-2026 business planning & budget cycle Assumes the final plan will be endorsed by Council Q1 2022 and amendments will not affect budget cycle implementation.
Implementation	<ul style="list-style-type: none"> Allows for interim work to focus on strategies, investments and budgets to implement the current plans. 	<ul style="list-style-type: none"> Allows for work to focus on gaps and challenges in implementing the plans that have already been identified.
Alignment with other policy work	<ul style="list-style-type: none"> Ongoing work may not be complete in time to inform review (e.g. Established Areas Growth Strategy, levies, etc.) Updated plans can provide input to the final Calgary Metropolitan Regional Growth Plan 	<ul style="list-style-type: none"> Allows time for completion of current and additional implementation work. The final Calgary Metropolitan Region Growth Plan will be complete and take direction from the 2009 MDP/CTP
Election 2021	<ul style="list-style-type: none"> Current Council will provide direction Current Council will receive final report for approval. 	<ul style="list-style-type: none"> Project work based on current Council's direction New Council will receive final report for approval.

Recommendation

That the SPC on Priorities and Finance consider the information presented in this report and presentation (Attachment 3) to inform its discussion and recommend to Council one of the two presented options, or an alternative option should it arise.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 July 17**

**ISC: UNRESTRICTED
PFC2018-0800
Page 1 of 1**

Status of Outstanding Motions and Directions

EXECUTIVE SUMMARY

Outstanding items for the Priorities and Finance Committee as of 2018 July 06.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee receive this Report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2012 April 03, the Priorities and Finance Committee directed Administration to provide the Committee with a schedule of Status of Outstanding Motions and Directions.

BACKGROUND

None.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

None.

Stakeholder Engagement, Research and Communication

None.

Strategic Alignment

This report is in alignment with the mandate of the Priorities and Finance Committee.

Social, Environmental, Economic (External)

None.

Financial Capacity

Current and Future Operating Budget:

None.

Current and Future Capital Budget:

None.

Risk Assessment

This report tracks outstanding motions and directions from the Priorities and Finance Committee to Administration. No specific risks are associated with this report. Any risks associated with a specific direction or motion will be dealt with in the context of the report on that direction or motion.

REASON(S) FOR RECOMMENDATION(S):

This report assists with the Priorities and Finance Committee to proactively track and manage its work.

ATTACHMENT(S)

Status of Outstanding Items for the Priorities and Finance Committee.

Status of Outstanding Items for the Priorities and Finance Committee

ATTACHMENT

As at 2018 July 06

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
INDEPENDENT REVIEW OF NON-RESIDENTIAL ASSESSMENT AND APPEAL SYSTEM	2018 June 28	PFC2018-0798	That the Priorities and Finance Committee: Direct that Administration return to PFC with the final, independent report and recommendations no later than Q4 2018	2018 Q4
MDP/CTP 2018 MONITORING PROGRESS REPORT	2018 June 25	PUD2018-0696	That with respect to Report PUD2018-0696, the following be adopted, That Council refer Councillor Demong's proposed Amendment, as follows, and the original Administration Recommendation 2, as contained in Report PUD2018-0696, to the Administration to bring forward a discussion on the MDP/CTP review to the next 2018 July 17 Regular Meeting of the Priorities and Finance Committee.	2018 July 17
CHINATOWN AREA REDEVELOPMENT PLAN PHASE 1 UPDATE	2018 June 25	PUD2018-0514	That with respect to Report PUD2018-0514 Council refer b), as follows, to Administration to develop funding options including a potential Council Innovation Fund application and external partnerships including but not limited to the Urban Alliance to return to Council through the Priorities and Finance Committee as soon as possible:	ASAP

Status of Outstanding Items for the Priorities and Finance Committee

ATTACHMENT

As at 2018 July 06

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
UTILITIES INDICATIVE RATES AND FUNDING NEW GROWTH	2018 June 18	C2018-0787	Direct Administration, in consultation with stakeholders, to incorporate the proportionate share of the cost of off-site utility infrastructure attributable to new growth that provides servicing to communities approved by Council in the New Community Growth Strategy report (PFC2018-0678) into the off-site levy rates, through a proposed amendment to the water, sanitary sewer and storm sewer levy rates in Bylaw 2M2016, and report back to the Priorities and Finance Committee by no later than 2018 Q4.	2018 Q4
COMPASSIONATE PROPERTY TAX PENALTY RELIEF	2018 June 05	PFC2018-0325	That the Priorities and Finance Committee recommends that Council: Direct Administration to report back through Priorities and Finance Committee on the results of the proposed program, including cost and number of participants, no later than 2019 Q4.	2019 Q4

Status of Outstanding Items for the Priorities and Finance Committee

ATTACHMENT

As at 2018 July 06

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
CORPORATE AFFORDABLE HOUSING STRATEGY Q2 2018 UPDATE	2018 June 05	PFC2018-0584	<p>That with respect to Report PFC2018-0584, the following be approved, as amended:</p> <p>That the Priorities and Finance Committee recommend that Council:</p> <ol style="list-style-type: none"> 1. Direct that Administration return to Council, through the Priorities and Finance Committee, with an update on this work, no later than Q2 2019; and 2. Invite the Community Housing Affordability Collective to provide an update on their work to the Priorities and Finance Committee no later than Q2 2019. 	2019 Q2
PROPOSED CODE OF CONDUCT FOR ELECTED OFFICIALS BYLAW26M2018	2018 May 28	PFC2018-0554	<p>That with respect to PFC2018-0554, the following Motion arising be adopted:</p> <p>That Council direct the Ethics Advisor to investigate how to enhance reporter protection, including but not limited Councillors staff and Report back to the Priorities and Finance Committee no later than Q4 2018.</p>	2018 Q4

Status of Outstanding Items for the Priorities and Finance Committee

ATTACHMENT

As at 2018 July 06

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
BUSINESS TAX CONSOLIDATION – 2018 ANNUAL STATUS REPORT	2018 May 28	PFC2018-0190	<p>That with respect to Report PFC2018-0190, the following be adopted: That Council:</p> <p>1. Direct Administration to bring:</p> <p>(a) A 2019 status update report to the Priorities and Finance Committee in 2019 May; and</p> <p>(b) A final report on Business Tax Consolidation (BTC) to the Priorities and Finance Committee in 2019 July.</p>	<p>2019 May</p> <p>2019 July</p>

Status of Outstanding Items for the Priorities and Finance Committee

ATTACHMENT

As at 2018 July 06

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
ENSURING EFFICIENCY, TRANSPARENCY AND THE APPROPRIATE USE OF CLOSED MEETINGS FOR COUNCIL BUSINESS	2018 April 05	C2018-0405	<p>That with respect to Notice of Motion C2018-0405, the following be adopted:</p> <p>NOW THEREFORE BE IT RESOLVED that Administration be directed to bring forward a report to Council, through the Priorities and Finance Committee, no later than Q4 2018, which report shall include the following information:</p> <ol style="list-style-type: none"> 1. The categories of matters that have been discussed in closed meetings of Council over the past year and the time spent in closed meetings of Council during that period; and 2. Information about governance practices and committee structures and strategies used by other Canadian municipalities in order to allow Administration to bring forward recommendations and strategies that: <ul style="list-style-type: none"> ▪ help increase transparency in decision-making processes; ▪ assist with ensuring Council meeting efficiency and effectiveness; and ▪ assist in decreasing the amount of time Council spends in closed meetings while still ensuring that personal privacy is protected and that Council is given the opportunity to discuss matters in closed meetings appropriate for discussion in that forum. 	2018 Q4

Status of Outstanding Items for the Priorities and Finance Committee

ATTACHMENT

As at 2018 July 06

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
ECONOMIC DEVELOPMENT INVESTMENT FUND GOVERNANCE AND TERMS OF REFERENCE	2018 March 06	PFC2018-0187	As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2.	2019 Q2
GREEN LINE LIGHT RAIL TRANSIT PROJECT DELIVERY MODEL RECOMMENDATION	2018 March 06	PFC2018-0207	Council direct Administration to report back no later than Q4 2018 to the Priorities and Finance Committee of Council with the recommended budgets for approval including financing and confirmation of funding from the other orders of government for the Project.	2018 Q4
NEW COMMUNITY GROWTH STRATEGY	2018 February 22	PFC2018-0200	4. Direct Administration to bring a monitoring report on the implementation of the New Community Growth Strategy to the Priorities and Finance Committee no later than Q4 2019; and	2019 Q4

Status of Outstanding Items for the Priorities and Finance Committee

ATTACHMENT

As at 2018 July 06

ITEM	DATE OF REQUEST	SOURCE	SUBJECT	DATE DUE
REVIEW OF COUNCIL'S PROCEDURE BYLAW	2017 July 31	PFC2017-0433	Direct Administration to bring forward a Procedure Bylaw review on the items listed in "Opportunity for Future Improvements", contained on Page 7 of this report, including investigating methods and strategies to streamline public hearing processes and including a review of how public hearings are conducted in other jurisdictions, and report back to Council through the Priorities and Finance Committee with recommendations no later than Q4 2018.	2018 Q4
SCOPING AND PLANNING FOR A SINGLE POINT OF ENTRY TO THE NON MARKET HOUSING SYSTEM	2017 June 06	PFC2017-0221	Direct Administration to proceed with the next phase of implementation for a One Window coordinated intake process and report back to Council through the Priorities and Finance Committee by Q4 2018	2018 Q4
COUNCIL INNOVATION FUND APPLICATION – WALK21 COMMUNITY MICROGRANTS	2017 March 21	PFC2017-0289	That the Priorities and Finance Committee recommends that Council approve the Council Innovation Fund Application – Walk21 Community Microgrants in the amount of \$172,500 and Administration report back to the Priorities and Finance Committee no later than Q4 2019.	2019 Q4