



2022 Triennial Reserve Review Report

2023 June 1

Administration Recommendations

That the Executive Committee Recommends that Council Approve:

1. Specific reserve recommendations as outlined in Attachment 3 (in the *Recommendation(s) for Approval* column) and Attachment 4 (changes in red);
2. General reserve recommendations in Attachment 5; and
3. The list of reserves to be reviewed in the 2023 Triennial Reserve Review in Attachment 6.

Background

Council Policy (CFO013 Reserves) and Administrative Policy (FA-050 Financial Reserves) indicate:

- Every reserve is to be reviewed at least once every three years
- Review is conducted by an Administrative Reserve Review Committee

Purpose

Periodic review of each active reserve to ensure:

- Reserve activity meets all authorizing document requirements;
- Reserve activity is in accordance with City reserve policies and procedures;
- The reserve's purpose, conditions and/or restrictions are still relevant; and
- The reserve is still required in its current form.



Reserves Reviewed in 2022 Triennial Reserve

| Reserve Name | Reserve Category | 2021 Balance (\$000's) |
|---|------------------|------------------------|
| Calgary Heritage Authority Reserve | Operating | 1,560 |
| Calgary Police Service Helicopter Maintenance | Operating | 2,530 |
| Parking Revenue Reinvestment Reserve | Operating | 4,161 |
| Snow and Ice Control (SNIC) Reserve | Operating | 13,046 |
| 911 Communications Centre Capital Financing Reserve | Capital | 22,712 |
| Calgary Police Service Capital Reserve | Capital | 41,195 |
| Downtown Improvement Fund | Capital | 2,706 |
| LED Street Light Re-Lamping Reserve | Capital | 1,256 |
| Major Capital Project Reserve | Capital | 479,267 |
| Calgary Parking Capital Reserve Fund | Sustainment | 108,070 |
| Calgary Parking Long Term Investment Fund | Sustainment | 51,304 |
| Cash-in-Lieu Lifecycle Sustainment Reserve | Sustainment | 37,435 |
| Fleet Services Reserve | Sustainment | 8,723 |
| Golf Course Levy Reserve | Sustainment | 7,432 |
| Opportunity Calgary Investment Fund | Sustainment | 91,102 |
| Perpetual Care of the Municipal Cemetery System Reserve | Sustainment | 24,901 |
| Planning & Development Sustainment Reserve | Sustainment | 97,120 |
| Real Estate Services | Sustainment | 131,027 |
| Waste and Recycling Sustainment Reserve | Sustainment | 83,565 |
| Total | | 1,209,112 |



Summary of Recommendations

| Reserve Name | Attach 3 Page No. | 2021 Balance (\$000's) | Reserve Substantive Changes | Reserve Clerical Changes | No Reserve Changes | Follow- Up Required |
|---|----------------------------|------------------------------|-----------------------------------|--------------------------------|--------------------------|---------------------------|
| Calgary Heritage Authority Reserve | 1 | 1,560 | | ✓ | | |
| Calgary Police Service Helicopter Maintenance | 3 | 2,530 | | ✓ | | ✓(2024) |
| Parking Revenue Reinvestment Reserve | 4 | 4,161 | ✓ | ✓ | | |
| Snow and Ice Control (SNIC) Reserve | 6 | 13,046 | | ✓ | | ✓(2024) |
| 911 Communications Centre Capital Financing Reserve | 9 | 22,712 | ✓ | | | ✓(2024) |
| Calgary Police Service Capital Reserve | 10 | 41,195 | | ✓ | | ✓(2024) |
| Downtown Improvement Fund | 12 | 2,706 | ✓ | ✓ | | ✓(2025) |
| LED Street Light Re-Lamping Reserve | 14 | 1,256 | ✓ | ✓ | | |
| Major Capital Project Reserve | 15 | 479,267 | | ✓ | | |
| Calgary Parking Capital Reserve Fund | 19 | 108,070 | ✓ | | | ✓(2024) |
| Calgary Parking Long Term Investment Fund | 21 | 51,304 | | | ✓ | ✓(2024) |
| Cash-in-Lieu Lifecycle Sustainment Reserve | 22 | 37,435 | ✓ | | | |
| Fleet Services Reserve | 23 | 8,723 | ✓ | | | |
| Golf Course Levy Reserve | 25 | 7,432 | | | ✓ | ✓(2025) |
| Opportunity Calgary Investment Fund | 26 | 91,102 | | ✓ | | |
| Perpetual Care of the Municipal Cemetery System | 29 | 24,901 | | ✓ | | |
| Planning & Development Reserve | 31 | 97,120 | | | ✓ | ✓(2023) |
| Real Estate Services | 33 | 131,027 | | ✓ | | |
| Waste and Recycling Sustainment Reserve | 35 | 83,565 | ✓ | | | ✓(2024) |
| Total | | 1,209,112 | | | | |



Review Recommendations: Substantive Changes

- Parking Revenue Reinvestment Reserve
- 911 Communications Centre Capital Financing Reserve
- Downtown Improvement Fund Reserve
- LED Street Light Re-Lamping Reserve
- Calgary Parking Capital Reserve Fund (CPA Reserve Transferred to The City)
- Cash-in-Lieu Lifecycle Sustainment Reserve
- Fleet Services Reserve
- Waste and Recycling Sustainment Reserve

- Planning & Development Sustainment Reserve (2023)
- Calgary Police Service Helicopter Maintenance and Calgary Police Service Capital Reserve (2024)
- Snow and Ice Control (SNIC) Reserve (2024)
- 911 Communications Centre Capital Financing Reserve (2024)
- Calgary Parking Capital Reserve Fund and Calgary Parking Long Term Investment Fund (2024)
- Waste and Recycling Sustainment Reserve (2024)
- Downtown Improvement Fund (2025)
- Golf Course Levy Reserve (2025)



Reserves to be Reviewed in 2023 Triennial Reserve Review

| Reserve Name | Reserve Type | 2022 Balance (\$000's) |
|--|--------------|------------------------|
| Children's Reserve Fund | Operating | 5,146 |
| CPS Court Fine Revenue Operating Reserve | Operating | 8,000 |
| ENMAX Dividend Stabilization Reserve | Operating | 18,000 |
| FCSS Stabilization Fund | Operating | 5,054 |
| Fiscal Stability and Operating Budget Savings Account Merged | Operating | 1,112,240 |
| Group Life Reserve | Operating | 1,933 |
| Heritage Incentive Reserve | Operating | 1,698 |
| Mall Programming Fund | Operating | 887 |
| Parks Foundation Reserve | Operating | 2,491 |
| Self-Insurance Reserve | Operating | 7,000 |
| Artificial Turf Field Lifecycle Reserve | Capital | 7,866 |
| Information Technology Reserve | Capital | 37,855 |
| Legacy Parks Reserve | Capital | 34,039 |
| Livery Transport Services | Sustainment | 5,074 |
| Public Art Reserve | Sustainment | 5,935 |
| Revolving Fund Reserve for General Land Purchases | Sustainment | 152,058 |
| Total | | 1,405,276 |

Follow-Up in 2023

| Reserve Name | Reserve Type | 2022 Balance (\$000's) |
|--|--------------|------------------------|
| Planning & Development Sustainment Reserve | Sustainment | 103,545 |

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