



# 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 and Purpose

## 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

# Reserve Follow-Ups

- 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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