

**Business Licence Sustainment Reserve
Terms of Reference**

Purpose: The Calgary Community Standards (Business Licence) Reserve will be used to stabilize the budget during fluctuations in the business sector to ensure consistent, sustainable, self-supporting customer and regulatory services.

The reserves will be used for the following specific uses:

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

	\$000's
Reserve Balance December 31, 2019	11,966
Capital Commitments 2020-2022 *	(2,228)
Estimated Investment Income 2020-2022	350
Potential Loss of Renewal Revenue (BL and Fire)	(6,654)
Potential Loss of New Business Revenue (BL)	<u>(688)</u>
Estimated Balance (including future commitments) at December 31, 2020	<u><u>2,746</u></u>

* Includes equipment lifecycle, building renovations, and technology improvements including OneCity Records Management System (RMS).