Calgary

2024 City of Calgary Annual Financial Report

For the fiscal year ended December 31, 2024

Calgary, Alberta, Canada

Land acknowledgement

The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of ideas and opportunities naturally come together.

Indigenous peoples have their own names for this area that have been in use long before Scottish settlers named this place Calgary.

The Métis call the Calgary area Otos-kwunee. In the Blackfoot language, they call this place, Moh'kinstsis. The Îethka Nakoda Wîcastabi refer to the Calgary area as Wicispa Oyade and the people of the Tsuut'ina nation call this area Guts'ists'i.

We appreciate and acknowledge that we live, work and play on the ancestral and traditional territories of the Blackfoot confederacy, made up of the Siksika, Piikani, Amskaapipiikani and Kainai First Nations; the Îethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation.

The City of Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6). We acknowledge all Indigenous people who have made Calgary their home.

Indigenous Dancers at Elbow River Camp during Stampede 2023.
Photography by Colin Way for Tourism Calgary

Contents

Main Cover Image: Calgary skyline. Photo provided by: Tourism Calgary | Sherpas Cinema

The Annual Financial Report is part of The City of Calgary's commitment to provide effective governance, increased accountability, transparency, and a well-run city. It provides a comprehensive view of the consolidated financial statements in accordance with Canadian generally accepted accounting principles for local governments.

Calgary is a great place to live, and this is achieved through the efforts of all Calgarians and the hard work of dedicated City employees who are committed to **making life better every day**.

The City of Calgary, Alberta

Annual Financial Report for the year ended December 31, 2024

Produced by the Corporate Planning and Financial Services Department of The City of Calgary, in cooperation with all civic departments, offices and agencies.

Fall foliage on Nose Hill

Introduction

Patios along 17th Avenue S.W.

The City of Calgary (The City) conducts an annual Fall Survey of Calgarians to gather views about living in Calgary, perception of quality of life, attitudes towards City Administration and Council, overall satisfaction with services, perception of value for taxes and Calgarians' outlook for the future.

Public opinion research is a critical tool in helping Council and Administration better understand the needs and perceptions of Calgarians, informing decision-making and providing accountability through performance measures and insights. Given that the Fall Survey of Calgarians is a year-over-year longitudinal survey, it provides more than opinions captured in a single moment of time; tracking Calgarians' perceptions annually provides a performance-based report for Council and Administration, allows for comparison against previous years' findings and helps The City to gauge and better understand shifts and changes in perception.

A portion of the Fall Survey results are shared each year within the Annual Financial Report as a companion piece to the financial results. Complete Fall Survey results, including a year-to-year comparison, can be found at **calgary.ca/fallsurvey**.

Admin and Council

53%

of Calgarians are satisfied with the way Council and Administration are running The City.

Perceptions of transparency and Calgarians' input

56%

of Calgarians agree The City practices open and accessible government.

53%

agree they are confident that The City is working to improve how it includes Calgarians' input into important decisions.

50%

of Calgarians agree The City uses input from Calgarians in decision-making about City projects and services.

45%

agree The City manages its spending in a responsible way that reflects the needs and priorities of Calgarians.

City services

63%

are satisfied with the overall level and quality of City services and programs.

74%

are satisfied with the overall level and quality of customer service provided by The City.

70%

agree The City meets my customer service expectations.

Quality of life in Calgary

66%

of Calgarians say the quality of life in Calgary is good.

68%

agree The City of Calgary fosters a city that is inclusive and accepting of all.

70%

agree Calgary is a great place to make a life.

50%

agree Calgary is safe for all residents and visitors, regardless of things like ethnicity, race, religion, income, or sexual identity.

63%

agree Calgary is a great place to make a living.

46%

agree The City of Calgary delivers programs and services that remove barriers to participation for Calgarians who need it the most.

61%

agree that Calgary is on the right track to be a better city 10 years from now.

Calgarians enjoying Edworthy Park in the fall

Corporate Governance and Accountability

Council consists of 14 Councillors and the Mayor. In Council meetings, each member has one vote. They are elected by and accountable to the people of Calgary. The Mayor and Councillors hold office for four-year terms.

The role of Council is to govern The City of Calgary, Calgary's municipal corporation, to ensure it provides the civic services Calgarians need. In carrying out its many duties, Council must anticipate emerging opportunities and plan for the community's long-term development and growth, along with addressing concerns. Regular and open communication with Administration is central to setting and achieving Calgary's municipal corporation's mission, vision, goals, strategies and actions.

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


Dynamic downtown intersection

Audit Committee

The Audit Committee assists Council in fulfilling its financial oversight and stewardship responsibilities. It maintains reasonable assurance in relation to the integrity of The City's annual financial statements, governance matters, risk management and compliance.

The Audit Committee upholds the qualifications, independence, and effectiveness of the External Auditor and the City Auditor. It also evaluates internal control systems and processes and maintains the utilization of a confidential and independent Whistle-blower Program. The Audit Committee consists of seven members appointed by Council, with the Mayor serving as ex-officio. The membership includes four City councillors and three volunteer public members, whom demonstrate extensive financial expertise. Support to the Audit Committee is provided by the Chief Financial Officer, City Auditor and the External Auditor.

City of Calgary Administration

Calgary's municipal government is responsible for supporting, encouraging and strengthening our community's dynamic development. It is Administration's responsibility to provide, manage and sustain civic infrastructure, facilities and programs in support of Calgary's excellent quality of life, contributing to why Calgary is consistently recognized as one of the world's most livable cities.

The Role of the Chief Administrative Officer

The Chief Administrative Officer leads the Executive Leadership Team (ELT) and works closely with Council. The Chief Administrative Officer implements the decisions of Council, provides advice and manages City Administration, made up of over 15,000 employees. The role is responsible and accountable for ensuring all City work, projects, operations and services comply with Council's policies, priorities and direction.

Executive Leadership Team

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

City Council


Historic City Hall

Fourth row	**Ward 13 Councillor** **Dan McLean** calgary.ca/ward13	**Ward 9 Councillor** **Gian-Carlo Carra** calgary.ca/ward9	**Ward 14 Councillor** **Peter Demong** calgary.ca/ward14	**Ward 4 Councillor** **Sean Chu** calgary.ca/ward4	**Ward 11 Councillor** **Kourtney Penner** calgary.ca/ward11
Third row	**Ward 3 Councillor** **Jasmine Mian** calgary.ca/ward3	**Ward 5 Councillor** **Raj Dhaliwal** calgary.ca/ward5	**Ward 10 Councillor** **Andre Chabot** calgary.ca/ward10	**Ward 8 Councillor** **Courtney Walcott** calgary.ca/ward8	
Second row	**Ward 1 Councillor** **Sonya Sharp** calgary.ca/ward1	**Ward 2 Councillor** **Jennifer Wyness** calgary.ca/ward2			
Front row	**Ward 12 Councillor** **Evan Spencer** calgary.ca/ward12	**Mayor** **Jyoti Gondek** calgary.ca/mayor	**Ward 7 Councillor** **Terry Wong** calgary.ca/ward7	**Ward 6 Councillor** **Richard Pootmans**(1) calgary.ca/ward6	

Above: Calgary 2021-2025 City Council stands on the steps of Historic City Hall after the swearing in ceremony on October 24, 2021.

(1) On November 26, 2024, Councillor Richard Pootmans stepped down from his position as Ward 6 Councillor, with Ward 6 represented by Councillor Courtney Walcott, Councillor Sonya Sharp and Councillor Kourtney Penner.

City of Calgary Organizational Structure 2024

For financial reporting purposes, the Calgary Police Service (CPS) and Green Line results are included in the Annual Financial Report. CPS reports to Council through the Calgary Police Commission, maintaining a separate structure from administration. Green Line reported to Council through the Green Line Board, until it dissolved on October 29, 2024 and has now transitioned into Administration.

Calgary City Council

City Auditor's Office
Liz Ormsby
City Auditor

David Duckworth
Chief Administrative Officer

Stuart Dalgleish
Chief Operating Officer

Planning & Development Services (PDS)

Debra Hamilton
General Manager

- **Downtown Strategy** — Thom Mahler, Deputy City Manager
- **Climate & Environment** — Carolyn Bowen, Director
- **City & Regional Planning** — Kathy Davies Murphy, Director
- **Community Planning** — Teresa Goldstein, Director
- **Development, Business & Building Services** — Brenda Desjardins, Director

Infrastructure Services (IS)

Michael Thompson
General Manager

- **Capital Priorities & Investment** — Francois Bouchart, Director
- **Public Spaces Delivery** — Kerensa Fromherz, Director
- **Utilities Delivery** — Graham Duckworth, Director
- **Business & Engineering Services** — Ryan Vanderputten, Director/Chief Engineer
- **Real Estate & Development Services** — Campbell Berry, Director

Community Services (CS)

Katie Black
General Manager

- **Community Strategies** — Erendira Cervantes-Altamirano, Director
- **Partnerships** — Kay Choi, Acting Director
- **Recreation & Social Programs** — Heather Johnson, Director
- **Emergency Management & Community Safety** — Iain Bushell, Director
- **Calgary Fire** — Steve Dongworth, Chief

Operational Services (OS)

Doug Morgan
General Manager

- **Mobility** — Troy McLeod, Director
- **Parks & Open Spaces** — Kyle Ripley, Director
- **Water Services** — Nancy Mackay, Director
- **Waste & Recycling Services** — Julie Radke, Director
- **Calgary Transit** — Sharon Fleming, Director
- **Fleet & Inventory** — Majid Asefi, Director
- **Facility Management** — Ian Fleming, Director

Corporate Planning & Financial Services (CPFS)

Les Tochor
Acting General Manager/ Chief Financial Officer

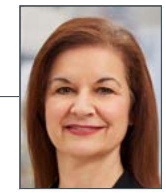
- **Assessment & Tax** — Eddie Lee, Director/City Assessor
- **Corporate Planning & Performance** — Tim Doruch, Acting Director/ City Risk Officer
- **Finance** — Aaron Brown, Acting Director/City Treasurer
- **Supply Management** — Amit Patil, Director

People, Innovation & Collaboration Services (PICS)

Chris Arthurs
General Manager

- **Customer Service & Communications** — Jennifer McMurtry, Director
- **Information Technology** — Jan Bradley, Director/Chief Information Technology Officer
- **Human Resources** — Greg Juliano, Chief Human Resources Officer
- **Occupational Health & Safety** — Christopher Collier, Director
- **Collaboration, Analytics & Innovation** — Rick Ciezki, Acting Director

Law, Legislative Services & Security (LLSS)



Jill Floen
City Solicitor & General Counsel

- **Law** — Lynne Davies, Director
- **City Clerk's Office** — Kate Martin, Director/City Clerk
- **Corporate Security** — Mike Tillotson, Director

As of December 2024

Calgary at a Glance


Downtown Calgary

1,491,900[1]
population

1,198 km
city pathways

7.4%
population growth

190
City-supported events

37.7
median age

$606,052
MLS average selling price

7.4%
unemployment rate

5,343
single family housing starts

852 km sq
city area

$9.33 billion
value of building permits issues

In 2024, Calgary ranked fifth in the Economist Intelligence Unit's (EIU) annual list of the world's most livable cities.

For more information on this Calgary award and others see calgary.ca/awards.

(1) Estimate obtained from Calgary and Region Economic Outlook 2024-2029: Fall 2024

Financial Statement Discussion and Analysis

Downtown Calgary Traffic

Introduction

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

2024 is the second year in the four-year business plan and budget cycle, also known as the 2023 – 2026 Service Plans and Budgets. In November 2023, Council approved the Adjustments to the 2024 approved budgets with emphasis on addressing the ongoing economic challenges The City faces, while advancing the priorities laid out in Resilient Calgary: Council's Strategic Direction 2023-2026. Highlights include investments in housing, transit and safety, with a property tax increase to existing taxpayers of 5.7 per cent, up from 3.4 per cent in the original approval. The City needs to invest in priority areas while tackling the accumulated impacts of inflation and rapid population growth on existing infrastructure, while delivering the services Calgarians have come to expect from their municipal government.

The City's 2024 Annual Financial Report contains the audited consolidated financial statements prepared in accordance with principles and standards established by the Canadian Public Sector Accounting Board published by the Chartered Professional Accountants (CPA) Canada, as required by the *Alberta Municipal Government Act*. Deloitte LLP has audited The City's consolidated financial statements and provided an Independent Auditor's Report. The consolidated financial statements and auditor's report satisfy the legislative reporting requirement set out in the *Alberta Municipal Government Act*.

Les Tochor
Chief Financial Officer

The consolidated financial statements consist of:

- Consolidated Statement of Financial Position: summary of financial assets and liabilities, net financial assets, non-financial assets and net assets at year end,
- Consolidated Statement of Operations and Accumulated Surplus: summary of the annual surplus for the year, consisting of revenues (reflecting what operating and capital funds were raised in the year) and expenses (reflecting how funds were used during the year), including the annual costs for owning and using tangible capital assets (amortization), plus the change in the net value of the government business enterprise, ENMAX Corporation (ENMAX), excluding other comprehensive income,
- Consolidated Statement of Remeasurement Gains and Losses: summary of unrealized gains and losses on investments, derivatives and foreign exchange instruments, including ENMAX's other comprehensive income,
- Consolidated Statement of Cash Flows: summary of how The City's cash position changed during the year, highlighting sources and uses of cash, including the use of cash to acquire tangible capital assets and
- Consolidated Statement of Changes in Net Financial Assets: a reconciliation between the net revenues earned in the year to the change in net financial assets. This statement shows the annual surplus, with a reversal of the non-cash accruals for amortization and sale of assets, less donated assets, the spending to acquire new tangible capital assets in the year, the addition of asset retirement obligations and the change in accumulated unrealized gains or losses. The change in net financial assets is an indicator of whether revenues raised in the year were sufficient to cover the spending in the year.

City Administration is responsible for preparing the FSDA and the consolidated financial statements. The FSDA and the audited consolidated financial statements should be read in conjunction with the unaudited climate-related financial disclosures and the unaudited financial and statistical schedules.

Economic Environment

In 2024, Calgary continued to lead Canada in economic growth despite a high-interest rate environment that dampened economic activity nationwide. Alberta's expanding energy production, supported by the completion of the Trans Mountain pipeline expansion in May 2024, contributed significantly to the Calgary region's strong economic performance. Robust immigration further bolstered the local economy, driving record levels of housing activity. Total employment in the Calgary Economic Region expanded to 995,600 in 2024, increasing by 40,900 jobs (4.2 per cent) from 954,700 in 2023, more than twice the pace for Canada as a whole (1.8 per cent). However, the region's annual average unemployment rate rose to 7.4 per cent in 2024, up from 6.0 per cent in 2023, as rapid population growth outpaced job creation. Consumer price inflation in the Calgary Census Metropolitan Area continued to decelerate, reaching 3.4 per cent in 2024, down from 3.8 per cent in 2023. Fuelled by strong demand from population growth, the total value of building permits surged to $9,334 million in 2024, a $3,355 million increase from $5,979 million in 2023. The number of building permits issued also rose significantly, up by 4,487, from 20,594 in 2023 to 25,081 in 2024.

	2024	2023	Change
Calgary			
Population (persons)(1)	**1,491,900**	1,389,200	7.4%
Building permit (numbers)(2)	**25,081**	20,594	4,487
Building permit value ($ billions)	**9.3**	6.0	3.3
Calgary Census Metro Area			
CPI inflation rate (%)	**3.4**	3.8	(0.4)
Calgary Economic Region			
Employment (persons)	**995,600**	954,700	40,900
Unemployment rate (%)	**7.4**	6.0	1.4

Population growth in Calgary was estimated at 102,700 (7.4 per cent) in 2024, compared to the 3.4 per cent in 2023. Significant immigration continues to drive population growth, with a net gain of 61,100 in 2024 alone, compared to 33,100 in 2023. However, net migration from both international and interprovincial sources is projected to slow over the next four years as the Federal Government tightens immigration policies. Annual population growth in Calgary is forecasted to be 1.5 per cent during 2025–2029, down from 3.1 per cent in 2020–2024.

Sources: All data is from Statistics Canada, except:

(1) The population figures are estimates from Corporate Economics (Fall 2024 and Fall 2023 estimate) using alternative demographic data from Statistics Canada and the Alberta Government.

(2) Building permit data is from The City of Calgary's Planning Department.

Financial Highlights

Revenues and Expenses

The City had consolidated revenues of $4,915 million in 2024 (2023 – $4,606 million) before external transfers for infrastructure. External transfers for infrastructure include grants and revenue sharing recognized from other governments plus funds and tangible capital assets from developers, which totalled $1,175 million (2023 – $940 million).

The City had consolidated expenses of $4,985 million (2023 – $4,658 million). Included in expenses is depreciation, amortization and write-downs of $731 million (2023 – $725 million) as the estimated annual cost of owning and using The City's tangible capital assets.

The City had a net loss before other contributions and transfers of $70 million (2023 – $52 million net loss). After other contributions and transfers of $1,175 million (2023 – $940 million) are added, The City's annual surplus on a consolidated basis for financial statement reporting totalled $1,105 million (2023 – $888 million).

Consolidated Financial Position

As at December 31 (in millions)

		2024		2023
A. Financial Assets	**$**	**11,587**	$	10,622
B. Financial Liabilities		**6,690**		6,098
C. Net Financial Assets (A minus B)		**4,897**		4,524
D. Non-Financial Assets		**21,616**		20,442
E. Net Assets (C plus D)		**26,513**		24,966

The City's net financial assets increased by $373 million (2023 – $241 million) mainly due to an increase in investments of $649 million, an increase in other assets of $395 million and investment in ENMAX of $253 million. The increase in net financial assets was partially offset by decreases in cash and cash equivalents of $337 million, increase in bank indebtedness of $162 million, an increase in accounts payable and accrued liabilities of $99 million, and an increase in long-term debt of $263 million. Financial assets are partially offset by financial liabilities which are governed by agreements with the parties involved, including funds owed for goods and services already received (accounts payable and accrued liabilities), bank indebtedness and capital deposits that are restricted to specific types of capital.

The City's net assets increased by $1,547 million (6 per cent) in 2024, mainly due to an increase in investments of $649 million, net increase in tangible capital assets (purchased and donated) of $1,164 million, increase in other assets of $395 million mainly due to an increase in long-term receivables from ENMAX, an increase in investment in ENMAX of $253 million, offset by decreases in cash and cash equivalents of $337 million, increase in bank indebtedness of $162 million, an increase in accounts payable and accrued liabilities of $99 million, and an increase in long-term debt of $263 million.

The City's long-term debt ratings were affirmed at AA+ by S&P Global Rating Agency (S&P), (AA high) by Morningstar DBRS (DBRS) and Aa1 Stable by Moody's in 2024.

Cash Flow

The City's cash and cash equivalents decreased by $337 million to $769 million and investments increased by $649 million to $6,409 million. The decrease in cash and cash equivalents is primarily due to cash used for the acquisition of tangible capital assets and purchase of investments. This decrease was offset by cash generated from operating activities and dividends received from ENMAX.

Cash provided by operating activities

In 2024, cash provided by operating activities was $1,335 million, compared to $1,313 million in 2023, and includes:

- Annual surplus of $1,105 million (2023 – $888 million);
- Items included in the annual surplus and not affecting cash of $473 million (2023 – $453 million).
- Decrease in non-cash items of $243 million (2023 – $28 million).

Cash used in capital activities

Cash used in capital activities was $1,543 million, compared to $1,053 million in 2023, and includes:

- Additions to capital assets of $1,564 million (2023 – $1,065 million); and
- Proceeds on the sale of tangible capital assets of $21 million (2023 – $12 million).

Cash used in investing activities

Cash used in investing activities was $554 million, compared to $471 million used in 2023, and includes:

- Net purchases of investments of $649 million (2023 – $553 million); less
- Dividends from ENMAX of $95 million (2023 – $82 million).

Cash provided by financing activities

Cash provided by financing activities was $425 million, compared to $6 million in 2023, and includes:

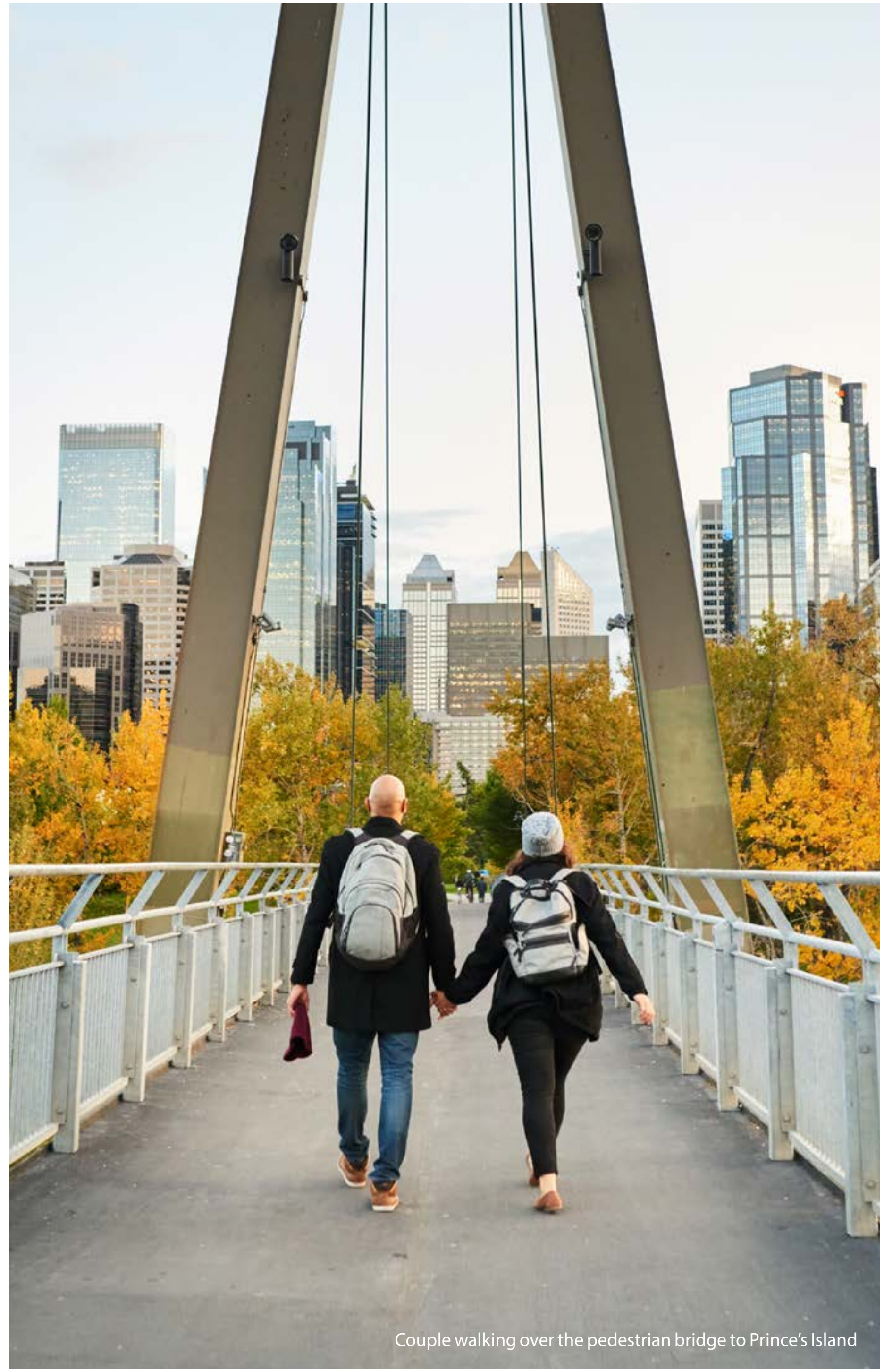
- Proceeds from long-term debt issued of $493 million (2023 – $234 million);
- Long-term debt repayments of $230 million (2023 – $228 million); and
- Net increase in bank indebtedness of $162 million (2023 – $0.3 million).

ENMAX (The City's Wholly-Owned Subsidiary)

ENMAX is a private Alberta corporation with The City being the sole shareholder. The City's investment in ENMAX comprises 28 per cent (2023 – 28 per cent) of The City's financial assets on the consolidated statement of financial position.

ENMAX's 2024 consolidated financial statements have been prepared in accordance with IFRS® Accounting Standards, as issued by the International Accounting Standards Board (IFRS). Summary financial information for ENMAX is included in Note 8 of the consolidated financial statements. ENMAX provided The City with annual dividends based on a target of 30 per cent of comparable net earnings or $30 million, whichever is greater.

DBRS Morningstar confirmed its credit rating of BBB (high) with Stable Trends for ENMAX on July 5, 2024. Fitch Ratings affirmed its credit rating of ENMAX of BBB with a Stable Outlook on May 16, 2024. S&P Global affirmed and revised its rating for ENMAX on September 27, 2024, to BBB- with a Positive Outlook, up from BBB- with a Stable Outlook. S&P Global also affirmed its standalone rating for Versant Power on September 27, 2024, to BBB+ with a Stable Outlook.



Couple walking over the pedestrian bridge to Prince's Island

Financial Analysis Review

Revenues – Comparison to Prior Year

For the year ended December 31 (in thousands)

	2024	2023	Increase/ (Decrease)	Per cent Change
Net taxes available for municipal purposes	**$ 2,627,877**	$ 2,607,604	$ 20,273	1%
Sales of goods and services	**1,341,457**	1,359,983	(18,526)	(1%)
Government transfers related to operating	**178,613**	179,306	(693)	(0%)
Investment income	**312,073**	219,934	92,139	42%
Fines and penalties	**75,731**	77,650	(1,919)	(2%)
Licences, permits and fees	**153,977**	134,083	19,894	15%
Miscellaneous revenue	**44,051**	43,243	808	2%
Equity in earnings (loss) of ENMAX Corporation	**181,248**	(15,608)	196,856	1,261%
Total revenues (before external transfers for infrastructure)	**$ 4,915,027**	$ 4,606,195	$ 308,832	7%
Developer contributions	**$ 145,368**	$ 188,830	$ (43,462)	(23%)
Government transfers related to capital	**684,848**	462,316	222,532	48%
Developer contributions-in-kind related to capital	**345,075**	288,695	56,380	20%
Total external transfers for infrastructure	**$ 1,175,291**	$ 939,841	$ 235,450	25%

Net taxes available for municipal purposes increased by 1 per cent due to increased property assessment values and supplementary revenue due to higher population growth in 2024. In addition, there was an increase in local improvement levies due to a change in the timing of projects year over year. These increases were offset by lower ENMAX local access fees as a result of weaker electricity prices compared to the previous year and lower franchise fees.

Sales of goods and services decreased by 1 per cent primarily due to softer industrial land sales. Further, there was decreased water consumption as a result of the Bearspaw South Feeder Main break and the water restrictions in place. This was offset by an increase in landfill tipping fees as a result of higher tonnage from new commercial agreements and higher monthly program fees for black, blue and green carts due to household growth in Calgary and higher recyclable revenue from favourable market price conditions compared to 2023. In addition, Calgary Transit received one-time funding to offset a fare revenue shortfall. Lastly, there were stronger general land sales and increases due to water installations for new housing construction and businesses.

Investment income was 42 per cent higher due to favourable returns generated throughout the year on The City's investments due to realizing capital gains in the equity portfolios. The City's investments are managed by both internal and external managers allowing them to capitalize on investment opportunities while staying within set policy ranges and limits. In addition to this, The City undertook portfolio rebalancing resulting in one-time investment gains in 2024.

Licences, permits and fees were 15 per cent higher due to higher overall volume and value of building permits for the construction of new housing in the city. In addition, there were higher excavation, hoarding and street permits overall compared to 2023.

Equity in earnings (loss) of ENMAX Corporation increased by 1,261 per cent primarily due to lower after-tax unrealized mark-to-market losses in 2024 compared to 2023. In addition, there were improved net earnings primarily related to lower electricity, fuel and natural gas purchases and delivery expenses and an increase in transmission and distribution revenues. This was partially offset by lower electricity and natural gas revenues and increases in impairment, other expenses and income taxes.

Developer contributions decreased 23 per cent primarily due to lower offsite levy revenue applied to debt servicing expenditures for water infrastructure. In addition, project scope modifications and delays in construction resulted in lower spending and therefore reduced capital funding required.

Government transfers related to capital increased 48 per cent primarily due to increased construction costs and enabling works for the Green Line LRT Project, resulting in a significant amount of expenditures claimed in 2024 versus 2023. In addition, there was increased spending on projects funded by the Municipal Sustainability Initiative provincial grant and Canada Community Building Fund federal grant in 2024 compared to 2023, including the Arts Commons Transformation Phase 1, Glenbow Museum, Civic Partners Infrastructure Grant program and Telus Convention Centre Lifecycle project. The mild fall weather allowed for a longer construction window supporting an increase in the completion of various Calgary Transit projects funded by government transfers compared to 2023. This was offset by the exhaustion of grant funding available for the East Calgary Waste Management Facility project resulting in a reduction of revenue recognized in 2024 compared to 2023.

Developer contributions-in-kind related to capital were 20 per cent higher in 2024 versus 2023 due to the timing of completion of developer donated assets which vary year to year.

Expenses – Comparison to Prior Year

For the year ended December 31 (in thousands)

		2024		2023		Increase/ (decrease)	Per cent Change
Planning and development services	**$**	**236,089**	$	200,982	$	35,107	17%
Infrastructure services		**243,144**		377,687		(134,543)	(36%)
Community services		**1,626,943**		1,565,365		61,578	4%
Operational services		**2,352,755**		2,146,059		206,696	10%
General government		**526,276**		367,654		158,622	43%
	$	**4,985,207**	$	4,657,747	$	327,460	7%

Planning and development services expenses increased by 17 per cent primarily due to staff additions in the year related to higher development applications and an increase in disbursements from completion of the Downtown Calgary Development Incentive Program project in the current year. There was a temporary change in work hours schedule to manage increased volumes and overtime in Development Building & Business Services, and an increase in salary, wages and benefits from new union agreements signed in 2024 for Local 37 and Local 38, along with increases in management exempt salaries.

Infrastructure services services expenses decreased by 36 per cent primarily due to BMO Centre Expansion costs incurred in the prior year, but not in the current year due to the completion of the project in 2023. In addition, there was a decrease due to a repayment of the Revolving Fund occurring in 2023 but not in the current year and a decrease in the projects delivered on behalf of Alberta Transportation.

Community services expenses increased by 4 per cent primarily due to an increase in salaries, wages and benefits related to new union agreements signed in 2024 for Local 37 and Local 38, along with increases in management exempt salaries. There was an increase in overtime costs due to operational demands and staffing shortages in the Calgary Police Service. There was also an increase in materials and equipment related to inflationary pressures, as well as increases in contract and general services related to increased project development costs in Housing, Public Safety and other priorities.

Operational services expenses increased by 10 per cent primarily due an increase in salary and wages in Calgary Transit related to hiring more operators, and higher seasonal requirements and personnel in Water Services. Additionally, the increase is due to the Bearspaw South Feeder Main break and repairs causing an increase in contract and general services, salary and wage costs and materials, equipment and supplies. Lastly, there was an unusually high snowfall in the first quarter of 2024 causing an increase in materials, equipment and supplies, as well as higher insurance premiums in 2024.

General government expenses increased 43 per cent primarily due to higher corporate contingencies compared to the previous year, as well as an increase in management and private investment fees. There were higher salary, wages and benefits in 2024 due to base wage increases related to new union agreements signed in 2024 for Local 37 and Local 38, along with increases in management exempt salaries, additional security guards and other resources required to meet the growing service demand, an increase in the total workforce, as well as higher insurance claim costs and estimated open insurance claims provision.

Reviewing a mechanical schematic at the Calgary Transit depot

Revenues – Budget to Actual Comparison

For the year ended December 31 (in thousands)

		Budget 2024		Actual 2024		Favourable/ (Unfavourable)	Per cent Change
Net taxes available for municipal purposes	**$**	**2,544,594**	**$**	**2,627,877**	$	83,283	3%
Sales of goods and services		**1,377,646**		**1,341,457**		(36,189)	(3%)
Government transfers related to operating		**152,909**		**178,613**		25,704	17%
Investment income		**110,110**		**312,073**		201,963	183%
Fines and penalties		**83,047**		**75,731**		(7,316)	(9%)
Licences, permits and fees		**138,514**		**153,977**		15,463	11%
Miscellaneous revenue		**32,366**		**44,051**		11,685	36%
Equity in earnings of ENMAX Corporation		**353,000**		**181,248**		(171,752)	(49%)
Total revenues (before external transfers for infrastructure)	**$**	**4,792,186**	**$**	**4,915,027**	$	122,841	3%
Developer contributions	**$**	**231,285**	**$**	**145,368**	$	(85,917)	(37%)
Government transfers related to capital		**760,636**		**684,848**		(75,788)	(10%)
Developer contributions-in-kind related to capital		**–**		**345,075**		345,075	100%
Total external transfers for infrastructure	**$**	**991,921**	**$**	**1,175,291**	$	183,370	18%

Net taxes available for municipal purposes were 3 per cent higher than budgeted primarily due an increase in municipal property taxes and higher population growth, as well as an increase in local access fees from ENMAX due to a strong regulated rate option process, which was higher than budgeted.

Sales of goods and services were 3 per cent lower than budgeted largely driven by total land sales being lower than budgeted related to transactions being approved, but not closing in 2024, as well as lower activity, delayed closes and sales under the non-market land sales policy and lower water consumption during the summer months related to water restrictions for emergency repairs of the Bearspaw South Feeder Main break. This was offset by higher landfill tipping fees due to higher tonnage from commercial agreements.

Government transfers related to operating were 17 per cent higher than budgeted due to budget appropriation timing for a provincial grant related to the Calgary Police Service which was approved during the 2024 mid-cycle budget adjustment, but will not be reflected until 2025. In addition, the increase is due to unbudgeted reimbursements for the Jasper Wildfire Emergency event, which included two Canada Task Force 2 deployments and the Municipal Emergency Plan activation to support evacuees from the Jasper wildfire. Lastly, the increase is due to unbudgeted grant programs, including the Building Safer Community Program and a Government of Alberta contribution to the Family Community Support Services.

Investment income was 183 per cent higher than budgeted due to portfolio rebalancing resulting in one-time investment gains, a favourable equity market and higher interest income from bond portfolios. In addition, there was higher investment income from short-term bond portfolios and higher than expected offsite levy deferred revenue interest.

Licences, permits and fees were 11 per cent higher than budgeted primarily due to an increased demand in new housing initiatives and higher construction permit values and as well as higher demand for hoarding and street use permits.

Miscellaneous revenue was 36 per cent higher than budgeted due to the recognition of developer contributions to fund Calgary Transit on-demand services, unbudgeted contributions from organizations related to Community Strategies and Calgary Municipal Land Corporation project management fees for various projects, some of which include the Arts Commons and Olympic Plaza Transformation projects.

Equity in earnings of ENMAX Corporation were 49 per cent lower than budgeted due to impairment losses, unrealized mark-to-market losses on commodities contracts due to changes in forward electricity and natural gas prices and lower electricity margins due to lower commodity prices. This was partially offset by increased margins in the regulated businesses due to an increase in customer sites, energy and demand, and higher rates from regulatory decisions.

Developer contributions were 37 per cent lower than budgeted due to project scope modifications and delays in construction resulting in lower spending and therefore reduced capital funding required, mainly related to the Calgary Events Centre and a new district office for the Calgary Police Service.

Government transfers related to capital were 10 per cent lower than budgeted primarily due to a timing difference between budgeted revenue from the Provincial and Federal Governments and actual project cash flows for the Green Line LRT Project. In addition, there were project scope modifications and delays in construction resulting in lower spending and lower capital funding required mainly related to the Calgary Events Centre. This was offset with mild weather leading to a longer construction window supporting an increase in the completion of various Calgary Transit projects funded by government transfers, as well as an increase in accelerated lifecycle investments at various City facilities, and unplanned City Hall lifecycle costs.

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

Expenses – Budget to Actual Comparison

For the year ended December 31 (in thousands)

	2024 Budget (excluding Amortization)	2024 Actual (excluding Amortization and Write-downs)	Favourable/ (Unfavourable)	Per cent Change	2024 Budget Amortization Expense	2024 Actual Amortization Expense and Write-downs
Planning and development services	**$ 299,286**	**$ 231,600**	$ 67,686	23%	**$ 508**	**$ 4,489**
Infrastructure services	**260,800**	**233,810**	26,990	10%	**–**	**9,334**
Community services	**1,599,527**	**1,571,161**	28,366	2%	**3,663**	**55,782**
Operational services	**1,574,309**	**1,711,887**	(137,578)	(9%)	**151,166**	**640,868**
General government	**594,486**	**505,388**	89,098	15%	**–**	**20,888**
	$ 4,328,408	**$ 4,253,846**	$ 74,562	2%	**$ 155,337**	**$ 731,361**

In order to comply with the *Alberta Municipal Government Act* regarding balanced operating budgets and associated contents, The City only budgets for amortization charges for self-supported business activities.

The following variance explanations exclude the impact of amortization expense and write-downs:

Planning and development services expenses were 23 per cent lower than budgeted primarily due to the return of the Downtown Calgary Development Incentive Program bridge funding when Housing Accelerator Funding was secured. This was partially offset by unbudgeted Clean Energy Improvement Program expenses in Climate & Environment.

Infrastructure services expenses were 10 per cent lower primarily due to lower industrial land sales and reduced property tax and business expenses in Real Estate & Development Services.

Community services expenses were 2 per cent lower than budgeted primarily due to timing of anticipated land transactions under Housing Land Fund and Housing Incentive Program. Unspent amounts were transferred to the Corporate housing reserve to be applied to fund commitments in future years.

Operational services expenses were 9 per cent higher than budgeted due to increased costs related to the Bearspaw South Feeder Main break and repair. As well, there was an increase in vehicle maintenance costs from retaining older vehicles, new vehicle issues due to supply constraints impacting the quality of new vehicles, and higher equipment costs from cart and bin purchases in Waste & Recycling Services. In addition, there was an increase in salaries and wages partially due to overtime requirements and fringe benefits.

General government expenses were 15 per cent lower than budgeted primarily due to savings from intentional management of corporate provisions and utilities contingencies and lower private investment related fees in 2024. This was offset by unbudgeted expenditures for the Density Incentive Program and higher interest expense than budgeted on corporate programs.

Tangible Capital Assets

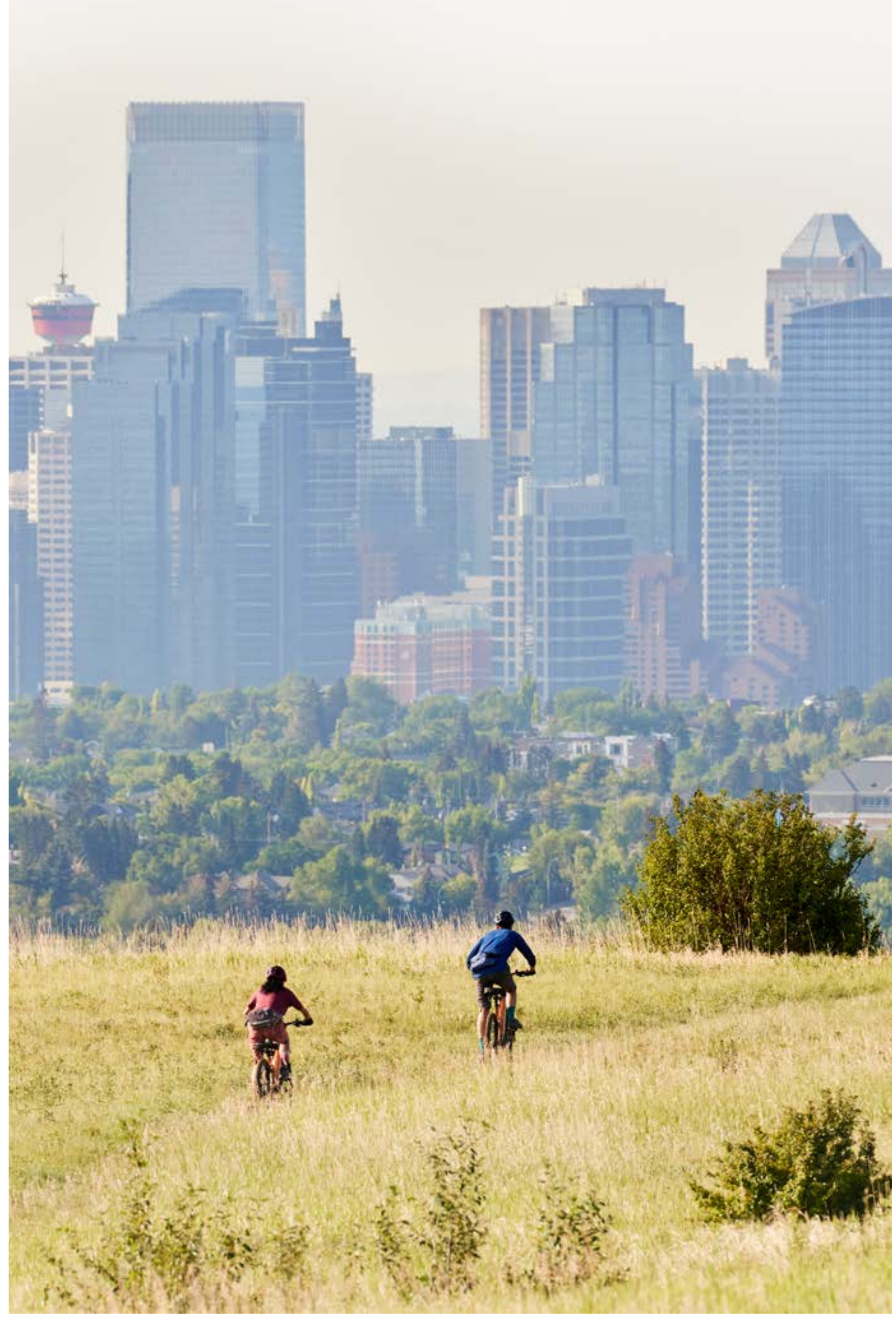
As at December 31 (in thousands)

	2024 Net book value	2023 Net book value	Increase/ (Decrease)
Land	**$ 3,026,264**	$ 2,846,703	$ 179,561
Land improvements	**570,101**	575,747	(5,646)
Engineered structures	**12,265,536**	11,942,856	322,680
Buildings	**2,179,616**	2,229,948	(50,332)
Machinery and equipment	**172,160**	189,879	(17,719)
Vehicles	**852,869**	811,552	41,317
	$ 19,066,546	$ 18,596,685	$ 469,861
Work in progress			
Land	**$ 7,108**	$ 1,624	$ 5,484
Construction	**2,410,338**	1,721,671	688,667
Tangible capital assets	**$ 21,483,992**	$ 20,319,980	$ 1,164,012

During 2024, the net book value of tangible capital assets increased by $1,164 million (2023 – $575 million). Spending on capital projects was primarily for the Green Line LRT Project, the Calgary Events Centre, land acquisitions, roads and utility infrastructure projects.

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

In total there was $345 million (2023 – $289 million) of donated and contributed assets which were primarily for The City's Water Services, Parks & Open Spaces and Mobility business units. Disposals with a net book value of $14 million were made in 2024 (2023 – $21 million) which consisted of land, land improvements, engineered structures, buildings, machinery and equipment and vehicles.


Mountain biking on Nose Hill.
Photography by Colin Way for Tourism Calgary

Significant Trends

Consolidated Statement of Operations

For the year ended December 31 (in thousands)

	2024	2023	2022 (Restated)	2021	2020
Revenues	**$ 4,915,027**	$ 4,606,195	$ 4,704,706	$ 4,248,825	$ 4,180,830
Other Revenues	**1,175,291**	939,841	843,042	787,325	617,438
Expenses	**(4,985,207)**	(4,657,747)	(4,343,624)	(3,980,169)	(3,848,802)
Annual Surplus (previously Net Revenues)	**$ 1,105,111**	$ 888,289	$ 1,204,124	$ 1,055,981	$ 949,466

Annual Surplus for the year was $1,105 million after accounting for developer contributions, government transfers related to capital and developer contributions-in-kind related to capital. Revenues increased 7 per cent from the prior year, primarily due to equity in earnings of ENMAX Corporation and an increase in investment income. Other revenues vary from year to year based on fluctuations in development activities and timing of significant capital projects. Expenses over the past five years reflect the growing demand for additional services and infrastructure that comes with a growing city.

Liquidity and Debt

Financial Position – Net Financial Assets

As at December 31 (in thousands)

	2024	2023	2022 (Restated)	2021	2020
Financial Assets					
Cash and cash equivalents	**$ 769,402**	$ 1,106,014	$ 1,311,375	$ 1,149,220	$ 632,626
Investments	**6,408,871**	5,759,703	5,206,794	4,804,797	4,423,320
Receivables	**459,672**	462,582	484,018	384,329	373,481
Land inventory	**242,736**	234,506	211,213	257,031	279,307
Other assets	**501,731**	106,923	115,858	114,148	101,415
Investment in ENMAX Corporation	**3,204,896**	2,951,848	3,072,460	2,714,462	2,416,472
	$ 11,587,308	$ 10,621,576	$ 10,401,718	$ 9,423,987	$ 8,226,621
Liabilities					
Bank indebtedness	**$ 510,829**	$ 348,320	$ 348,010	$ 355,179	$ 224,159
Accounts payable and accrued liabilities	**1,029,493**	930,870	965,218	828,217	800,092
Deferred revenue	**130,389**	106,571	106,619	98,768	109,765
Capital deposits	**1,214,148**	1,188,138	1,185,905	1,203,110	838,562
Asset retirement obligations[(1)]	**330,004**	326,466	307,239	101,806	104,593
Employee benefit obligations	**511,972**	497,573	510,709	516,455	514,061
Long-term debt	**2,963,341**	2,700,337	2,695,093	2,770,590	2,845,144
	$ 6,690,176	$ 6,098,275	$ 6,118,793	$ 5,874,125	$ 5,436,376
Net Financial Assets	**$ 4,897,132**	$ 4,523,301	$ 4,282,925	$ 3,549,862	$ 2,790,245

There was an increase of $373 million in net financial assets in 2024 relative to 2023 due to a large increase in investments and long-term receivables consisting primarily of a receivable from ENMAX, as well as investment in ENMAX. This increase was offset with a decrease in cash and cash equivalents and an increase in long-term debt and bank indebtedness. Investments in 2020, 2021 and 2022 were reported at cost but reported at fair value in 2023 and 2024 due to the adoption of PS 3450 – Financial Instruments. Asset retirement obligations were significantly higher than 2020 and 2021 as a result of PS 3280 – Asset Retirement Obligations which introduced retirement obligations beyond just The City's landfills.

General trends from 2020 to 2024 have remained relatively consistent with some changes in certain years and areas due to operational requirements, large capital projects, or timing of cash flows. The increase in long-term debt in 2024 is mainly due to the change in presentation resulting from the new Corporate Borrowing Strategy. A portion of debt attributable to ENMAX was borrowed under this new program and is now presented on a gross basis due to timing differences in how the debt is repaid. There is an offsetting receivable included in other assets, where previously all ENMAX debt had simultaneous payment terms and was not included in The City's long-term debt balance.

(1) Formerly Provision for landfill rehabilitation, which has been repealed and replaced by PS 3280 – Asset Retirement Obligations.

Long-Term Debt

As at December 31 (in thousands)

	2024	2023	2022	2021	2020
Opening balance	**$ 2,700,337**	$ 2,695,093	$ 2,770,590	$ 2,845,144	$ 2,883,447
Increase (decrease)					
Tax-supported	**(26,932)**	(32,422)	(35,667)	(33,854)	(40,342)
Self-sufficient tax-supported	**32,759**	30,372	27,544	5,531	3,946
Self-supported	**257,177**	7,294	(67,374)	(46,231)	(1,907)
Net increase (decrease) during the year	**$ 263,004**	$ 5,244	$ (75,497)	$ (74,554)	$ (38,303)
Closing balance	**$ 2,963,341**	$ 2,700,337	$ 2,695,093	$ 2,770,590	$ 2,845,144
Additional debt attributable to ENMAX Corporation[1]	**1,467,222**	1,722,502	1,606,493	1,455,813	1,371,972
Total debt attributable to The City	**$ 4,430,563**	$ 4,422,839	$ 4,301,586	$ 4,226,403	$ 4,217,116

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

The City has three categories of debt, including:

- Tax-supported – debt issued for capital expenditures that is funded in whole or in part from tax revenues.
- Self-sufficient tax-supported – debt for non-utility operations or programs that historically have been funded in whole or in part by revenue from municipal property and business taxes, but that are currently self-funded by their own operations; and
- Self-supported – debt mainly for utility services which is not funded by tax revenues but by rates charged directly to users, cash flows generated from operations and debt borrowed on behalf of ENMAX which is not funded by tax revenues but by ENMAX operations, offset by a long-term receivable from ENMAX within other assets.

In 2024, The City repaid $28 million in tax-supported debt offset by a minor increase in debt issued of $1 million resulting in a net reduction in tax-supported debt of $27 million to $272 million as at December 31, 2024.

The ratio of debt servicing charges to tax-supported gross expenditure (net of recoveries) was 0.85 per cent (excluding self-sufficient tax-supported), which is within The City's 10 per cent policy limitation.

Self-sufficient tax-supported debt comprises debt for Calgary Municipal Land Corporation's (CMLC) programs and activities. CMLC's operating costs, including debt servicing, have historically been funded in whole or in part, directly or indirectly, by revenue from municipal property and business taxes. These costs are currently being partially funded by revenues resulting from their own operations. As at December 31, 2024, Calgary Municipal Land Corporation has $310 million in outstanding debt. In 2009, Council approved a maximum debt of $1,000 million to provide bridge financing for Municipal Sustainability Initiative (MSI) funded projects. Additional bridge financing for MSI-funded projects was approved in 2011, bringing the total capacity to approximately $1,600 million. As at December 31, 2024, The City has no outstanding debt for these projects. With the MSI program concluded and replaced with the Local Government Fiscal Framework, no further MSI debt will be issued.

Additionally, $273 million in new self-supported debt related to ENMAX plus $171 million in new self-supported debt (primarily related to water infrastructure) was obtained and $187 million was repaid, resulting in a net increase in self-supported debt of $257 million to $2,381 million (excluding $1,467 million in debt attributable to ENMAX, which is not included within The City's long-term debt).

In 2024, The City attained three separate credit ratings from DBRS Morningstar, Moody's and S&P Global. The ratings attained were:

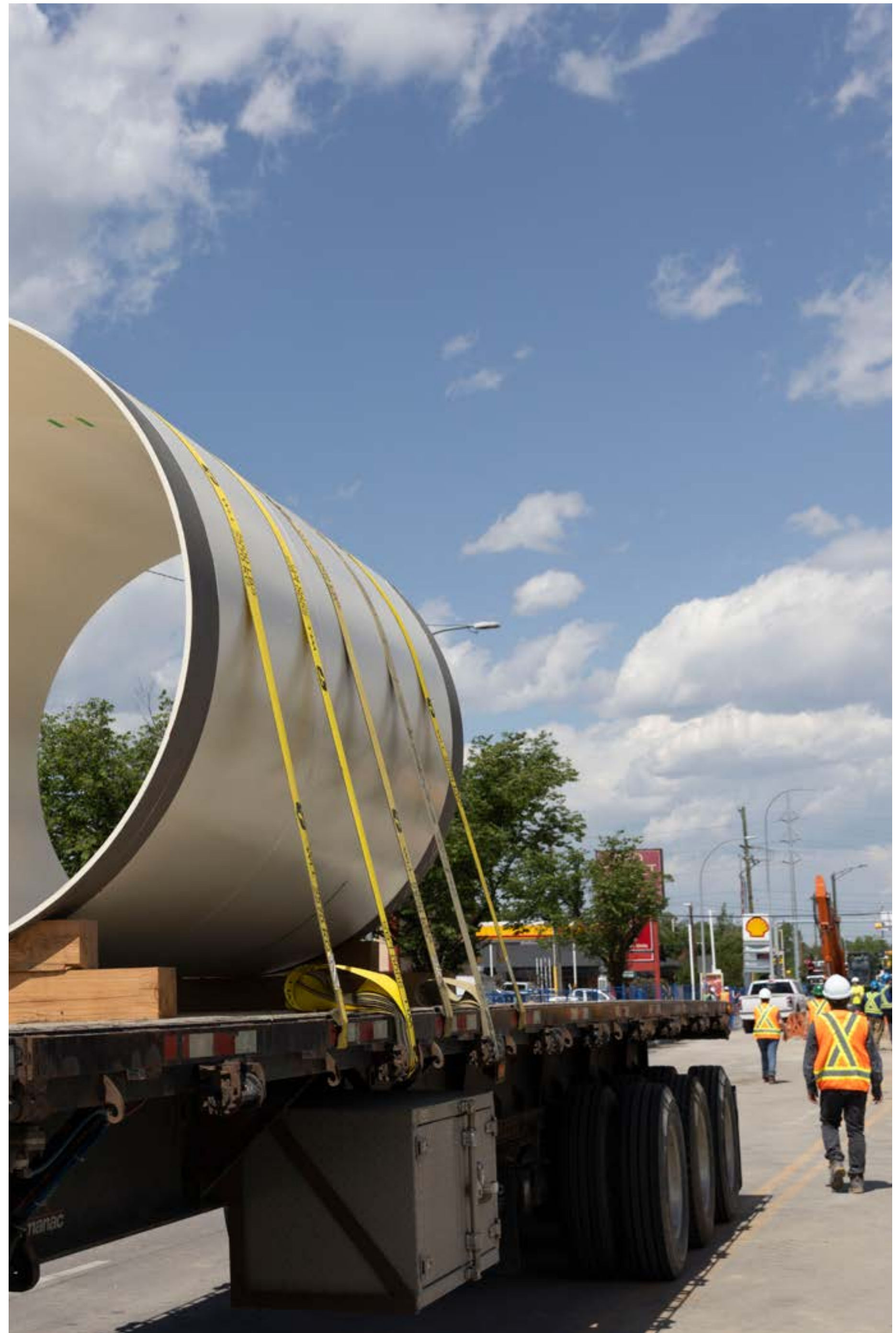
- DBRS Morningstar – re-affirmed the long-term debt rating of The City at AA (high), and The City's commercial paper rating at R-1 (high), with stable trends.
- Moody's – initiated coverage of The City with a Aa1 Stable rating citing strong governance, and prudent liquidity and debt policies.
- S&P Global – re-affirmed The City's long-term debt rating at AA+ and commercial paper rating of A-1+ reflecting healthy operating cash flows, robust liquidity, and strong financial management.

(1) Only the debt with simultaneous payment terms is excluded from The City's long-term debt and is not included within long-term receivables.

Corporate Borrowing Strategy (CBS Program)

In December 2021, the Province formally announced a change in the methodology for pricing loans to local authorities which made it more costly to obtain capital borrowing. In response, Administration put forward a report New Capital Debt Borrowing Option EC2023-0673, to Council to introduce alternative capital borrowing options for business units, lending parties and the Corporation as a whole.

To facilitate this, The City can leverage its unrestricted cash balances for internal borrowing requests and recover this through external municipal bond issuances or traditional debentures from the Province. In October 2023, Council gave the third reading of the Omnibus Bylaw 10B2023 authorizing The City to issue municipal bonds to the debt capital markets as an additional capital debt borrowing option to finance future capital projects. On March 15, 2024, The City issued $180 million of a 10-year City of Calgary bond with a coupon of 4.2 per cent and a maturity date of June 1, 2034.



A new section of pipe for the Bearspaw South Feeder Main

Chart A
Debt Limits Trend[1]

2020-2024 (in millions of dollars)

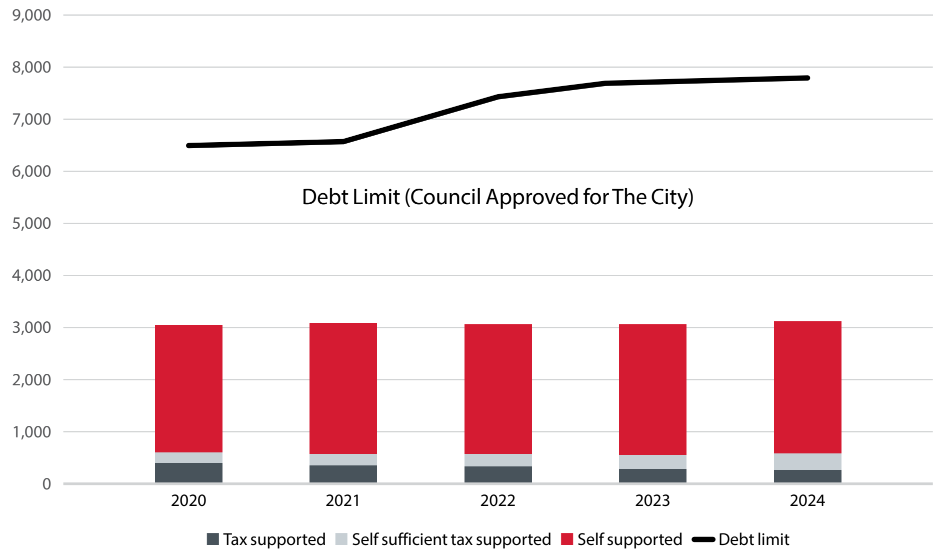
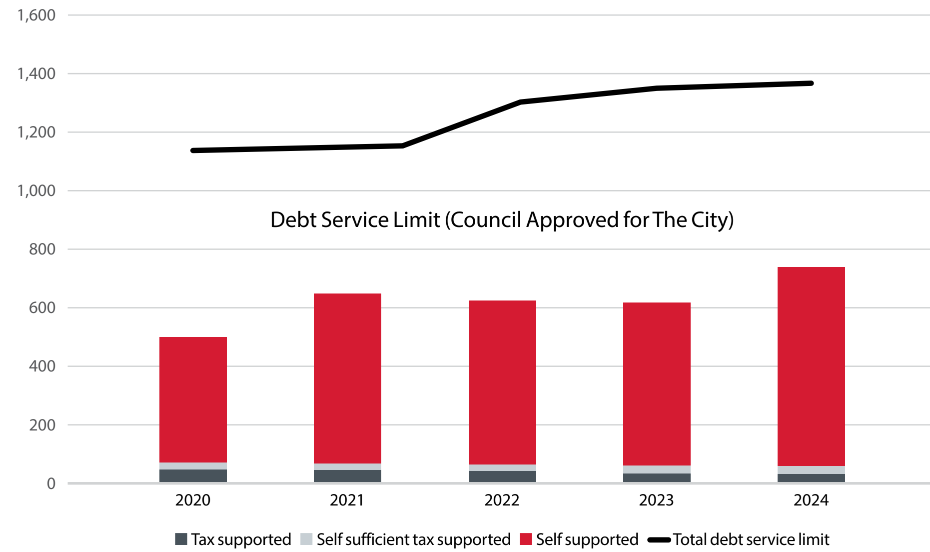


Chart B
Debt Service Limit Trend[2]

2020-2024 (in millions of dollars)



The City's Debt Policy has limits on total debt and total debt service that are expressed as a percentage of revenue, as well as a limit on tax-supported debt service expressed as a percentage of expenditures. Per Council Policy CP2020-05, The City is required to maintain an investment grade credit rating in order to issue debt and The City will strive to maintain or improve its current credit rating (AA (high) according to DBRS, AA+ according to S&P's Global Ratings, and Aa1 according to Moody's) for long-term debt in order to minimize the cost of debt and be able to access capital markets in an efficient manner.

The Debt Limit stipulates the maximum amount of debt principal The City can have in outstanding debt, including loan guarantees and is calculated at 1.6 times revenue (MGA debt limit of two times the revenue). Chart A reports The City's total historical outstanding debt from 2020 to 2024. It indicates that as at December 31, 2024 The City had used 40.15 per cent (2023 – 39.96 per cent) of its debt limit.

Council Policy CP2020-05 also sets out the maximum amount of annual debt servicing (principal and interest) that The City can incur and is calculated at 0.28 times revenue (MGA limit of 0.35 times revenue). The tax-supported debt service limit is 10 per cent of tax-supported gross expenditures net of recoveries. Chart B reports The City's total historical Debt Service Limit from 2020 to 2024. It indicates that as at December 31, 2024 The City had used 54.09 per cent (2023 – 45.84 per cent) of its debt service limit.

(1) For comparative purposes, The City has presented 2020 debt limit in accordance with Council Policy CP2020-05 at 1.6 times revenue.

(2) For comparative purposes, The City has presented 2020 debt service limit in accordance with Council Policy CP2020-05 at 0.28 times revenue.

Reserves

As at December 31 (in thousands)

	2024	2023	2022	2021	2020
	$ 3,898,434	$ 4,003,003	$ 3,635,785	$ 3,281,056	$ 2,743,827

The reserve balances totalled $3,898 million at the end of 2024 (2023 – $4,003 million), excluding the Operating fund variance of $276 million (2023 – $236 million), which is transferred to the Fiscal stability reserve (FSR) in the next fiscal year.

The net decrease was primarily the result of:

- Decreases in the Real estate services reserve, Utility sustainment and Waste and recycling sustainment reserves,
- Offset by increases in the Fiscal stability reserve.

The City allocates funds to reserves to meet specific future operating and capital expenditure requirements and to provide for emergencies in accordance with a Financial Reserve Policy that establishes guidelines and criteria for the proper creation and administration of reserve funds. This policy includes a triennial review process requiring that each reserve be reviewed at least once every three years. This review ensures reserves are being administered as approved by Council and in accordance with The City's policies and procedures, that reserve purpose and requirements are still relevant and whether reserves are still required or can be closed. During 2024, City staff conducted a review of 15 reserves totaling $1,700 million, representing approximately 40 per cent of all reserve balances as at December 31, 2023. Recommendations from this review were approved by the Executive Committee and Council in December 2024.

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

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

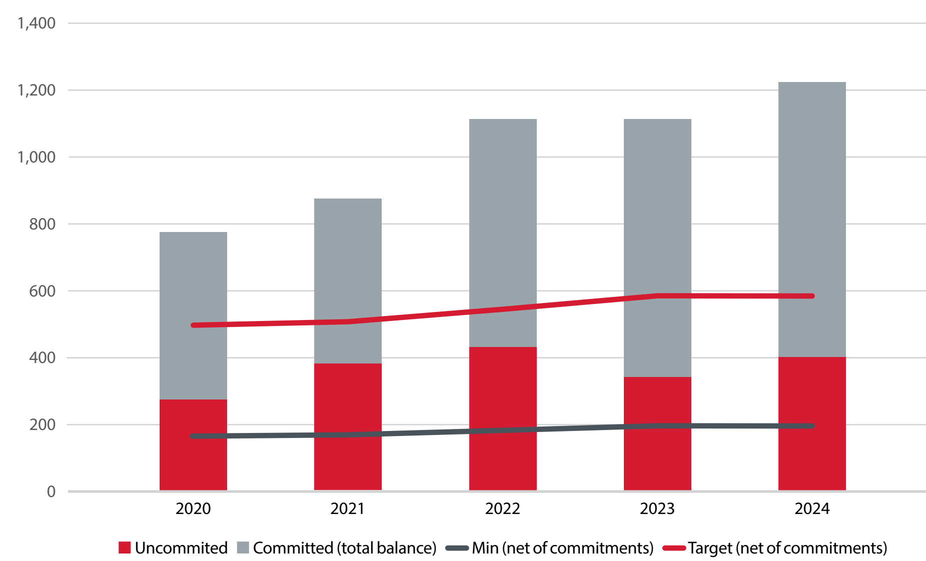
The FSR is mandated to act as a contingency fund for operational emergencies, urgent or contingency capital expenditures and to compensate for unplanned revenue reductions with significant financial impacts. Investment income from the reserve can be used to fund one-time operating budget expenditures.

The balance of the FSR is $1,214 million at the end of 2024, inclusive of the 2024 annual surplus, while the balance of the Reserve for future capital and lifecycle maintenance and upgrade (RFC/LMUR) merged reserve is $962 million. As at December 31, 2024 the FSR was below its Council approved target level of 15 per cent of The City's tax-supported gross expenditures (net of recoveries), but above the minimum balance of five per cent of The City's tax-supported gross expenditures (net of recoveries).

During 2024, a total of $73 million was transferred to the FSR as per Council's approval, with $52.6 million from Debt servicing reserve, $20 million from Calgary parking's long-term investment fund, and $0.3 million from Tax loss provision reserve. Other contributions to the FSR included $31 million of relinquished contingent liabilities and $5 million of inter-business units loan repayments. A $136 million contribution was transferred from the FSR to the RFC/LMUR per C2024-0552.

Fiscal Stability Reserve

(millions)



In 2024, the 2024 Mid-Year Progress Update was delivered to Council. The report highlighted favourable operating variances primarily related to higher franchise fee revenue due to higher energy prices, increased investment income and expenditure savings across several tax-supported services. In November 2024 (C2024-1097), Council approved a draw of $61 million from the FSR for new one-time operating and capital investments. Through that report, Council also approved funding of $30 million by increasing the 2025 franchise fees revenue budget that will flow through the RFC/LMUR merged reserve for new capital investments.

The Major capital projects (MCP) reserve includes the BMO Centre Expansion, Calgary Events Centre, Foothills Multisport Fieldhouse and Arts Commons Transformation Phase 1. The Foothills Multisport Fieldhouse and Arts Commons Transformation (other than Phase 1 and Olympic Plaza) are still in the process of receiving full Council approval. As part of this strategy, the MCP reserve was created in 2019 with a total of $424 million. The balance of the MCP reserve at the end of 2024 is $430 million.

Financial Indicators

An analysis of the Consolidated Statement of Financial Position and the Consolidated Statement of Operations and Accumulated Surplus provides an overview of The City's financial condition. The financial condition of The City is assessed by its ability to meet its existing financial obligations to creditors, employees and others in a timely manner, while continuing to meet its service obligations to the public. Financial condition is measured in terms of sustainability, flexibility and vulnerability.

Indicators of Financial Condition

	2024	2023	2022	2021	2020[1]
Sustainability Indicators					
Assets-to-liabilities	**4.96**	5.09	4.95	4.90	5.01
Financial assets-to-liabilities	**1.73**	1.74	1.70	1.60	1.51
Net debt-to-total annual revenue	**0.36**	0.29	0.25	0.32	0.46
Expense by function-to-total expenses[2]					
Planning and development services	**0.05**	0.04	0.04	0.03	–
Infrastructure services	**0.05**	0.08	0.09	0.08	–
Community services	**0.32**	0.34	0.32	0.33	–
Operational services	**0.47**	0.46	0.46	0.46	–
General government	**0.11**	0.08	0.09	0.09	–
Flexibility Indicators					
Total debt charges-to-revenue	**0.02**	0.02	0.02	0.02	0.02
Net book value of capital assets-to-cost of capital assets	**0.64**	0.64	0.65	0.66	0.67
Vulnerability Indicators					
Government transfers-to-total revenues	**0.14**	0.12	0.11	0.11	0.13

(1) The City underwent an organizational re-alignment in 2022, with 2021 comparative figures. Comparative figures for 2020 are not able to be provided in the same format due to the extent of changes that occurred in 2022.

(2) Refer to "Expenses – Comparison to Prior Year" for explanation of change from the prior year.

Sustainability

Sustainability is the degree to which The City can maintain its existing financial obligations in terms of its service commitments to the public and financial commitments to creditors, employees and others without increasing the debt or tax burden relative to the economy within which it operates.

The assets-to-liabilities indicator reports the ratio of The City's financial and non-financial assets to its liabilities and supports the extent to which The City finances its operations by issuing debt. Sustainability indicators include The City's assets-to-liabilities ratio, which exceeds one in all five years. This positive ratio indicates The City has not been financing its operations by issuing debt.

The financial assets-to-liabilities indicator reports the ratio of The City's financial assets to its liabilities. The City has maintained a result higher than one and has been trending upward, indicating financial assets exceed liabilities (net financial assets) and financial resources are on hand that can finance future operations if a shortfall were to arise.

The net debt-to-total annual revenue indicator measures The City's net debt as a percentage of total revenues. Net debt provides a measure of the future revenue required to pay for past transactions and events. The ratio has remained relatively consistent year-over-year indicating The City's debt is at a manageable level.

The expense by function-to-total expenses indicator provides a summary of the major areas of The City's spending as a proportion of the total expenses. The expense by function-to-total expenses has remained relatively consistent year over year, with the Operational services segment maintaining the highest percentage of total expenses, followed by the Community services segment.

Flexibility

Flexibility is the degree to which The City can change its debt or tax burden on the economy within which it operates to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.

The total debt charges-to-revenues indicator measures total debt charges (interest expense) as a percentage of revenues. It illustrates the extent to which past borrowing decisions present a constraint on The City's ability to meet its financial and service commitments in the current period. The ratio has remained consistently low, reflecting prudent fiscal management and more revenues available for program spending.

The net book value of capital assets-to-cost of capital assets indicator reports the extent to which the estimated useful lives of The City's tangible capital assets are available to provide its products and services. If The City's scale, scope and level of services remain unchanged or grow, its asset base could eventually impair flexibility because of the impending future costs of capital asset repair or replacement. The ratio has remained relatively consistent year-over-year indicating The City's tangible capital asset base continued to be adaptable.

Vulnerability

Vulnerability is the degree to which The City is dependent on sources of funding outside its control or influence or is exposed to risks that could impair its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others.

The purpose of reporting government transfers-to-total revenues is to show the proportion of revenues The City receives from other governments. This indicator offers a perspective on the degree of vulnerability The City faces due to its dependence on another order of government for revenues. The ratio remained at a reasonable level in 2024, though it has steadily increased since 2021, indicating a trend towards greater dependence on other orders of government for revenues.

Risk Management

The City is committed to an enterprise approach to risk management, as it is an essential component of good management, sound business practice, decision-making and due diligence. Enterprise Risk Management (ERM) is a continuous, proactive and systematic process to understand, manage and communicate risks from an organization-wide perspective. It is part of The City's Performance Management System and is embedded with other components: performance measurement and accountability, service plans and budgets, service review and individual operational efficiency to better serve Calgarians, businesses and the community.

Financial Sustainability Risk

The Financial Sustainability Principal Corporate Risk is defined as:

A risk that The City is unable to maintain strong financial capacity. This could manifest as a sudden financial constraint, including lower revenues or higher expenses. It arises from external forces and shocks, such as reduced funding from other orders of government or higher than anticipated expenses due to higher population growth or inflation or cost for service delivery. Generally, this risk increases if the variability in the broader economic context for our operations triggers a significant shift in any revenue or expense category.

Risk Pressures in 2024

During 2024, The City faced four risk pressures that could affect its Financial Sustainability Risk, as well as other principal corporate risks.

- The first pressure is challenges related to insufficient workforce capacity, labour shortages, competing priorities, change fatigue and capacity constraints impacting service delivery and project completion.
- The second pressure is economic. While many indicators suggest this area's risk trends are stabilizing, there remains some uncertainty and potential volatility.
- The third pressure is political. Changing regulations and legislation can affect The City's operations and financial sustainability and our ability to work together with other orders of government on major capital projects. There remains uncertainty and risk related to future changes in policy from other orders of government as well.
- The fourth pressure is Calgary's population growth. Calgary is one of the fastest growing cities in Canada. This growth puts pressure on City services and infrastructure with an increase in usage and demand. As our critical assets are aging and deteriorating this additional strain will continue to stress our ability to deliver services to Calgarians.

Despite initial projections for stable economic performance, the uncertainty caused by threat and imposition of tariffs and overall policy volatility in the United States, which magnifies economic risk to The City. A Supply Chain Resilience program was established several years ago to make sure The City's supply chain remains strong. This has helped The City to proactively manage commodity fluctuations, labour disruptions, inflation and other supply chain challenges, including tariffs. Given this, Financial Sustainability Risk is a principal corporate risk that is being monitored by The City.

Key trends and measures related to this risk in 2024

To help manage these varied and complex risk areas, The City monitors key risk measures, researching trends and anticipating how the needs of Calgarians can change in the short to medium-term.

The Financial Sustainability Risk remained relatively stable throughout 2024. Property tax remains a stable source of revenue, with approval of 2023-2026 property tax increases slightly below population growth and inflation. While there are no changes to existing delays and cutbacks to provincial grants, The City is looking to participate in discussions with the Provincial Government for long-term capital funding beyond 2024-2025 for the Local Government Fiscal Framework. The current debt forecast indicates debt will range between 40 to 50 per cent of The City's total debt limit over the medium term. The debt limits in The City's Debt Policy are more stringent limits than those set out for other local authorities in the *Municipal Government Act*. The City's financing constraints may be subject to internal pressures such as the magnitude and timing of Green Line debt as well as external pressures such as a cost escalation, a volatile interest rate environment and availability of financing options.

The City continues to monitor the ability of Calgarians to pay property taxes, and actively manage The City's debt financing, including longer term projections. The City's Long Range Financial Plan can be found at calgary.ca/financialplan.

Relationship to other Principal Corporate Risks

The Financial Sustainability Risk is closely related to other Principal Corporate Risks, in particular: the Capital Infrastructure Risk, the Sustainable City Risk, and the Service Delivery Risk.

The Capital Infrastructure Risk is facing multiple overlapping trends. Calgary's significant population growth, coupled with financial constraints driven by trends such as the tightening of funds from other orders of government and inflation, are putting an increasing strain on The City's ability to deliver critical infrastructure services for Calgarians. The infrastructure gap, which is the difference between the infrastructure investment needed to meet service levels and the financial resources available to address those needs, continued to grow. The City's critical assets are aging and deteriorating as some of them begin to reach the end of their useful life. Supply chain disruptions and labour shortages are other notable pressures impacting The City. Together, these contribute to the risk of unplanned service interruptions, facility shutdowns and/or other impacts to the organization such as financial and reputational risk.

The Sustainable City Risk is monitoring how without investment, support, buy-in and collaboration from the private sector and Calgarians, The City may struggle to execute relevant policies and plans. Progress has been made on implementing the Climate Strategy – Pathways to 2050. However, the current pace of progress poses an increased risk to our economy, environment, people and The City's reputation. There are significant opportunities associated with developing and implementing green technologies in Calgary, enhancing resilience to climate events and applying an equity lens to environmental and climate services. This risk also encompasses how The City is managing growth in a sustainable and efficient manner. Recently, opportunities have been acted upon to enable housing at higher volumes, in new ways and in new locations; however, the balance of growth across established and new communities has not materially changed. The City continues to develop new policy and programs that are intended to assist in achieving the Municipal Development Plan.

The Service Delivery Risk's exposure is exemplified how recently, several events have underscored the increasing risk to The City's service delivery. Coverage of extreme weather events, such as sudden snowstorms, record-setting number of potholes partly due to increased freeze-thaw cycles and summer's catastrophic Bearspaw Feeder Main break have highlighted vulnerabilities in The City's infrastructure. To mitigate these risks, The City will need to enhance its resiliency measures, from infrastructure upgrades to more agile digital systems, to continue providing reliable municipal services in a rapidly evolving environment.

Operational Risks

Financial Operational Risk

As part of the financial operational risk, The City is subject to credit risk with respect to tax, trade and other receivables. This operational risk arises from the possibility that taxpayers and counterparties to which The City provides services may not be able to fulfil their obligations to The City. The City mitigates these risks through its processes and by having a vast diversity of taxpayers and customers.

The City has policies which include cash management, cash handling, banking, investing and borrowing activities. These policies describe associated risks and how they are monitored, managed and/or mitigated.

The City has cash flows and assets denominated in currencies other than Canadian dollars. Whether these flows are from paying for goods or services or receiving revenues, refunds or investment income, they expose The City to foreign exchange risk. As part of the risk management strategy, The City has developed policies to monitor, manage and/or mitigate the risks associated with currency fluctuations.

The City mitigates risk within its investment portfolios through a sound governance structure, adherence to regulations and The City's Investment Policy. The Investment Advisory Committee (IAC) advises on the oversight of investment strategy, strategy implementation and investment activity and performance. The IAC also reviews compliance and risk mitigation practices of both internally and externally managed assets to ensure The City's investment program is being managed within the parameters of the Investment Policy.

In October 2023, Council approved the Bylaw authorizing The City of Calgary to incur indebtedness by way of Municipal Bond issuances into the domestic debt capital markets (the Corporate Borrowing Strategy (CBS) Program). The inaugural Municipal Bond issuance under the CBS Program closed in March 15, 2024. This issuance and any future issuances under the CBS Program will be supported by a debt retirement account which aligns a separate set of investments with the interest and repayment cash flow requirements of the program.

The City has fully met its current year cash contributions for employee benefit obligations at December 31, 2024. The City sponsored registered and non-registered defined benefit pension plans currently have a total unamortized net actuarial gain of $68 million (2023 - $57 million).

All employees of The City, with the exception of police officers, are members of the Local Authorities Pension Plan (LAPP), which is a public sector pension plan in Alberta registered under the *Alberta Employment Pension Plans Act* (EPPA). The City, in conjunction with other participating employers (such as Alberta Health Services, other Alberta municipalities, universities, colleges and school boards) and its employees, share in funding the future plan requirements through contribution rates. Police officers employed by The City are participants in the Special Forces Pension Plan (SFPP).

Both plans are multi-employer, defined-benefit pension plans jointly sponsored by employees and employers through the LAPP and SFPP Corporations respectively and are administered by Alberta Pension Services. The contributions by each participating employer are not segregated in a separate account or restricted to provide benefits only to employees of The City, but rather are used to provide benefits to employees of all participating employers. The City includes a provision for expected LAPP and SFPP contributions in its multiple-year budget plans.

As of December 31, 2023, both LAPP and SFPP have a plan surplus, with the actuarial value of the assets exceeding the accrued benefit obligations.

Green Line LRT Infrastructure Investment

The Green Line LRT Project represents the largest infrastructure investment in Calgary's history, with a total commitment of $6,248 million from the Government of Canada, the Government of Alberta and The City. Following Council's approval of the business case for Stage 1 in June 2020, and as a condition of the Government of Alberta's approval and funding, the Green Line Board was established to govern, oversee and ensure the successful delivery of the project.

In July 2024, to respond to rising costs and potential future escalations, while maximizing the benefits identified in the approved Investing in Canada Infrastructure Program (ICIP) grant application, Council approved a revised project scope, capital funding request and delivery model for Phase 1 of the Green Line, based on recommendations from the Green Line Board. The revised plan prioritized the construction of the 9 km segment from Lynnwood/Millican in the southeast to Eau Claire, encompassing the most complex and costly elements, including a tunnel and two underground stations in downtown Calgary. Future extensions to the north and south would proceed as funding became available.

In September 2024, the Government of Alberta withdrew its funding for the Green Line, citing concerns with the costs, potential risks of the downtown tunnel, and the reduced benefits and ridership of the shortened route. As a result, Council moved forward with winding down the project, as The City was unable to proceed without provincial funding.

With more than $6,000 million in funding commitments and almost $1,400 million spent to date on construction, vehicles, land and engineering/design, The City and Government of Alberta reached an interim agreement to restore provincial funding, continue to advance design beyond 60 per cent in the southeast, retain the contract for the Light Rail Vehicles (LRV) and work together on a reimagined Green Line, through a City/Provincial Working Group. These efforts would be concurrent to the Province's work to develop a new alignment for the Downtown Segment that would not include extensive tunnelling, as previously approved.

Subsequently, the Green Line Board announced the completion of its mandate and transferred responsibility for the Green Line Program to The City on October 29, 2024.

In December, the Province provided Council with a concept plan (5 per cent design) and estimate for an elevated alignment for the Downtown Segment. With an estimated $6,200 million budget for both the SE and Downtown Segments, the reimagined project would feature 12 stations across 17.2 kilometres, from Shepard in the southeast, connecting riders to the existing Red and Blue Line LRT networks in the Downtown, as well as three of the MAX rapid transit routes.

The Province confirmed in the concept plan that additional work is required on the Downtown Segment. This work would include but not be limited to impact assessments to existing City and private infrastructure, public engagement, negotiations with Canadian Pacific Kansas City, additional design and validation of the cost estimate.

On January 28, 2025, Council directed Administration to implement a concurrent development process for delivery of a south-to-north LRT program, beginning construction in 2025 of the SE Segment (Shepard to Calgary Events Centre/Grand Central Station), and begin functional design of the Downtown Segment. The functional design is expected to be completed in Q4 2026.

During this session, Council also directed Administration to work with the Government of Alberta to submit an updated business case to the Government of Canada reflecting these changes in order to secure the federal funding based on requirements of the ICIP grant. The matching federal funding commitment was received March 19, 2025.

As The City continues to be the funder of last resort, this project has a large risk profile and could present a significant impact to The City's financial capacity. Despite the challenges faced in 2024, including funding uncertainties and a revised project scope, significant progress was made in advancing the project. The Green Line remains a crucial component of Calgary's transportation infrastructure, and its evolution will continue to shape Calgary's future.

Bearspaw South Feeder Main Repair

On June 5, 2024, the Bearspaw South Feeder Main, which is the largest feeder main in Calgary's water distribution network, experienced a catastrophic break resulting in reduced capacity of Bearspaw Water Treatment Plant to supply water to Calgarians. The Calgary Emergency Management enacted its Municipal Emergency Plan with The City's Emergency Operations Centre (EOC) and Water's Utility Emergency Operations Centre (H_2OC) to respond and to repair the infrastructure. The City declared a state of local emergency on June 15, 2024 as well as a temporary boil water advisory for the community of Bowness, city-wide outdoor watering restrictions and voluntary indoor water use reduction. The initial break was repaired in June 2024, along with five additional hot spots. Varying stages of water restrictions remained through the months of June and July.

In August/September 2024, additional repair work was carried out on 21 segments along the feeder main requiring another period of outdoor watering restrictions and voluntary indoor water use reduction. Three additional segments of the Bearspaw South Feeder Main were repaired in October 2024. No water restrictions were required for this phase of work.

The feeder main break and disruption of water service to Calgarians presented some risks for The City, including the public's perception of The City's ability to supply water to a growing city, The City's operational ability to meet supply demands from citizens and businesses while meeting regulatory requirements, financial implications of damages related to feeder main failures, business interruption, revenue shortfalls, regional partnerships and repair costs.

Outside of the rehabilitation work on the Bearspaw South Feeder Main, The City is also working on plans to increase redundancy in the water distribution system with additional infrastructure. The focus on water efficiency and water loss will be continued. The City will also examine parts of the service network where single points of failure could have a significant service implication. Asset management practices have changed since the Bearspaw incident including adjusting the balance of efforts to increase focus on high consequence but low likelihood infrastructure risks, increasing condition assessment frequency where possible and implementing continuous monitoring to identify issues before failures occur.

ENMAX Risk

ENMAX, through its three business units, operates as a regulated wires company, a competitive power generator and an energy retailer. ENMAX has earnings volatility that is captured on The City's consolidated statement of operations. There is a risk that The City will not receive budgeted dividends or earnings annually which could impact The City's ability to realize the expected return on its investment.

Risks identified by ENMAX and presented in detail in its annual financial report include regulatory and government policy, health, safety and operational, technological, human resources, climate change and environmental, market, commodity price, foreign exchange and interest rate, credit and liquidity risks. ENMAX manages risk across all its business activities using an Enterprise Risk Management (ERM) program, aligned to its business objectives and risk tolerance. Risk levels are approved by its board of directors and CEO, and monitored by its business units, risk department and senior management. Each area assesses and manages its risks, with enterprise-level oversight provided by ENMAX's Corporate Governance Committee (CGC). The CGC oversees the ERM program while the board of directors oversees risk exposures and risk management.

Technological Disruption Risks

Cyber Security Risk

The City is continually working to manage the risks associated with technological advancements. This is a multi-faceted approach based on industry best practices. The City also continuously strengthens its practices relative to cyber threats.

The Outlook

Council and City Administration Actions

2023 – 2026 Service Plans and Budgets and Related Adjustments

On November 22, 2024, Council approved further adjustments to The City's service plans and budgets which were originally approved in November 2022 with an average annual increase of 3.7 per cent in 2023-2026. This year's adjustments continue to balance the desire to keep property tax and utility fees affordable for Calgarians while focusing on retaining and improving the quality of the service infrastructure needed for a growing metropolis.

In response to some of the challenges associated with rapid population growth over the past few years and accumulated inflationary pressures resulting from years of fiscal prudence, Council and Administration worked collaboratively to identify efficiencies within the corporation to minimize the impact on Calgarians and businesses. Specifically, $141 million in operating budget capacity, comprising $112 million in on-going and $29 million in one-time funding, and $135 million in relinquished corporate capital funding, were found to accommodate new investments without increasing taxes or fees. Through deliberations, Council further approved $18 million in operating funding as well as $59 million in capital funding.

The focus of the 2024 Adjustments to Service Plans and Budgets continues to be guided by economic, social and climate resilience. It focuses primarily on the following areas:

- Inflationary pressures on existing infrastructure
- Downtown revitalization and supporting city growth
- Transit
- Public safety

Reflective of sound financial management and benefiting from internally found efficiencies, most of the operating investments were funded without any additional property tax support, with only a minor increase needed in 2026.

Economic uncertainty caused by possible tariff impacts and continuing trade disputes with Canada's main trading partners may adversely affect Calgary's economic prospects in 2025. The City is enhancing its procurement practices to increase local and Canadian procurements to counteract the impact of United States tariffs, including bolstering its Social Procurement program.

Major Investments

Culture + Entertainment District

On December 12, 2024, Scotia Place secured approval of a third development permit, a major milestone toward the construction of the Calgary Events Centre Block. The first two development permits secured earlier in the year enabled the work and trades required to begin the excavation and site preparation process. Construction of all Scotia Place components, including the community rink will begin in 2025.

The construction of the Calgary Events Centre Block and associated District Infrastructure Improvements represents the full investment in the Culture + Entertainment District within the Rivers District. Construction of the District Infrastructure Improvements started in 2024 with the work on the new 5a Street and will expand in 2025 to include other street improvements including a new rail underpass on 6th Street. Collectively, this work represents a $1,223 million investment in The City's future Culture + Entertainment District supported by funding from the Province of Alberta, Calgary Sports and Entertainment Corporation and The City of Calgary.

Arts Commons & Olympic Plaza Transformation

In Q1 2024, The Province announced through Budget 2024 that it would provide $103 million over seven years to Arts Commons to support the Arts Commons and Olympic Plaza Transformations.

On June 26, 2024, Arts Commons announced a $75 million donation from Dave Werklund and his family to fund the modernization of Arts Commons, transformation of Olympic Plaza, establish the Dave Werklund Education Wing and the creation of four funds to support Arts Commons' key institutional priorities.

On December 11, 2024, it was announced that Calgary Municipal Land Corporation, Arts Commons and The City break ground on the Arts Commons Transformation expansion.

The Arts Commons and Olympic Plaza Transformation projects are being led in partnership by Arts Commons, Calgary Municipal Land Corporation and The City of Calgary. The $660 million transformation project includes the creation of $50 million in sustainment funding and anticipated $610 million capital costs for:

- Arts Commons Transformation, Expansion of $270 million
- Arts Commons Transformation, Modernization of $270 million
- Olympic Plaza Transformation of $70 million

Conclusion

Throughout 2024, The City demonstrated resilience and remained focused on supporting Calgarians and its ongoing economic recovery. The City continued assisting Calgarians in need, ensuring delivery of essential services, making strategic investment in infrastructure, supporting business opportunities and financial sustainability.

During 2022, The City's 2023 – 2026 Service Plans and Budgets was approved by Council, a roadmap for how The City will support Calgarians and businesses over the next four years. This budget provides a solid path forward by maintaining or improving City services.

Strategic ongoing investment continued throughout 2024 in the BMO Centre Expansion project, Arts Commons Transformation and the Green Line LRT Infrastructure investment, supporting business, arts, entertainment and accessibility for Calgarians to make life better every day. The City's resilience and prudent financial management have allowed it to maintain its AA+ credit rating by S&P and AA (high) by DBRS.

The economic uncertainty in recent years has emphasized the need to have a robust governance structure that can adapt to emerging risks and ensure Calgarians are provided with continuing essential services with minimal disruptions. In 2022, City Administration undertook an organizational realignment to modernize municipal government and meet the changing needs and expectations of Calgarians, customers, businesses and communities. Seven new departments were formed to plan and build a great city, deliver services to Calgarians and enable The City to operate effectively. Minor adjustments were further made to this organizational realignment throughout 2024 to continuously improve efficiencies.

As we look forward to 2025, we will continue to focus on reducing The City's costs, modernizing service delivery and supporting communities both now and in the long-term.

Les Tochor, Chief Financial Officer
April 29, 2025

Government Finance Officers Association

Canadian Award
for
Financial Reporting

Presented to

City of Calgary

Alberta

For its Annual
Financial Report
for the Year Ended

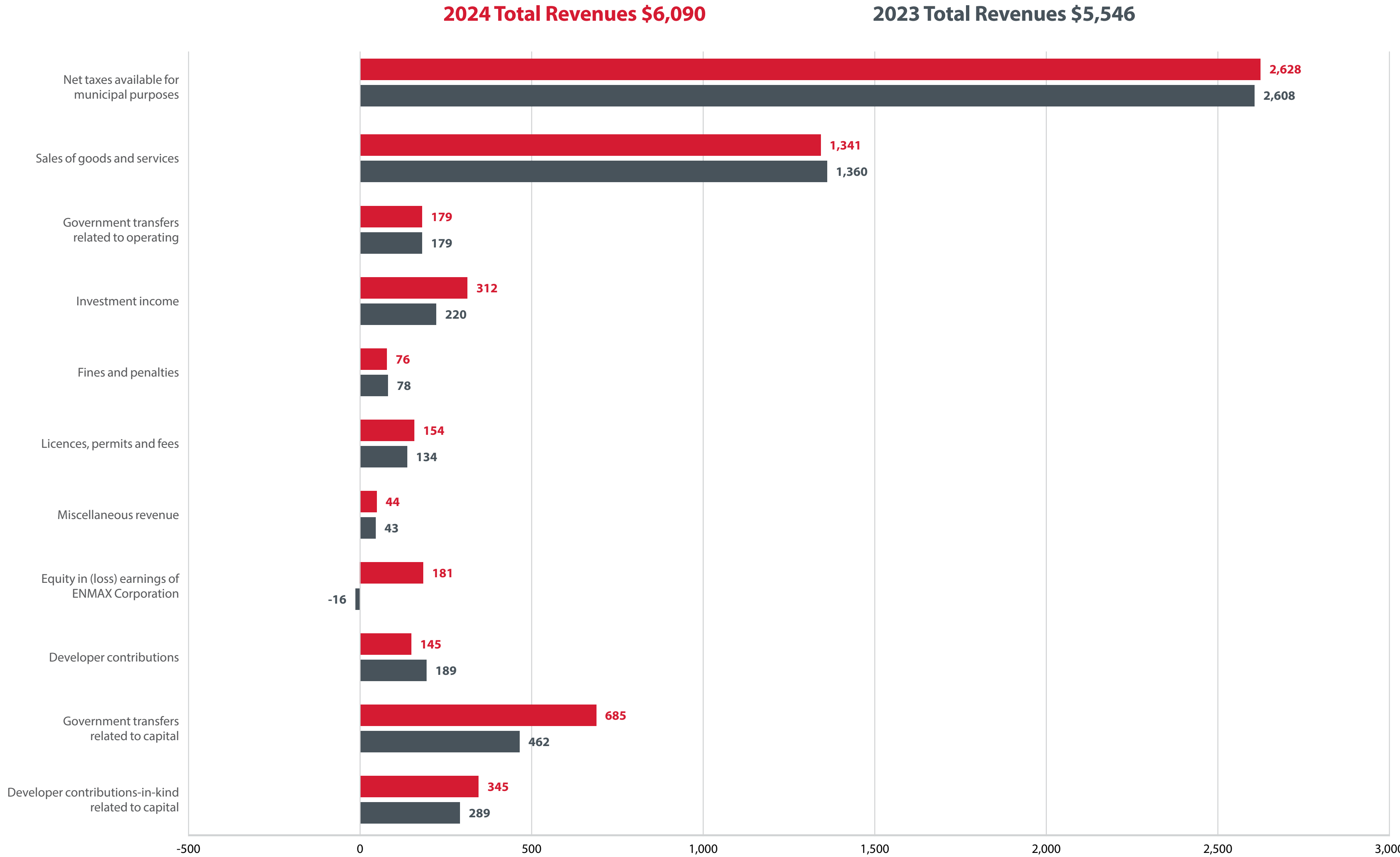
December 31, 2023

Christopher P. Morrill

Executive Director/CEO

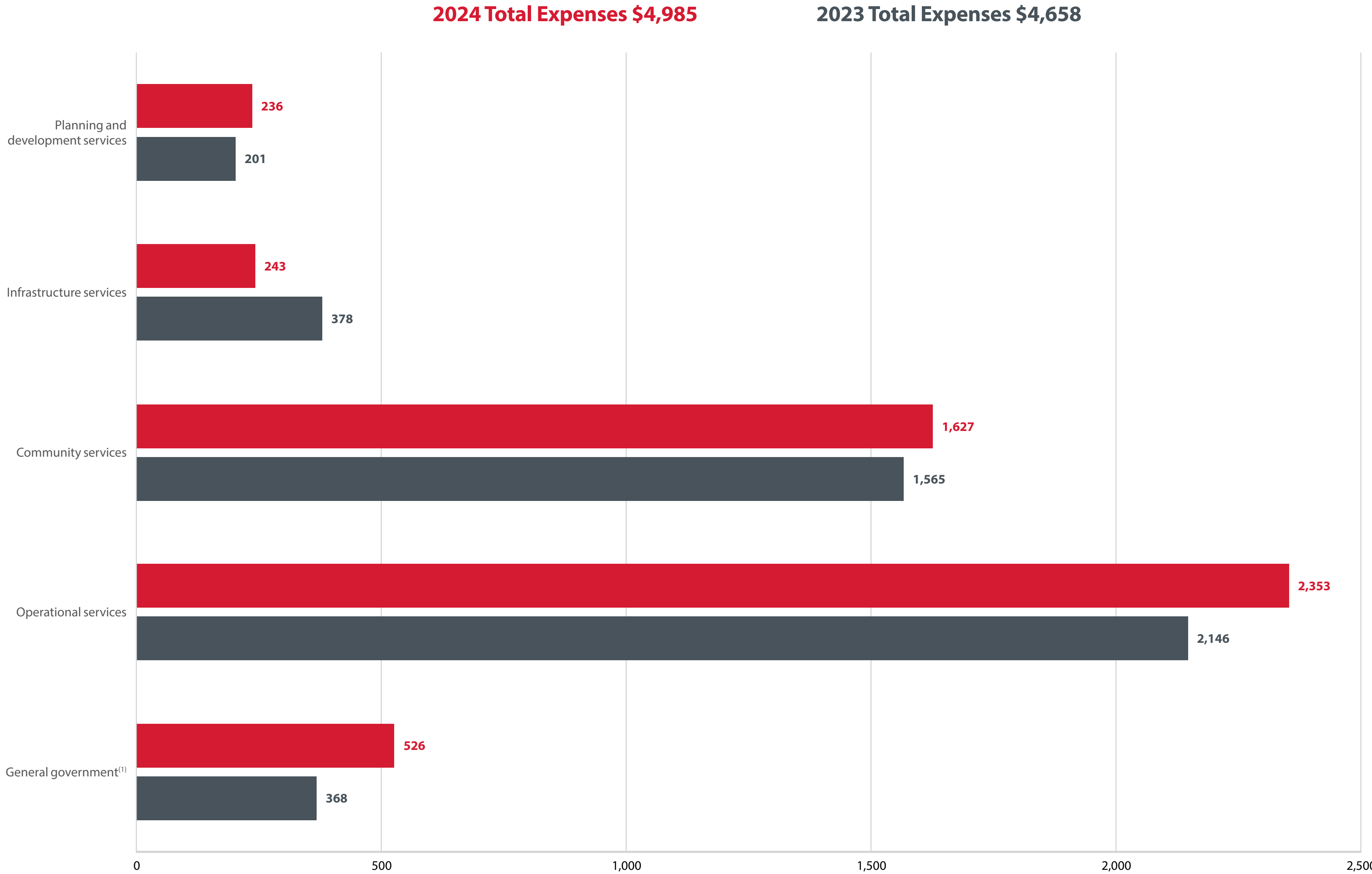
Financial Synopsis 2024 Sources of Revenue

For the year ended December 31 (in millions)



Financial Synopsis 2024 Expenses

For the year ended December 31 (in millions)



(1) Includes the costs of Council, Chief Administrative Officer, Chief Operating Officer, Finance, Supply Management, City Auditor, City Clerk's, Law, Assessment & Tax, Corporate Planning & Performance, Corporate Security, Customer Service & Communications, Human Resources, Information Technology, Collaboration Analytics & Innovation and Occupational Health & Safety.

Consolidated Financial Statements

Newly planted trees along pathway
(37 Street & 17 Avenue Main Streets)

Responsibility for Financial Reporting

Administration's Report

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

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

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

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

In 2024, City Council fulfilled its responsibility for financial reporting through the Executive Committee and its Audit Committee. The Executive Committee, which consists of the Mayor, the Chairs of each Standing Policy Committee, the Chair of the Audit Committee and three Councillors-at-large appointed by the Mayor, meets regularly to deal with, among other issues, financial planning and reporting matters. The Audit Committee consists of four councillors and three public members, which meets regularly with both the independent external auditor and the City Auditor to review financial control and reporting matters.

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

David Duckworth, Chief Administrative Officer

Les Tochor, Chief Financial Officer

Calgary, Canada
April 29, 2025

Independent Auditor's Report

To Mayor Jyoti Gondek and Members of City Council
The City of Calgary

Opinion

We have audited the consolidated financial statements of The City of Calgary ("The City"), which comprise the Consolidated Statement of Financial Position as at December 31, 2024 and the Consolidated Statements of Operations and Accumulated Surplus, Remeasurement Gains and Losses, Cash Flows and Changes in Net Financial Assets for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of The City as at December 31, 2024 and the results of its operations, remeasurement gains and losses, cash flows and changes in net financial assets for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

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

Other Information

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

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

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

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

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

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

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

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

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

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

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

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

Deloitte LLP

Chartered Professional Accountants
April 29, 2025

Consolidated Statement of Financial Position

As at December 31 (in thousands)

	2024	2023
Financial Assets		
Cash and cash equivalents (Note 3)	**$ 769,402**	$ 1,106,014
Investments (Note 4)	**6,408,871**	5,759,703
Receivables (Notes 5 and 8 c.)	**459,672**	462,582
Land inventory (Note 6)	**242,736**	234,506
Other assets (Note 7)	**501,731**	106,923
Investment in ENMAX Corporation (Note 8)	**3,204,896**	2,951,848
	$ 11,587,308	$ 10,621,576
Financial Liabilities		
Bank indebtedness (Note 9)	**$ 510,829**	$ 348,320
Accounts payable and accrued liabilities (Notes 8 c. and 10)	**1,029,493**	930,870
Deferred revenue (Notes 8 c. and 11)	**130,389**	106,571
Capital deposits (Note 12)	**1,214,148**	1,188,138
Asset retirement obligations (Note 13)	**330,004**	326,466
Employee benefit obligations (Note 14)	**511,972**	497,573
Long-term debt (Note 15)	**2,963,341**	2,700,337
	$ 6,690,176	$ 6,098,275
Net Financial Assets	**$ 4,897,132**	$ 4,523,301
Non-Financial Assets		
Tangible capital assets (Note 16)	**$ 21,483,992**	$ 20,319,980
Inventory	**85,134**	81,935
Prepaid assets	**46,684**	40,055
	$ 21,615,810	$ 20,441,970
Net Assets	**$ 26,512,942**	$ 24,965,271
Net Assets is comprised of (Note 18):		
Accumulated surplus	**$ 26,139,479**	$ 25,034,368
Accumulated remeasurement gains (losses)	**373,463**	(69,097)
	$ 26,512,942	$ 24,965,271

Contingent assets, commitments, contingent liabilities and guarantees (Notes 29, 30 and 31)

See accompanying notes to the consolidated financial statements.

Approved on behalf of City Council:

Mayor Jyoti Gondek

Consolidated Statement of Operations and Accumulated Surplus

For the year ended December 31 (in thousands)

	Budget 2024 (Note 17)	Actual 2024	Actual 2023
Revenues			
Net taxes available for municipal purposes (Note 21)	**$ 2,544,594**	**$ 2,627,877**	$ 2,607,604
Sales of goods and services	**1,377,646**	**1,341,457**	1,359,983
Government transfers related to operating (Note 24)	**152,909**	**178,613**	179,306
Investment income	**110,110**	**312,073**	219,934
Fines and penalties	**83,047**	**75,731**	77,650
Licences, permits and fees	**138,514**	**153,977**	134,083
Miscellaneous revenue	**32,366**	**44,051**	43,243
Equity in earnings (loss) of ENMAX Corporation (Note 8)	**353,000**	**181,248**	(15,608)
	$ 4,792,186	**$ 4,915,027**	$ 4,606,195
Expenses			
Planning and development services	**$ 299,794**	**$ 236,089**	$ 200,982
Infrastructure services	**260,800**	**243,144**	377,687
Community services	**1,603,190**	**1,626,943**	1,565,365
Operational services	**1,725,475**	**2,352,755**	2,146,059
General government	**594,486**	**526,276**	367,654
	$ 4,483,745	**$ 4,985,207**	$ 4,657,747
Net Revenue (Loss) Before Other Contributions and Transfers	**$ 308,441**	**$ (70,180)**	$ (51,552)
Other Contributions and Transfers			
Developer contributions	**$ 231,285**	**$ 145,368**	$ 188,830
Government transfers related to capital (Note 24)	**760,636**	**684,848**	462,316
Developer contributions-in-kind related to capital	**–**	**345,075**	288,695
	$ 991,921	**$ 1,175,291**	$ 939,841
Annual Surplus	**$ 1,300,362**	**$ 1,105,111**	$ 888,289
Accumulated Surplus, Beginning of Year	**25,034,368**	**25,034,368**	24,140,816
Adjustment on adoption of financial instruments (Note 8)	**$ –**	**$ –**	$ 5,263
Accumulated Surplus, End of Year	**$ 26,334,730**	**$ 26,139,479**	$ 25,034,368

See accompanying notes to the consolidated financial statements.

Consolidated Statement of Remeasurement Gains and Losses

For the year ended December 31 (in thousands)

		2024		2023
Accumulated Remeasurement Losses, Beginning of Year	**$**	**(69,097)**	$	–
Adjustment on adoption of financial instruments:				
Adjustments to accumulated unrealized losses		**–**		(282,731)
Accumulated other comprehensive loss from ENMAX Corporation		**–**		(5,263)
Adjusted Accumulated Remeasurement Losses, Beginning of Year	**$**	**(69,097)**	$	(287,994)
Unrealized gains (losses) attributable to:				
Investments		**332,593**		264,188
Accounts payable		**(36)**		89
Derivatives		**79**		(52)
Amounts reclassified to the Consolidated Statement of Operations and Accumulated Surplus:				
Investments		**(56,782)**		(20,599)
Accounts payable		**(62)**		34
Derivatives		**(32)**		(1,759)
ENMAX Corporation – other comprehensive income (loss) (Note 8)		**166,800**		(23,004)
Net remeasurement gains for the year	**$**	**442,560**	$	218,897
Accumulated Remeasurement Gains (Losses), End of Year	**$**	**373,463**	$	(69,097)

See accompanying notes to the consolidated financial statements.

Consolidated Statement of Cash Flows

For the year ended December 31 (in thousands)

	2024	2023
Net Inflow (Outflow) of Cash and Cash Equivalents		
Operating Activities		
Annual Surplus	**$ 1,105,111**	$ 888,289
Items not affecting cash:		
Equity in (earnings) loss of ENMAX Corporation (Note 8)	**(181,248)**	15,608
Change in unrealized market value of financial instruments	**275,760**	(40,830)
Amortization of tangible capital assets	**730,097**	724,479
Write-down of tangible capital assets	**1,264**	–
Net (gain) loss on disposal of tangible capital assets	**(7,332)**	42,063
Developer contributions-in-kind related to capital	**(345,075)**	(288,695)
Change in non-cash items:		
Receivables	**2,910**	21,436
Land inventory	**(8,230)**	(23,293)
Other assets	**(394,808)**	8,935
Inventory	**(3,199)**	(4,556)
Prepaid assets	**(6,629)**	(4,581)
Accounts payable and accrued liabilities	**98,623**	(34,348)
Deferred revenue	**23,818**	(48)
Capital deposits	**26,010**	2,233
Asset retirement obligations	**3,538**	19,227
Employee benefit obligations	**14,399**	(13,136)
	$ 1,335,009	$ 1,312,783
Capital Activities		
Acquisition of tangible capital assets	**$ (1,564,033)**	$ (1,064,908)
Proceeds on sale of tangible capital assets	**21,067**	12,119
	$ (1,542,966)	$ (1,052,789)
Investing Activities		
Dividends from ENMAX Corporation (Note 8)	**$ 95,000**	$ 82,000
Net purchases of investments	**(649,168)**	(552,909)
	$ (554,168)	$ (470,909)
Financing Activities		
Proceeds from long-term debt issued	**$ 493,106**	$ 233,473
Repayments of long-term debt	**(230,102)**	(228,229)
Net increase in bank indebtedness	**162,509**	310
	$ 425,513	$ 5,554
Decrease in Cash and Cash Equivalents	**$ (336,612)**	$ (205,361)
Cash and Cash Equivalents, Beginning of Year	**1,106,014**	1,311,375
Cash and Cash Equivalents, End of Year	**$ 769,402**	$ 1,106,014

See accompanying notes to the consolidated financial statements.

Consolidated Statement of Changes in Net Financial Assets

For the year ended December 31 (in thousands)

	Budget 2024 (Note 17)	Actual 2024	Actual 2023
Annual Surplus	**$ 1,300,362**	**$ 1,105,111**	$ 888,289
Amortization of tangible capital assets	**155,336**	**730,097**	724,479
Write-down of tangible capital assets	**–**	**1,264**	–
Proceeds on sale of tangible capital assets	**603**	**21,067**	12,119
Tangible capital assets received as contributions	**–**	**(345,075)**	(288,695)
Net loss (gain) on disposal of tangible capital assets	**260**	**(7,332)**	42,063
Acquisition of tangible capital assets	**(1,218,483)**	**(1,564,033)**	(1,064,908)
Acquisition of supplies inventories	**–**	**(172,820)**	(178,196)
Use of supplies inventories	**–**	**169,621**	173,640
Acquisition of prepaid assets	**–**	**(340,095)**	(262,940)
Use of prepaid assets	**–**	**333,466**	258,359
Unrealized measurement gains (losses)	**–**	**442,560**	(63,834)
Increase in Net Financial Assets	**$ 238,078**	**$ 373,831**	$ 240,376
Net Financial Assets, Beginning of Year	**$ 4,523,301**	**$ 4,523,301**	$ 4,282,925
Net Financial Assets, End of Year	**$ 4,761,379**	**$ 4,897,132**	$ 4,523,301

Notes to the Consolidated Financial Statements

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

1. Significant Accounting Policies

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

a. Basis of Consolidation

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

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

Government Business Enterprise

ENMAX, a wholly owned subsidiary of The City, is accounted for on a modified equity basis, consistent with the generally accepted accounting treatment for a government business enterprise (Note 8). Under the modified equity basis, the government business enterprise's accounting principles are not adjusted to conform with those of The City, and inter-organizational transactions and balances are not eliminated. Other comprehensive income due to fair value adjustments is reported on the Consolidated Statement of Remeasurement Gains and Losses.

Related Authorities

The related authorities (Note 22) that are controlled by The City and included in the consolidated financial statements include:

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

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

Partners

The City has relationships with many organizations for which control lies outside of Council. Across a variety of services, The City works with external organizations through partnerships to deliver positive results for Calgarians. These partners have a financial relationship with The City but are not controlled by The City, and the financial results of these organizations are not included in the consolidated financial statements. Civic Partners refers to categories of Partners as set out in Schedule 3 of the Investing in Partnerships Policy (CP2017-01). Separate financial information may be sought directly from the Partner organizations.

- Burns Memorial Trust
- The Burns Memorial Fire Fund
- The Burns Memorial Police Fund
- Calgary Board of Education
- Calgary Roman Catholic Separate School District No.1
- Counseil Scolaire FrancoSud
- Saddledome Foundation
- St. Mary's University

Civic Partners

- Aero Space Museum of Association Calgary (operating as the Hangar Flight Museum)
- Arts Commons
- Calgary Exhibition and Stampede Limited
- Calgary Female Sport Development Association (operating as Great Plains Recreation Facility)
- Calgary Science Centre Society (operating as TELUS Spark)
- Calgary Sport Council Society (operating as Sport Calgary)
- Calgary Young Men's Christian Association (operating as YMCA)
- Calgary Zoological Society (operating as Calgary Zoo)
- Contemporary Calgary Arts Society (operating as Contemporary Calgary)
- The Confluence Historic Site & Parkland
- Glenbow Alberta-Institute
- Heritage Calgary
- Heritage Park Society
- Lindsay Park Sports Society (operating as MNP Community and Sport Centre)
- NE Centre of Community Society (operating as Genesis Centre)
- Parks Foundation, Calgary
- Platform Calgary
- Silvera for Seniors
- South Fish Creek Recreation Association (operating as Cardel Rec South)
- Tourism Calgary – Calgary Convention & Visitors Bureau
- Vecova Centre for Disability Services and Research
- Vibrant Initiatives Ltd. (operating as Vibrant Communities Calgary)
- Vivo for Healthier Generations Society
- Westside Regional Recreation Centre

Registered Pension Plans

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

City-Sponsored Registered Pension Plans

The City records its share of the obligations net of plan assets which are held in trust by external parties, except for the Calgary Police Supplementary Pension Plan, whose funds are held within The City's investments. These plans include:

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

Multi-Employer Registered Pension Plans

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

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

Further details about these pension plans are available in Notes 1 n. and 14.

Funds Held in Trust

Funds held in trust and their related operations administered by The City for the benefit of external parties are not included in the consolidated financial statements, but are reported separately in Note 33.

b. Basis of Accounting

i. Expenses are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due.

ii. Inter-entity transactions are recorded at the exchange amount when they are undertaken on similar terms and conditions to those adopted if the entities were dealing at arm's length. Cost allocations to and from commonly controlled entities are recorded on a gross basis. Inter-entity transfers and receipts of assets or liabilities for nominal or no consideration are recorded at carrying amount. Differences between the exchange amount and carrying amount for asset or liability transfers are recorded as a gain or loss in the Consolidated Statement of Operations and Accumulated Surplus. A value for unallocated costs is not recorded.

c. Cash and Cash Equivalents

Cash and cash equivalents consist of cash on deposit and treasury bills with original maturities of 90 days or less at the date of acquisition and are recorded at fair value.

d. Investments

Investments are recorded at the fair value with the associated unrealized gains or losses reflected in the Consolidated Statement of Remeasurement Gains and Losses. When an investment gain or loss is realized, the accumulated remeasurement gain or loss is reclassified to the Consolidated Statement of Operations. When there has been a loss in fair value that is determined not to be a temporary decline, the respective investment is written down to recognize the loss.

e. Financial Instruments

Unrealized gains and losses from changes in the fair value of financial instruments are recognized in the Consolidated Statement of Remeasurement Gains and Losses. Upon settlement, the realized gains and losses are reclassified to the Consolidated Statement of Operations and Accumulated Surplus except for the gains on externally restricted financial liabilities which are recognized as an increase to the liability.

Financial instruments are classified as Level 1, 2 or 3 for the purposes of describing the basis of the inputs used to measure the fair values of financial instruments in the fair value measurement category, as described below:

Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 – Market-based inputs other than quoted prices that are observable for the asset or liability either directly or indirectly.

Level 3 – Inputs for the asset or liability that are not based on observable market data; assumptions are based on the best internal and external information available and are most suitable and appropriate based on the type of financial instrument being valued in order to establish what the transaction price would have been on the measurement date in an arm's length transaction.

The City's financial instruments are measured as follows:

Financial Statement Component	Measurement
Cash and cash equivalents	Cost
Investments	Fair value
Receivables (excluding taxes)	Amortized cost
Other assets	Amortized cost or fair value
Bank indebtedness	Amortized cost
Accounts payable and accrued liabilities	Amortized cost or fair value
Long-term debt	Amortized cost

For financial instruments measured at amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial instruments that are measured at amortized cost and expensed when measured at fair value.

All financial assets except derivatives are assessed annually for impairment. An impairment of a financial asset is recognized as a decrease in revenue. A write-down of an investment to reflect a loss in value is not reversed for a subsequent increase in value.

The City evaluates contractual rights and obligations for the existence of embedded derivatives and elects to either measure the entire contract at fair value or separately measure the value of the derivative component when the characteristics of the derivative are not closely related to the economic characteristics and risks of the host contract itself.

f. Land Inventory

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

g. Loan Receivables

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

h. Bank Indebtedness

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

i. Provision for Contaminated Sites

The Environmental Protection and Enhancement Act (Alberta) sets out the regulatory requirements pertaining to contaminant releases. Under this Act, there is a requirement for the persons responsible to address a contaminant release that is causing or has caused an adverse effect. A provision in PS 3260 – Liability for Contaminated Sites is provided for sites where contamination exists that exceeds an environmental standard, The City is legally responsible or has accepted responsibility for the contamination, future economic benefits are expected to be given up, and a reasonable estimate for the provision can be made.

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

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

j. Environmental Provisions

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

k. Deferred Revenue

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

l. Capital Deposits

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

m. Asset Retirement Obligations

An asset retirement obligation is recognized when, as at the financial reporting date, there is a legal obligation to incur retirement costs in relation to a tangible capital asset, the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities based on information available at year end.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset. The asset retirement cost is amortized over the useful life of the related asset. Asset retirement obligations which are incurred incrementally with use of the asset are recognized in the period incurred with a corresponding asset retirement cost expensed in the period.

At each financial reporting date, The City reviews the carrying amount of the liability and recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to timing, amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset. The City continues to recognize the liability until settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

n. Employee Benefit Obligations

The cost of City-sponsored registered and non-registered defined-benefit pension plans and post-retirement benefits are recognized when earned by plan members. These costs are actuarially determined using the projected benefit method prorated on service, applying The City's best estimate of expected salary and benefit escalation, retirement ages of employees and plan investment performance. Plan obligations are discounted using The City's cost of borrowing based on estimated rates for debt with maturities similar to expected future benefit payments.

Contributions to multi-employer plans are expensed when the contributions are due. No obligations are recorded for multi-employer defined-benefit pension plans administered by external parties as The City's share of those obligations is not readily determinable.

The City records the actuarially determined net fund benefit asset or liability for City-sponsored, registered defined-benefit pension plans. For jointly sponsored plans, The City records its proportionate share of that asset or liability. For non-registered defined-benefit plans and other retirement benefit obligations, The City records the actuarially determined accrued benefit liability; assets are held within The City's cash and investments accounts to fund these obligations.

Actuarial gains and losses for active plans are amortized on a straight-line basis over the expected average remaining service life of the related employee group. Adjustments arising from prior service costs due to plan amendments, changes in the valuation allowance and net actuarial gains and losses for plans closed to new entrants are fully recognized in the year they occur. Long-term unamortized actuarial losses will be recognized in future periods in accordance with the applicable funding and accounting policies.

o. Loan Guarantees

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

p. Non-Financial Assets

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

q. Tangible Capital Assets

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

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

Works of art for display are not recognized as tangible capital assets (Note 26).

Tangible capital assets are reviewed annually for any impairment and written down when conditions indicate that a tangible capital asset no longer contributes to The City's ability to provide goods or services, or that the value of future economic benefits associated with the tangible capital asset is less than its book value.

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

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

r. Inventories

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

s. Land Held for Municipal Purposes

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

t. Budget Figures

The 2024 budget is reflected on the Consolidated Statement of Operations and Accumulated Surplus. The budget consists of the Council-approved amounts for the operating budget and the capital budget, modified for capital revenue adjustments, assets capitalized on the Consolidated Statement of Financial Position and amortization expense for tax-supported assets. The established capital budgets are for projects in which costs may be incurred over one or more years. The capital budget figures include unspent budget for ongoing projects from the preceding year.

u. Revenues

Revenues are recognized in the period in which the transactions or events giving rise to the revenue occur, providing the revenues are reliably measured and reasonably estimated. Funds from external parties and earnings thereon restricted by agreement or legislation are recognized in capital deposits (capital funds) or deferred revenue (operating funds) until used for the purpose specified. Revenue from transactions with performance obligations are recognized in the period when (or as) The City satisfies a performance obligation by providing the promised goods or services to the intended recipient. Until performance obligations are met, funds are recognized in capital deposits (capital funds) or deferred revenue (operating funds). Revenue from transactions with no performance obligations are recognized in the period when The City has the authority to claim or retain an inflow of economic resources and identifies a past transaction or event that gives rise to an asset.

v. Tax Revenues

Taxation revenues are recorded at the time tax billings are issued. Taxation billings are subject to appeal. A provision has been recorded in accounts payable and accrued liabilities for potential losses on taxation revenue appeals outstanding as at December 31, 2024.

w. Local Improvements

Local improvements are recognized as revenue, and established as a receivable, for the property owners' share of the improvements in the period that the project expenses are incurred.

x. Government Transfers

Government transfers are recognized as revenues in the period in which the events giving rise to the transfer occur, provided the transfers are authorized, any eligibility criteria and stipulations have been met and reasonable estimates of the amounts can be made. Where transfers are received but eligibility criteria or stipulations are not met, government transfers are recognized in capital deposits (capital grants) or deferred revenue (operating grants) until eligibility criteria or stipulations are met.

Authorized transfers from The City are recorded as expenses when eligibility criteria have been met by the recipient and the amount can be reasonably estimated.

y. Foreign Currency Translation

Transaction amounts denominated in foreign currencies are translated into their Canadian Dollar equivalents at exchange rates prevailing at the transaction dates. Carrying values of monetary assets and liabilities and non-monetary items included in the fair value category reflect the exchange rates at the Consolidated Statement of Financial Position date. Unrealized foreign exchange gains and losses are recognized in the Consolidated Statement of Remeasurement Gains and Losses.

In the period of settlement, foreign exchange gains and losses are reclassified to the Consolidated Statement of Operations and Accumulated Surplus, and the cumulative amount of remeasurement gains and losses is reversed in the Consolidated Statement of Remeasurement Gains and Losses.

z. Use of Estimates

The preparation of the consolidated financial statements requires administration to make estimates and use assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Where estimation uncertainty exists, the consolidated financial statements have been prepared within reasonable limits of materiality. The amounts recorded for valuation of tangible capital assets (including construction work in progress), the useful lives and related amortization of tangible capital assets, Level 3 financial instruments, accrued liabilities, employee benefit obligations, provision for tax appeals, asset retirement obligations, contaminated sites and environmental assessments and contingent liabilities are areas where administration makes significant estimates and assumptions in determining the amounts to be recorded in the consolidated financial statements. These estimates are reviewed periodically. The amounts recorded in the consolidated financial statements are based on the last reliable information available to administration at the time the consolidated financial statements were prepared where that information reflects conditions as at the date of the financial statements. However, there is inherent uncertainty about assumptions and estimates which could result in outcomes that require adjustments to the carrying amount of the affected assets and liabilities in the future and as adjustments become necessary, they are reported in the statement of operations and accumulated surplus in the year in which they become known. Actual results could differ from these estimates.

aa. Public Private Partnerships

A public private partnership (P3) is a contractual agreement between a public authority and a private entity for the provision of infrastructure and/or services.

When The City controls the acquired and/or constructed asset(s), P3 costs are accounted for as follows:

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

In the event The City does not control the asset(s), then all costs associated with the transaction are expensed in the period in which the costs are incurred.

ab. Adoption of New Accounting Standards

In 2024, The City adopted the following two accounting standards and one accounting guideline to comply with PSAS.

Adoption of the standards and guideline require all public sector entities to assess information using definitions, criteria and exceptions provided in the standards and apply professional judgement to comply with the disclosure requirements of each standard. Comparative information is presented in accordance with the accounting policies by The City immediately preceding its adoption of these sections:

i. Revenue

Revenue (PS 3400) establishes standards on how to account for and report on revenue. Specifically, it differentiates between revenues arising from transactions that include performance obligations and transactions that do not have performance obligations. Upon adoption The City has assessed there to be no significant impact to its revenue recognition.

ii. Public Private Partnerships

Public Private Partnerships (PS 3160) establishes standards on accounting for public private partnerships between public and private sector entities where the public sector entity procures infrastructure using a private sector partner. The City has assessed the impact of this standard on The City's current treatment of public private partnerships as described in Note 1 aa. The City has assessed no impact for the adoption of this standard, with the exception of additional note disclosure which is included in Note 15 a iii.

iii. Purchased Intangibles

Purchased Intangibles (PSG-8) establishes guidelines on how to account for identifiable non-monetary economic resources without physical substance acquired through an arm's length exchange transaction between knowledgeable, willing parties who are under no compulsion to act.

The City has assessed there to be no impact resulting from the adoption of this guideline. There are no changes on the consolidated financial statements related to the adoption of Purchased Intangibles.

ac. Future accounting pronouncements

Effective January 1, 2027, The City will adopt the new Conceptual Framework for Financial Reporting in the Public Sector (Conceptual Framework) and PS 1202 – Financial Statement Presentation. The City continues to assess the impact on the consolidated financial statements.

i. Conceptual Framework

The Conceptual Framework defines the nature, function and scope of financial accounting and reporting in the public sector. It serves as the foundation for developing PSAS and applying professional judgment. This framework will replace the conceptual components of PS 1000 – Financial Statement Concepts and PS 1100 – Financial Statement Objectives.

ii. Financial Statement Presentation

The Financial Statement Presentation (PS 1202) standard establishes the general and specific requirements for presenting information in government consolidated financial statements. Its principles are based on the concepts outlined in the Conceptual Framework, ensuring consistency and transparency in financial reporting.

2. Financial Risk Assessment

a. The City's financial instruments are subject to certain risks due to its operating environment:

Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. Market risk is comprised of three types of risk: price risk, interest rate risk and foreign currency risk. In order to earn financial returns at an acceptable level of market risk, The City has policies and procedures in place governing asset mix, asset allocation and performance measurement.

i. Price Risk

Price risk relates to the possibility that equity investments will change in fair value due to future fluctuations in market prices caused by factors specific to an individual equity investment or other factors affecting all equities traded in the market. The City is exposed to price risk associated with its equity investments and the underlying equity investments held in pooled funds. If equity market indices declined by 1 per cent, and all other variables are held constant, the potential loss in fair value to The City would be approximately $9,381 (2023 – $7,716) or 0.15 per cent (2023 – 0.13 per cent) of total investments.

ii. Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be affected by a change in market interest rates.

The City is exposed to interest rate risk through its investments in fixed income securities. In general, investment returns for fixed income securities, including bonds and mortgage funds, are sensitive to changes in the level of interest rates, with longer-term interest-bearing securities being more sensitive to interest rate changes than shorter term securities. The City manages the interest rate risk exposure of its fixed income investments by adjusting portfolio durations. A 1 per cent change in market yield relating to fixed income securities would have increased or decreased fair value by approximately $200,154 (2023 – $193,002).

The fixed income securities have the following average maturity structure:

	2024	2023
0-3 years	**34.82%**	37.12%
3-7 years	**33.96%**	34.71%
7-10 years	**14.29%**	11.71%
Over 10 years	**16.93%**	16.46%
Total	**100%**	100%

The City has fixed interest rate loans for all debt, thereby mitigating interest rate risk from rate fluctuations over the term of the outstanding debt. The fair value of fixed rate debt fluctuates with changes in market interest rates, but the related future cash flows will not change. The City assesses its debt sensitivity by using a 1 per cent increase and decrease in interest rates. As at December 31, 2024, if interest rates had a 1 per cent increase with all other variables held constant, the decrease in the fair value of debt would be approximately $165,316 (a 5.98 per cent drop without Commercial Paper) (2023 – $141,387, 5.85 per cent drop without Commercial Paper). A 1 per cent decrease to the interest rate assumption would increase the fair value of debt by $183,947 (a 6.66 per cent increase without Commercial Paper) (2023 – $157,206, 6.51 per cent increase without Commercial Paper).

iii. Foreign Currency Risk

Foreign currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The fair value of cash and investments denominated in foreign currencies is translated into Canadian dollars on an annual basis using the reporting date exchange rate.

The City is exposed to foreign exchange fluctuations on its cash flows denominated in foreign currencies, and also to changes in the valuation on its assets denominated in foreign currencies attributable to fluctuations in exchanges rates. As at December 31, 2024, investments in non-Canadian assets represented 33.73 per cent (2023 – 27.51 per cent) of total investments by fair value.

The impact of a change in value of Canadian dollar against all foreign currencies is as follows:

	2024 Fair Value	**2024 2% decrease**	**2024 1% decrease**	**2024 1% increase**	**2024 2% increase**
Foreign Currency Assets	**$2,171,379**	**$ 36,727**	**$ 18,178**	**$ (17,818)**	**$ (35,287)**

	2023 Fair Value	2023 2% decrease	2023 1% decrease	2023 1% increase	2023 2% increase
Foreign Currency Assets	$ 1,595,175	$ 22,700	$ 11,235	$ (11,013)	$ (21,810)

As at December 31, 2024, The City had 1 USD (2023 – 2 USD) exchange fixed contract in place. The delivery date for this contract is December 2025 (2023 – November 2024 to December 2025).

The City utilizes an external manager to execute an active portfolio hedging strategy designed to efficiently reduce currency risk on assets denominated in foreign currencies. Risks associated with foreign currency inflows and outflows are forecasted and managed internally for timing and view on expected changes in the exchange rates of the various currencies. As at December 31, 2024, the portfolio held 9 forward contracts (2023 – 16 forward contracts), all with settlement dates in March 2025 (2023 – January 2024). The fair market value of these forward contracts is $(3,615) CAD (2023 – $14,893 CAD) and is included in The City's investments (Note 4).

The forward contracts had the following rates with the following currencies*:

- 2 CAD per USD (2 at $0.71)
- 1 AUD per USD ($1.57)
- 2 EUR per USD (€0.95 and €0.96)
- 1 GBP per USD (£0.79)
- 2 HDK per USD ($7.77 and $7.76)
- 1 NOK per USD (kr 11.17)

***Currencies**

CAD – Canadian Dollar ($)
AUD – Australian Dollar ($)
EUR – Euro (€)
GBP – British Pound Sterling (£)
HKD – Hong Kong Dollar ($)
NOK – Norwegian Krone (kr)

Liquidity Risk

Liquidity risk is the risk that The City will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivery of cash or another financial asset. The City is subject to liquidity risk through its accounts payable and debt. To manage its liquidity risk, The City performs extensive budgeting exercises, ongoing monitoring of its short-term cash flows and has highly liquid securities that can be easily converted to cash to ensure it meets all short-term obligations. The City maintains a portfolio of short-term investments with rolling maturity dates to manage short-term cash requirements. The City maintains an unsecured short-term bank line of credit with a commercial bank to ensure funds are available to meet current and forecasted financial requirements. Furthermore, accounts payable are primarily due and settled within 30 days of receipt of an invoice. The contractual maturities of long-term debt is disclosed in Note 15.

Credit Risk

The City is exposed to credit risk on investments arising from the potential failure of a counterparty to honour its contractual obligations. To manage the risk, The City has established an investment policy with required minimum credit quality standards and maximum exposures per-issuer and sector. The credit risk from accounts receivable is low as the majority of balances are due from government agencies.

The City is subject to credit risk with respect to tax, trade and other receivables. This operational risk arises from the possibility that taxpayers and counterparties to which The City provides services may not be able to fulfil their obligations to The City. The City mitigates these risks through its processes and by having a vast diversity of taxpayers and customers.

3. Cash and Cash Equivalents

	2024	2023
Cash on deposit	**$ 740,728**	$ 1,078,185
Treasury bills with original maturities of 90 days or less	**28,674**	27,829
	$ 769,402	$ 1,106,014

Treasury bills interest rates are approximately 4.39 per cent in 2024 (2023 – 4.81 per cent).

4. Investments

The City's investment portfolio is diversified at both the security and portfolio level, holding a range of investment types. The fair value and cost of all investments as at December 31 are as follows:

	2024 Fair Value	**2024 Cost**	2023 Fair Value	2023 Cost
Canadian fixed income[(1)]	**$ 2,318,716**	**$ 2,310,255**	$ 2,344,688	$ 2,371,423
Foreign fixed income	**615,692**	**605,790**	416,013	423,308
Pooled fixed income	**1,137,367**	**1,158,688**	1,154,266	1,194,758
Mortgages	**634,247**	**648,620**	615,637	636,877
Canadian Equities	**–**	**–**	56	56
Global Equities	**138,679**	**113,113**	115,269	103,801
Pooled Equities[(1)]	**791,452**	**656,923**	713,787	670,415
Infrastructure	**483,073**	**403,423**	399,987	399,987
Real Estate	**289,645**	**277,169**	–	–
	$ 6,408,871	**$ 6,173,981**	$ 5,759,703	$ 5,800,625

The average yield earned from investments during the year ended December 31, 2024 was 4.71 per cent (2023 – 3.40 per cent). Maturity dates on the investments range from 2025 to 2099. Investments include $677,535 (2023 – $790,569) in cost, and fair value of $687,521 (2023 – $789,496) in an internally managed portfolio comprised of short-term money market instruments and bonds.

The following table provides a categorization of investments that are measured subsequent to initial recognition at fair value, grouped into levels (from 1 to 3) based on the degree to which the fair value is observable.

	2024 Level 1	**2024 Level 2**	**2024 Level 3**	**2024 Total**	2023 Level 1	2023 Level 2	2023 Level 3	2023 Total
Canadian fixed income[(1)]	**$ (17,976)**	**$ 2,336,692**	**$ –**	**$ 2,318,716**	$ 9,271	$ 2,335,417	$ –	$ 2,344,688
Foreign fixed income	**149,123**	**466,569**	**–**	**615,692**	31,767	384,246	–	416,013
Pooled fixed income	**50**	**342,441**	**794,876**	**1,137,367**	38	441,963	712,265	1,154,266
Mortgages	**11**	**634,236**	**–**	**634,247**	106	615,531	–	615,637
Canadian Equities	**–**	**–**	**–**	**–**	56	–	–	56
Global Equities	**138,679**	**–**	**–**	**138,679**	114,869	400	–	115,269
Pooled Equities[(1)]	**536,001**	**247,404**	**8,047**	**791,452**	329,141	379,435	5,211	713,787
Infrastructure	**–**	**–**	**483,073**	**483,073**	–	–	399,987	399,987
Real Estate	**–**	**148,795**	**140,850**	**289,645**	–	–	–	–
Total	**$ 805,888**	**$ 4,176,137**	**$ 1,426,846**	**$ 6,408,871**	$ 485,248	$ 4,156,992	$ 1,117,463	$ 5,759,703

(1) Parks Foundation Calgary is an endowment fund which uses investment income to fund the administrative costs of the Parks Foundation which reduces the annual contribution from The City to its operating budget. Investments with a cost of $2,609 (2023 – $2,534) and a fair value of $2,703 (2023 – $2,600) are managed by the Parks Foundation Calgary and include equity investments with a cost of $1,650 (2023 – $1,631) and fair value of $1,811 (2023 – $1,770).

The following table reconciles the changes in fair value of level 3 investments:

		2024		2023
Balance, beginning of year	**$**	**1,117,463**	$	855,046
Remeasurement gains		**96,007**		5,919
Purchases		**244,821**		256,498
Sales		**(31,445)**		–
Balance, end of year	**$**	**1,426,846**	$	1,117,463

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

5. Receivables

		2024		2023
Taxes	**$**	**74,005**	$	67,269
Federal and Provincial Governments		**43,646**		38,046
General		**342,021**		357,267
	$	**459,672**	$	462,582

Included within General is $44,846 (2023 – $22,210) receivable from ENMAX (Note 8).

6. Land Inventory

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

		2024		2023
Developed land	**$**	**54,599**	$	61,769
Under development		**106,234**		90,777
Long-term inventory		**81,903**		81,960
	$	**242,736**	$	234,506

7. Other Assets

		2024		2023
Long-term debt recoverable	**$**	**19,913**	$	33,047
Long-term receivables		**455,793**		64,038
Other receivables		**21,032**		4,670
Loans receivable		**4,944**		5,166
Derivative assets		**49**		2
	$	**501,731**	$	106,923

Long-term debt recoverable includes debentures issued to fund local improvements which are collectible from property owners for work authorized by them and performed by The City, and term loans granted on previously owned city sites.

Long-term receivables consist primarily of a receivable from ENMAX (Note 8). The long-term receivable of $389,386 from ENMAX bears interest between 4.54 per cent and 5.19 per cent. The City issues loans to ENMAX in accordance with a Debt Management Service Level Agreement between The City and ENMAX. Loan principal and interest payments are semi-annual and mature between 2029 and 2049. On a monthly basis, ENMAX is required to pay The City an administration fee of 0.25 per cent on the average monthly outstanding balance (Notes 15 a. i. and 15 a. ii.). Long-term receivables also consist of local improvement levies recognized as revenue on the basis of full or partial completion of the related projects, a receivable from Silvera for Seniors and a receivable from St. Mary's University (Note 15 a. i.).

Loans receivable consist of interest-free loans offered by Attainable Homes Calgary Corporation to Calgarians when they purchase their housing units, and are secured by The City's encumbrance on the title of each property. The interest portion of the loans are recognized as an expense. In 2024, an allowance for doubtful accounts of $1,263 (2023 – $1,796) related to the loans receivable was recognized. These loans are forgiven once the home owner sells or refinances their housing unit and a shared participation amount is repaid.

8. Investment In ENMAX

a. ENMAX is a wholly-owned subsidiary and a municipally controlled corporation of The City. ENMAX's core operations are organized into three main business segments: ENMAX Power, Versant Power and ENMAX Energy. In addition, ENMAX has obligations to provincial and US regulators for its regulated business. ENMAX maintains an independent credit rating and holds financial relationships external from The City.

b. The financial statements of ENMAX are prepared in accordance with IFRS® Accounting Standards, as issued by the International Accounting Standards Board (IFRS). There were no new accounting standards effective during the year.

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

		2024		2023
Financial Position				
Current assets	$	1,198,920	$	1,262,228
Capital and intangible assets		7,304,114		6,785,375
Other assets		1,525,077		1,398,848
Total assets	$	10,028,111	$	9,446,451
Current liabilities (including current portion of long-term debt; 2024 – $404,602; 2023 – $292,440)	$	1,516,388	$	1,828,785
Non-current liabilities		1,661,685		1,480,397
Long-term debt		3,645,142		3,185,421
Total liabilities	$	6,823,215	$	6,494,603
Accumulated other comprehensive income (loss)	$	138,533	$	(28,267)
Retained earnings		3,066,363		2,980,115
Investment in ENMAX Corporation	$	3,204,896	$	2,951,848

		2024		2023
Results of Operations				
Revenues	$	3,532,119	$	3,810,977
Expenses		3,350,871		3,826,585
Net income (loss)	$	181,248	$	(15,608)
Changes in Shareholder's Equity				
Net assets, beginning of year	$	2,951,848	$	3,072,460
Net income (loss)		181,248		(15,608)
Dividends paid		(95,000)		(82,000)
Other comprehensive income (loss)		166,800		(23,004)
Net assets, end of year	$	3,204,896	$	2,951,848

c. The following summarizes The City's related-party transactions with ENMAX:

		2024		2023
Received by The City				
Dividends	$	95,000	$	82,000
Local access fee		182,175		308,499
Sales of services		36,450		21,061
Purchased by The City				
Power and other services	$	172,242	$	169,916
Capital expenditures paid or payable		30,087		23,032

The City's accounts payable, accrued liabilities and deferred revenue include $13,707 (2023 – $21,025) for amounts owed to ENMAX at December 31, 2024 (Notes 5 and 7). The City's receivables include $434,232 (2023 – $22,210) for amounts owing to The City by ENMAX at December 31, 2024. Corresponding related-party differences between the payables and receivables for The City and ENMAX result primarily from timing differences related to recognizing the receipt of payments. Sale of services and purchase of power and other services are transacted at fair market value, which is the amount agreed upon by the parties.

Debentures in the amount of $1,569,156 (2023 – $1,722,502) and a municipal bond of $171,082 with an amount payable of $167,405 reported by ENMAX have been issued in the name of The City (Note Note 15 a.i. and ii.)

9. Bank Indebtedness

		2024		2023
Cheques issued in excess of deposits and operating facility[1]	**$**	**100,547**	$	48,983
Short-term borrowings[2]		**410,282**		299,337
	$	**510,829**	$	930,870

An unsecured short-term bank line of credit with a commercial bank is available to The City up to an amount of $60,000 (2023 – $60,000), which as at December 31, 2024, has an outstanding balance of $nil (2023 – $nil).

The City has the approved authority to issue up to $600,000 (2023 – $600,000) of short-term borrowings, through a combination of a bank line of credit and the issue of commercial paper. As at December 31, 2024, The City has $410,282 (2023 – $299,337) of short-term borrowings, which consists of 28 promissory notes held by The City valued at $396,322 with maturity dates from January 3 to March 26, 2025 and interest rates ranging from 3.32 per cent to 4.20 per cent (2023 – 20 promissory notes valued at $296,312 with maturity dates from January 3 to March 18, 2024, with interest rates ranging from 5.20 per cent to 5.40 per cent). In addition, there are credit facility balances as at December 31, 2024 held by Attainable Homes Calgary Corporation of $13,960 (2023 – Calgary Arts Development Authority Ltd. of $2,331 and Attainable Homes Calgary Corporation of $694).

10. Accounts Payable and Accrued Liabilities

		2024		2023
Trade	**$**	**971,319**	$	881,621
Federal and Provincial Governments		**41,146**		33,100
Accrued interest		**17,028**		16,149
	$	**1,029,493**	$	930,870

11. Deferred Revenue

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

Deferred revenue is comprised of the following:

		December 31, 2023		Contributions Received		Revenue Recognized		**December 31, 2024**
Advance sales of goods and services	$	25,647	$	114,353	$	(112,091)	**$**	**27,909**
Licences, permits and application fees		46,850		52,985		(31,339)		**68,496**
Government grants		20,580		87,949		(85,551)		**22,978**
Other contributions		13,494		5,962		(8,450)		**11,006**
	$	106,571	$	261,249	$	(237,431)	**$**	**130,389**

		December 31, 2022		Contributions Received		Revenue Recognized		December 31, 2023
Advance sales of goods and services	$	27,400	$	104,255	$	(106,008)	$	25,647
Licences, permits and application fees		42,969		29,343		(25,462)		46,850
Government grants		24,219		41,610		(45,249)		20,580
Other contributions		12,031		6,010		(4,547)		13,494
	$	106,619	$	181,218	$	(181,266)	$	106,571

(1) Included in this balance is $44,033 from Calgary Municipal Land Corporation and $7 from Attainable Homes Calgary Corporation (2023 – $34,135 from Calgary Municipal Land Corporation).

(2) Consisted of promissory notes held by The City and credit facilities held by Attainable Homes Calgary Corporation (2023 – Calgary Arts Development Authority Ltd. and Attainable Homes Calgary Corporation).

12. Capital Deposits

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

	December 31, 2023 (Note 34)	Contributions Received[1]	Revenue Recognized[2]	**December 31, 2024**
Developers contributions	$ 143,812	$ 24,433	$ (12,907)	**$ 155,338**
Off-site levies	413,611	147,429	(37,806)	**523,234**
Centre city levies	9,473	1,980	(152)	**11,301**
Other private contributions	2,615	(550)	(637)	**1,428**
Provincial Government grants	334,625	459,930	(467,688)	**326,867**
Federal Government grants	284,002	132,718	(220,740)	**195,980**
	$ 1,188,138	$ 765,940	$ (739,930)	**$ 1,214,148**

	December 31, 2022	Contributions Received[1]	Revenue Recognized[2]	December 31, 2023
Developers contributions	$ 142,305	$ 15,955	$ (14,448)	$ 143,812
Off-site levies	366,176	91,154	(43,719)	413,611
Centre city levies	8,210	1,403	(140)	9,473
Deferred capital contribution – Event Centre	14,159	–	(14,159)	–
Other private contributions	2,656	539	(580)	2,615
Provincial Government grants	425,335	213,148	(303,858)	334,625
Federal Government grants	227,064	219,576	(162,638)	284,002
	$ 1,185,905	$ 541,775	$ (539,542)	$ 1,188,138

(1) These amounts may include refunds of capital deposits issued due to changes in project scope.

(2) Dependent on the capital deposit agreement or legislation, amounts may be recognized into either operating or capital revenues.

13. Asset Retirement Obligations

The City's asset retirement obligations consist of:

Landfill sites

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

In 2024, The City reviewed the model supporting the provision of the landfill liability. The model was revised to ensure alignment with Alberta Environment and Protected Areas (AEPA) requirements and to reflect the current economic conditions. The City reviews the model every three years and the next review is due in 2027.

The costs are based upon the presently known obligations that will exist at the estimated year of closure of the sites and for 25 years post this date. The landfills have an estimated useful life of 84 to 87 years, of which 28 to 35 years remain. The duration of post-closure care is dependent on the overall activities that are required at each landfill site; a discount rate of 4.10 per cent (2023 – 2.97 per cent) was used for active landfills and 4.02 per cent (2023 – 2.90 per cent) for the closed landfills.

The unfunded liability will be funded through future contributions from the Waste and recycling sustainment reserve. At December 31, 2024, the balance of the Waste and recycling sustainment reserve is $31,675 (2023 – $53,340). The landfill asset retirement obligation asset is recorded as part of engineered structures tangible capital asset.

Buildings

The City owns and operates several buildings that are known to have hazardous materials which are legally required to be removed in a prescribed manner upon demolition. The City has recognized an obligation for the removal of hazardous materials in these buildings, which is adjusted annually (Note 1 m.). The buildings have an estimated or revised useful life of 70 – 120 years from the year of acquisition or construction. The majority of the buildings will be remediated at intervals during their estimated useful life. Estimated costs have been discounted to December 31, 2024 using a discount rate of 4.10 per cent (2023 – 2.97 per cent).

Engineered Structures

The City owns and operates several engineered structures that are known to have hazardous materials, and there is a legal obligation to remove them in a prescribed manner. In 2024, The City has recognized an obligation for the removal of hazardous materials in these engineered structures, which is adjusted annually (Note 1 m.). The engineered structures range in useful lives from 40 – 100 years from the year of acquisition or construction. The majority of the engineered structures will be remediated at intervals during their estimated useful life. Estimated costs have been discounted to December 31, 2024 using a discount rate of 4.10 per cent (2023 – 2.97 per cent).

Changes to the asset retirement obligations in the year are as follows:

	December 31, 2023	Change due to TCA Additions (Disposals)	Settlements	Change in estimate	Accretion expense	**December 31, 2024**
Asset Retirement Obligation						
Landfill	$ 168,280	$ –	$ (1,195)	$ 3,550	$ 4,968	**$ 175,603**
Buildings	147,945	(652)	(4,471)	(2,225)	4,033	**144,630**
Engineered Structures	10,241	–	(296)	(376)	202	**9,771**
	$ 326,466	$ (652)	$ (5,962)	$ 949	$ 9,203	**$ 330,004**

	December 31, 2022	Change due to TCA Additions (Disposals)	Settlements	Change in estimate	Accretion expense	December 31, 2023
Asset Retirement Obligation						
Landfill	$ 164,608	$ –	$ (1,281)	$ 94	$ 4,859	$ 168,280
Buildings	132,236	16,192	(3,712)	555	2,674	147,945
Engineered Structures	10,395	–	(296)	–	142	10,241
	$ 307,239	$ 16,192	$ (5,289)	$ 649	$ 7,675	$ 326,466

14. Employee Benefit Obligations

The City participates in multi-employer pension plans and sponsors defined-benefit pension plans and post-retirement benefit plans for eligible civic employees and elected officials. The employee benefit obligations related to The City-sponsored plans represent liabilities earned but not taken by the plan members as at December 31, 2024.

The City has fully met its current year cash contribution requirements for employee benefit obligations as at December 31, 2024. Employee benefit obligations recognized on The City's Consolidated Statement of Financial Position in respect to employee benefits is as follows:

	2024 Funded[1]	2023 Funded[1]
a. Registered defined-benefit pension plans	**$ 41,559**	$ 52,236
b. Non-registered defined-benefit pension plans	**46,397**	44,039
c. Post-retirement benefits	**112,825**	113,338
d. Vacation and overtime (undiscounted)	**311,191**	287,960
	$ 511,972	$ 497,573

Obligations related to multi-employer pension plans, Local Authorities Pension Plan (LAPP) and Special Forces Pension Plan (SFPP), are not recorded by The City as The City's share is not determinable. Contributions to LAPP and SFPP for current and past service are recorded as expenses in the year in which they become due (Note 14 e. i. and ii.).

Accounting Methodology

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

	December 31, 2024	December 31, 2023
Year end obligation discount rate (%)	**5.14**	5.14
Inflation rate (%)	**2.00**	2.00
Expected rate of return on plan assets (%)		
The City of Calgary Supplementary Pension Plan (SPP)	**6.65**	5.50
Pension Plan for Elected Officials of The City of Calgary (EOPP)	**6.65**	5.50
Calgary Firefighters' Supplementary Pension Plan (FSPP)	**6.65**	5.60

a. Registered defined-benefit pension plans

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

In accordance with regulations, actuarial valuations for funding purposes are performed at least triennially for registered plans, except for the Calgary Police Supplementary Pension Plan (PSPP) (Note 14 a. iv.), to determine The City's required contributions to the plan trusts. The most recent actuarial valuations for the purposes of developing funding requirements were prepared as of the following dates:

Pension Plan	**Latest Valuation Date**
FSPP	December 31, 2021
SPP	December 31, 2022
EOPP	December 31, 2021
PSPP	Not applicable

(1) The concept of funding refers to employee benefit obligations supported by dedicated assets held within The City's investments and separate trust funds specifically for this purpose.

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

		2024		2023
Fair value of plan assets – beginning of year	**$**	**184,233**	$	172,057
Contributions – employer		**10,851**		9,335
Contributions – member		**149**		146
Expected interest on plan assets		**12,354**		9,635
Less benefits paid		**(7,925)**		(7,553)
Actuarial gain		**17,527**		613
Fair value of plan assets – end of year	**$**	**217,189**	$	184,233
Accrued benefit obligation – beginning of year	**$**	**176,293**	$	180,475
Current period benefit cost		**7,721**		8,135
Interest on accrued benefit obligation		**9,255**		8,336
Less benefits paid		**(7,925)**		(7,553)
Actuarial loss (gain)		**2,044**		(13,100)
Accrued benefit obligation – end of year	**$**	**187,388**	$	176,293
Funded status – plan surplus	**$**	**(29,801)**	$	(7,940)
Unamortized net actuarial gain		**71,360**		60,176
Accrued benefit liability(1)	**$**	**41,559**	$	52,236
Current period benefit cost	**$**	**7,721**	$	8,135
Amortization of actuarial gains		**(4,299)**		(2,962)
Less member contributions		**(149)**		(146)
Benefit expense	**$**	**3,273**	$	5,027
Interest on accrued benefit obligation	**$**	**9,255**	$	8,336
Less expected interest on plan assets		**(12,354)**		(9,635)
Benefit interest income	**$**	**(3,099)**	$	(1,299)
Total expense	**$**	**174**	$	3,728

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

Pension Plan	2024	2023
FSPP	**14.7**	14.7
SPP	**8.1**	8.2
EOPP	**13.2**	14.0
PSPP	**Not applicable**	Not applicable

i. Calgary Firefighters' Supplementary Pension Plan

The FSPP was established on June 3, 1975. The plan is jointly administered by The City and the International Association of Firefighters (IAFF) Local 255. The plan is supplemental to the LAPP (Note 14 e. i.) and provides an annual retirement benefit of 1.4 per cent of pensionable earnings up to the year's maximum pensionable earnings (YMPE), 2 per cent of pensionable earnings over YMPE, a bridge benefit of 0.6 per cent of YMPE to age 65, and improved early retirement and death benefits, up to maximum pension limits of the ITA. The City and the IAFF Local 255 have agreed to share the cost of future service and future additional unfunded liabilities 55 per cent by The City and 45 per cent by the plan members. The consolidated financial statements of The City reflect The City's portion only of both the expense and the accrued benefit liability.

At December 31, 2024, The City's portion of plan assets, held in trust, is invested in a mix of equities, bonds and money market instruments. Plan assets are stated at market value.

The City's and members' cash contributions to the external trust are made in compliance with the minimum funding requirements pursuant to the most recent actuarial funding valuation report dated December 31, 2021, as follows:

		2024 Employer		2024 Members		2023 Employer		2023 Members
Current service contributions	**$**	**7,151**	**$**	**5,921**	$	5,558	$	4,605

(1) To satisfy the obligations under these plans, assets in the amount of $41,559 (2023 – $52,236) are held within The City's investments.

ii. The City of Calgary Supplementary Pension Plan

The SPP commenced on February 1, 2000 and is sponsored and administered by The City. The plan is supplemental to the LAPP (Note 14 e. i.) and provides an annual retirement benefit of 2 per cent of earnings, up to maximum pension limits of the ITA for years of service since the later of February 1, 2000 and the date of eligibility for membership in the plan, as well as enhanced death benefits. The cost of future service and future additional unfunded liabilities are shared 55 per cent by The City and 45 per cent by the plan members. The consolidated financial statements of The City reflect The City's portion only of both the expense and the accrued benefit liability.

At December 31, 2024, The City's portion of plan assets, held in trust, is invested in a mix of equities, bonds and money market instruments. Plan assets are stated at market value.

The City's and members' cash contributions to the external trust are made in compliance with the minimum funding requirements pursuant to the most recent actuarial funding valuation report dated December 31, 2022 as follows:

	2024 Employer	**2024 Members**	2023 Employer	2023 Members
Current service contributions	**$ 3,545**	**$ 2,901**	$ 3,689	$ 3,016

iii. Pension Plan for Elected Officials of The City of Calgary

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

At December 31, 2024, plan assets, held in trust, are invested in a mix of equities, bonds and money market instruments. Plan assets are stated at market value.

The City's and members' cash contributions to the external trust are made in compliance with the minimum funding requirements pursuant to the most recent actuarial funding valuation report dated December 31, 2021 as follows:

	2024 Employer	**2024 Members**	2023 Employer	2023 Members
Current service contributions	**$ Nil**	**$ 149**	$ Nil	$ 146

iv. Calgary Police Supplementary Pension Plan

The PSPP commenced on January 1, 1975 and provides supplemental pension benefits to those police officers who retired prior to September 1, 1979. The PSPP is deemed a closed plan as police officers who have retired after September 1, 1979 are covered under the SFPP Plan (Note 14 e. ii.).

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

Sufficient funds are held within The City's investments to cover the liabilities as determined by the actuarial valuation for accounting purposes as at December 31, 2024.

b. Non-registered defined-benefit pension plans

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

Actuarial valuations for accounting purposes were performed as follows:

Pension Plan	**Latest Valuation Date**
The City of Calgary Overcap Pension Plan (OCPP)	December 31, 2024
The City of Calgary Police Chief and Deputy Overcap Pension Plan (PCDOPP)	December 31, 2024
The City of Calgary Fire Chief and Deputies Overcap Pension Plan (FCDOPP)	December 31, 2024
Supplementary Pension Plan for Elected Officials of The City of Calgary (EOSP)	December 31, 2024
Executive Pension Plan (EPP)	December 31, 2024
Contractual obligations	December 31, 2024

The following table sets out the results of, and significant assumptions utilized, in the December 31, 2024 valuations for accounting purposes for the non-registered pension plans:

		2024		2023
Accrued benefit obligation – beginning of year	$	**47,226**	$	49,337
Current period benefit cost		**529**		495
Interest on accrued benefit obligation		**2,380**		2,171
Less benefits paid		**(2,906)**		(3,407)
Actuarial loss (gain)		**2,775**		(1,370)
Accrued benefit obligation – end of year	$	**50,004**	$	47,226
Funded status – plan deficit	$	**50,004**	$	47,226
Unamortized net actuarial loss		**(3,607)**		(3,187)
Accrued benefit liability[(1)]	$	**46,397**	$	44,039
Current period benefit cost	$	**529**	$	495
Amortization of actuarial losses		**2,355**		2,189
Interest on accrued benefit obligation		**2,380**		2,171
Total expense	$	**5,264**	$	4,855

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

Pension Plan	2024	2023
OCPP	**10.2**	10.2
PCDOPP	**6.1**	6.9
FCDOPP (closed plan)	**Not applicable**	Not applicable
EOSP (closed plan)	**Not applicable**	Not applicable
EPP (closed plan)	**Not applicable**	Not applicable
Contractual obligations (closed plan)	**Not applicable**	Not applicable

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

i. The City of Calgary Overcap Pension Plan

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

The OCPP for management employees provides a coordinated benefit with the LAPP (Note 14 e. i.), and the SPP (Note 14 a. ii.), to provide an annual retirement benefit of 2 per cent of all pensionable earnings for the years of service since the later of January 1, 1992, and the date of hire with The City.

The OCPP for the Police Chief and Deputies and the OCPP for the Fire Chief and Deputies provide supplementary pension benefits in excess of the maximum pension benefits provided under the SFPP (Note 14 e. ii.) and the FSPP (Note 14 a. i.) respectively. The OCPP for the Fire Chief and Deputies is deemed a closed plan as new entrants are not eligible to participate. The Plan will continue to provide benefits to existing retirees and to grandfathered members.

ii. Supplementary Pension Plan for Elected Officials of The City of Calgary

The EOSP commenced on October 1, 1999. This plan is sponsored and administered by The City and provides a coordinated benefit with the EOPP to provide an annual retirement benefit of 2 per cent of all pensionable earnings for the years of service recognized under the EOPP (Note 14 a. iii.). The decision made by Council to end service accruals in the EOSP took effect as of the 2021 election – October 18, 2021. The plan is considered closed to new entrants as of that date.

iii. Executive Pension Plan

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

iv. Contractual Obligations

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

1) To satisfy the obligations under these plans, assets in the amount of $46,397 (2023 – $44,039) are held within The City's investments

c. Post-retirement benefits

The post-retirement benefits programs of The City include the Pensioners and Widows/Widowers Benefit Plan (PWB), the Retirement Allowance Program (discontinued in 2024) and the Supplementation of Compensation Plan.

Actuarial valuations for accounting purposes in respect of the postretirement benefits programs were performed as follows:

	Latest Valuation Date
PWB	December 31, 2024
Retirement Allowance	December 31, 2024
Supplementation of Compensation	December 31, 2024

The following table sets out the results of, and significant assumptions utilized, in the December 31, 2024 valuations for accounting purposes for post-retirement benefits:

		2024		2023
Accrued benefit obligation – beginning of year	**$**	**76,345**	$	90,634
Current period benefit cost		**4,755**		5,454
Interest on accrued benefit obligation		**4,096**		4,218
Less benefits paid		**(2,819)**		(5,140)
Curtailment gain[(1)]		**(757)**		(25,259)
Actuarial (gain) loss		**(5,224)**		6,438
Accrued benefit obligation – end of year	**$**	**76,396**	$	76,345
Plan assets[(2)]	**$**	**(3,335)**	$	(2,979)
Funded status – plan deficit	**$**	**73,061**	$	73,366
Unamortized net actuarial gain		**39,764**		39,972
Accrued benefit liability[(3)]	**$**	**112,825**	$	113,338
Current period benefit cost	**$**	**4,755**	$	5,454
Amortization of actuarial gain		**(5,787)**		(6,754)
Curtailment gain[(1)]		**(757)**		(25,259)
Interest on accrued benefit obligation		**4,096**		4,218
Total expense	**$**	**2,307**	$	(22,341)
Annual increase in dental and extended health costs		**5.3%**		5.1%

Unamortized net actuarial gains and losses are amortized as follows:

- for plans where employees are actively accruing benefits (i.e. PWB and Retirement Allowance), on a straight line basis over the EARSL of such employees beginning at the times such amounts are determined; and
- for plans where employees are not actively accruing benefits (i.e. Supplementation of Compensation), recognized in the year in which they arise.

The EARSL for each plan is:

	2024	2023
PWB	**12.4**	12.2
Retirement Allowance	**14.3**	11.0
Supplemental of Compensation	**Not applicable**	Not applicable

The following information details the structure and benefits of each of The City's post-retirement benefits:

i. Pensioners and Widows/Widowers Benefits (PWB)

The City sponsors optional post-retirement benefits for extended health, dental and life insurance benefits for qualifying retirees and their surviving spouses, from the date of retirement to age 65. After 10 years or age 65, the life insurance policy reduces to a paid-up death benefit based on the number of years of contributory service prior to retirement. The sponsors and retirees share equally in the cost of benefits. The City's consolidated financial statements show the sponsors' portions only of the expense and the accrued benefit liability.

ii. Retirement Allowance

The City had sponsored a non-contributory retirement allowance of up to 7 weeks of salary for qualifying retirees. The cost of these benefits were recognized as an expense and an accrued benefit liability. Council made the decision on December 16, 2019 to discontinue the retirement allowance as of December 31, 2021, subject to applicable Labour Code requirements. As of December 31, 2024, no members were eligible for the benefit, and the retirement allowance obligation was deemed $nil. As of December 31, 2023, only Employees in the IBEW L254 PSC Officers and Local 1779, 2103 Carpenters collective agreements (275 employees) were still eligible for the benefit.

iii. Supplementation of Compensation

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

(1) Beginning in 2021, the Retirement Allowance Program is being phased out as collective agreements are renewed. This phase out was completed in 2024 with last remaining members ceasing membership in the Program, constituting a curtailment gain of $757 (2023 – curtailment gain of $25,259).

(2) Plan assets in the amount of $3,335 (2023 – $2,979) to satisfy future life claims are equal to fair market value.

(3) Assets in the amount of $112,825 (2023 – $113,338) to satisfy the obligations under these plans are held within The City's investment portfolio.

d. Vacation and overtime

The vacation and overtime liability comprises the vacation and overtime that employees are allowed to defer to future years as defined in administrative policies and/or contractual agreements. Assets in the amount of $311,191 (2023 – $287,960) are held within The City's investments portfolio and working capital to satisfy the obligations under these programs.

e. Multi-employer pension plans

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

Due to the multi-employer nature of these plans, information is not available to determine the portion of the plans' obligations and assets attributable to each employer. Therefore, The City appropriately accounts for both plans following the standards for defined contribution plans. The amount of expense recorded in the consolidated financial statements is equal to The City's current service contributions to the plan as determined by APS for the year and no obligation is recorded in The City's consolidated financial statements. As at December 31, 2023, the LAPP and SFPP were in surplus positions.

i. Local Authorities Pension Plan

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

	2024 Employer	**2024 Members**	2023 Employer	2023 Members
Current service contributions	**$ 149,642**	**$ 132,578**	$ 130,733	$ 116,873

The LAPP reported a surplus (extrapolation results of the actuarial valuation) for the overall plan as at December 31, 2023 of $15,057,000 (2022 – $12,671,000). More recent information was not available at the time of preparing these consolidated financial statements.

LAPP consists of 173,459 active members (2022 – 167,300 active members). The City's active plan membership represents approximately 8.5 per cent (2022 – 7.9 per cent) of the total LAPP active membership as at December 31, 2023.

ii. Special Forces Pension Plan

The SFPP provides an annual retirement benefit of 1.4 per cent of pensionable earnings up to YMPE, 2 per cent of pensionable earnings over YMPE, a bridge benefit of 0.6 per cent of YMPE to age 65, and improved early retirement and death benefits, up to maximum pension limits of the ITA. Under the Alberta *Public Sector Pension Plans Act*, The City and members of the SFPP made the following contributions:

	2024 Employer	**2024 Members**	2023 Employer	2023 Members
Current service contributions	**$ 41,118**	**$ 37,737**	$ 43,625	$ 39,578

The SFPP reported a surplus (extrapolation results of the actuarial valuation) for the overall plan as at December 31, 2023 of $553,089 (2022 – surplus of $265,340). More recent information was not available at the time of preparing these consolidated financial statements. The City's 2024 contribution rates did not change as a result of this surplus.

SFPP consists of 4,742 active members (2022 – 4,649 active members). The City's active plan membership represents approximately 48.8 per cent (2022 – 49.1 per cent) of the total SFPP active membership as at December 31, 2023.

15. Long-term Debt

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

	2024 Tax Supported	2024 Self Sufficient Tax Supported	2024 Self Supported	2024 Total	2023 Tax Supported	2023 Self Sufficient Tax Supported	2023 Self Supported	2023 Total
i. Debentures	**$ 213,255**	**$ 301,556**	**$ 3,668,076**	**$ 4,182,887**	$ 239,532	$ 277,715	$ 3,837,020	$ 4,354,267
ii. Municipal bonds	**–**	**8,918**	**171,082**	**180,000**	–	–	–	–
iii. Mortgages and other debt	**58,277**	**–**	**8,684**	**66,961**	59,647	–	8,925	68,572
iv. Capital lease	**715**	**–**	**–**	**715**	–	–	–	–
	$ 272,247	**$ 310,474**	**$ 3,847,842**	**$ 4,430,563**	$ 299,179	$ 277,715	$ 3,845,945	$ 4,422,839
Less								
Debenture debt attributable to ENMAX[(1)]	**$ –**	**$ –**	**$ (1,467,222)**	**$ (1,467,222)**	$ –	$ –	$ (1,722,502)	$ (1,722,502)
	$ 272,247	**$ 310,474**	**$ 2,380,620**	**$ 2,963,341**	$ 299,179	$ 277,715	$ 2,123,443	$ 2,700,337

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

Self-sufficient tax-supported debt comprises debt for programs and activities whose operating costs, including debt servicing, have historically been funded in whole or in part, directly or indirectly, by revenue from municipal property and business taxes, but that are currently being funded by revenues resulting from their own operations.

i. Debentures, which are predominantly held by the Province of Alberta, mature in annual amounts to the year 2049.

ENMAX is included within self-supported debt, with outstanding debentures in the amount of $1,569,156 (2023 – $1,722,502) of which $1,467,222 is not included in The City's outstanding balance. Some of The City's debenture debt has been specifically issued on behalf of ENMAX. For this debt The City expects to realize the receivable from ENMAX and settle the external debt simultaneously. The debt was initially issued by The City on behalf of the Calgary Electric System (CE) pursuant to City Bylaw authorizations prior to January 1, 1998. Pursuant to the Master Agreement between ENMAX and The City, a liability equivalent to the debentures attributable to ENMAX was included in the assumed liabilities upon transfer of substantially all of the assets and liabilities of CE from The City to ENMAX at January 1, 1998. The City continues to borrow on behalf of ENMAX in accordance with a Debt Management Service Level Agreement between The City and ENMAX. The City shall service the existing debentures, which included debt issuance of $101,934 in 2024 (2023 – $204,177), through the disbursement of principal and interest payments. The City is liable for the outstanding ENMAX debenture debt to the debenture debt holders. On a monthly basis, ENMAX is required to pay to The City an administration fee of 0.25 per cent (2023 – 0.25 per cent) on the average monthly outstanding debenture balance held by The City on behalf of ENMAX.

Another component of self-supported debt relates to local improvements, which includes debentures in the amount of $58,430 (2023 – $57,072). This has been issued to fund improvements that are collectable from property owners for work authorized by them and performed by The City. Principal and interest on local improvement debentures are recovered from property owners through annual local improvement levies over the term of the debenture to a maximum of 25 years.

Included in the self-supported debt is the debenture issued in 2014 by The City on behalf of St. Mary's University (SMU) in the amount of $2,787 (2023 – $3,022). In accordance with the Credit Agreements between SMU and The City, The City shall service the debenture through the disbursement of principal and interest payments. The City is liable for the outstanding debenture debt to the debenture debt holder. SMU is required to reimburse The City for all principal and interest payments with respect to the debenture on the same day as The City disburses the payments to the debt holder. As at December 31, 2024, SMU is in compliance with its Credit Agreements.

(1) Only debt with simultaneous payment terms is deducted from The City's long-term debt and is not included within long-term receivables.

Also included in the self-supported debt is the debenture issued in 2022 by The City on behalf of Silvera for Seniors in the amount of $8,099 (2023 – $8,099). In accordance with the Credit Agreements between Silvera for Seniors and The City, The City shall service the debenture through the disbursement of principal and interest payments. The City is liable for the outstanding debenture debt to the debenture debt holder. Silvera for Seniors is required to reimburse The City for all principal and interest payments with respect to the debenture on the same day as The City disburses the payments to the debt holder. As at December 31, 2024, Silvera for Seniors is in compliance with its Credit Agreements.

ii. The City issued its first municipal bond into the Canadian debt capital markets on March 15, 2024. The bond has a coupon value of 4.20 per cent with interest paid semi-annually and it matures in the year 2034. Of the $180,000 issued, $171,082 was initially assigned to ENMAX. As at December 31, 2024, $167,405 is receivable from ENMAX (Note 8).

iii. Mortgages and other debt are predominantly held by Plenary Infrastructure Calgary LP (Plenary). On September 13, 2016, The City entered into a Public Private Partnerships (P3) agreement with Plenary to design, build, finance, operate and maintain The City's Stoney compressed natural gas bus storage and transit facility. Plenary started operating the new facility on March 12, 2019 and will continue to operate it until 2049. As at December 31, 2024, the total P3 obligation is $58,277.

Also included in Mortgages and other debt are mortgages held by Canada Mortgage and Housing Corporation, which mature in annual amounts to the year 2036. Capital assets with a carrying value of $51,591 (2023 – $50,973) are pledged as collateral against the mortgages.

iv. The capital lease is a vehicle lease entered into on July 1, 2024. It is a 3 year lease with zero per cent interest. In 2024, the principal payments totaled $82.

b. Long-term debt is repayable as follows:

	Tax Supported	Self Sufficient Tax Supported	Self Supported	Less: Debenture Debt attributable to ENMAX	Total
2025	$ 25,809	$ 15,662	$ 289,151	$ (89,777)	$ 240,845
2026	24,330	14,090	292,509	(90,915)	240,014
2027	23,339	11,475	294,431	(91,057)	238,188
2028	21,653	8,702	280,671	(89,081)	221,945
2029	20,790	6,443	267,563	(88,564)	206,232
Thereafter	156,326	254,102	2,423,517	(1,017,828)	1,816,117
	$ 272,247	**$ 310,474**	**$ 3,847,842**	**$ (1,467,222)**	**$ 2,963,341**

c. The maturity dates, interest rates and contractual principals for long-term debt are as follows:

Type	Maturity	Lowest Interest Rate Range	Highest Interest Rate Range	**Ending Balance**
Debentures, incl. ENMAX	< 1 year	0.86%	4.39%	$ 7,686
	1 – 3 years	0.96%	5.00%	104,537
	3 – 5 years	1.14%	5.22%	249,618
	5 – 10 years	1.29%	5.17%	942,964
	10 – 20 years	1.79%	5.45%	2,056,612
	> 20 years	2.06%	5.43%	821,470
				$ 4,182,887
Municipal bonds	5 – 10 years	4.26%	4.26%	**$ 180,000**
Capital Leases	1 – 3 years	–	–	**$ 715**
Mortgages and other	< 1 year	–	–	$ –
	1 – 3 years	–	–	–
	3 – 5 years	6.00%	6.00%	2,353
	5 – 10 years	–	–	–
	10 – 20 years	0.68%	3.84%	1,331
	> 20 years	2.00%	4.29%	63,277
				$ 66,961
Total with ENMAX				**$ 4,430,563**
Less: ENMAX debenture				$ (1,467,222)
Total				**$ 2,963,341**

d. Interest charges are as follows:

	2024 Tax Supported	2024 Self Sufficient Tax Supported	2024 Self Supported	2024 Total	2023 Tax Supported	2023 Self Sufficient Tax Supported	2023 Self Supported	2023 Total
Debenture interest	**$ 7,583**	**$ 9,522**	**$ 74,743**	**$ 91,848**	$ 8,771	$ 8,606	$ 74,529	$ 91,906
Municipal bonds	**–**	**302**	**5,795**	**6,097**	–	–	–	–
Other interest and charges	**27,383**	**236**	**290**	**27,909**	23,627	1,120	232	24,979
	$ 34,966	**$ 10,060**	**$ 80,828**	**$ 125,854**	$ 32,398	$ 9,726	$ 74,761	$ 116,885

e. The estimated fair value of The City's long-term debt is $2,765,721 (2023 – $2,415,884). Calculation of the estimated fair value of the debt is based on lending rates obtainable at December 31, 2024 for debentures with comparable maturities from The City's primary lender, the Province of Alberta.

f. The debt limit is calculated at 1.6 times revenue (as defined in The City's Debt Policy CP2020-05) and the debt service limit is calculated at 0.28 times revenue. Incurring debt beyond these limits requires approval by Council. The calculation, taken alone, does not represent the financial stability of the municipality as the consolidated financial statements must be interpreted as a whole.

	2024	2023
Total debt limit (1.6 times revenue)	**$ 7,806,635**	$ 7,697,013
Total debt (short and long-term)	**3,134,275**	3,075,366
Percentage of debt capacity used	**40.15%**	39.96%
Total debt service limit (0.28 times revenue)	**$ 1,366,161**	$ 1,346,977
Total debt service	**738,974**	617,440
Percentage of debt servicing capacity used	**54.09%**	45.84%

16. Tangible Capital Assets

	December 31, 2023	Additions/ Transfers	Disposals	Write-downs	**December 31, 2024**
Cost					
Land	$ 2,846,703	$ 183,248	$ (3,687)	$ –	**$ 3,026,264**
Land improvements	1,409,201	46,191	(1,216)	–	**1,454,176**
Engineered structures	19,212,258	740,504	(25,901)	–	**19,926,861**
Buildings	3,875,821	74,529	(11,918)	–	**3,938,432**
Machinery and equipment	732,321	27,972	(16,204)	–	**744,089**
Vehicles	1,726,111	142,513	(45,950)	–	**1,822,674**
	$ 29,802,415	$ 1,214,957	$ (104,876)	$ –	**$ 30,912,496**
Work in progress					
Land	$ 1,624	$ 5,484	$ –	$ –	**$ 7,108**
Construction	1,721,671	688,667	-	–	**2,410,338**
	$ 31,525,710	$ 1,909,108	$ (104,876)	$ –	**$ 33,329,942**

	December 31, 2023	Additions	Disposals	Write-downs	**December 31, 2024**
Accumulated Amortization					
Land improvements	$ 833,454	$ 51,243	$ (622)	$ –	**$ 884,075**
Engineered structures	7,269,402	416,709	(24,786)	–	**7,661,325**
Buildings	1,645,873	122,925	(9,982)	–	**1,758,816**
Machinery and equipment	542,442	45,367	(15,880)	–	**571,929**
Vehicles	914,559	93,853	(39,871)	1,264	**969,805**
	$ 11,205,730	$ 730,097	$ (91,141)	$ 1,264	**$ 11,845,950**
Net book value	$ 20,319,980	$ 1,179,011	$ (13,735)	$ (1,264)	**$ 21,483,992**

		December 31, 2022		Additions/ Transfers		Disposals		Write-downs		December 31, 2023
Cost										
Land	$	2,738,755	$	133,976	$	(26,028)	$	–	$	2,846,703
Land improvements		1,410,681		31,032		(32,512)		–		1,409,201
Engineered structures		18,608,308		622,671		(18,721)		–		19,212,258
Buildings		3,814,602		70,882		(9,663)		–		3,875,821
Machinery and equipment		740,306		28,573		(36,558)		–		732,321
Vehicles		1,652,827		108,460		(35,176)		–		1,726,111
	$	28,965,479	$	995,594	$	(158,658)	$	–	$	29,802,415
Work in progress										
Land	$	13,722	$	33,544	$	(45,642)	$	–	$	1,624
Construction		1,346,422		424,074		(48,825)		–		1,721,671
	$	30,325,623	$	1,453,212	$	(253,125)	$	–	$	31,525,710

		December 31, 2022		Additions		Disposals		Write-downs		December 31, 2023
Accumulated Amortization										
Land improvements	$	802,433	$	35,448	$	(4,427)	$	–	$	833,454
Engineered structures		6,878,906		408,159		(17,663)		–		7,269,402
Buildings		1,511,626		141,634		(7,387)		–		1,645,873
Machinery and equipment		531,646		50,031		(39,235)		–		542,442
Vehicles		855,974		89,207		(30,622)		–		914,559
	$	10,580,585	$	724,479	$	(99,334)	$	–	$	11,205,730
Net book value	$	19,745,038	$	728,733	$	(153,791)	$	–	$	20,319,980

In 2024, $345,075 (2023 – $288,695) in engineered structures, land improvements and land were contributed to The City. These contributions were represented at their fair value at the time received. Assets recognized at nominal value by The City in 2024 and 2023 consist of certain buildings and land. Work in progress land contains expenses related to the purchase of land parcels related to a tangible capital asset project.

The land is being utilized to complete the project but is not ready for its intended purpose. Once the project is complete, the land is transferred out of the work in progress land category into the land category.

Cultural and historical properties and treasures are held by The City in various locations. Due to the subjective nature of the assets, they are not recorded as tangible capital assets in the consolidated financial statements (Note 26).

17. 2024 Budget

Budget data presented in these consolidated financial statements are based upon the 2024 operating and capital budgets as approved by Council. Council approved budgets are prepared in accordance with the *Municipal Government Act*, which in some cases is different from budget amounts prepared in accordance with PSAS and reported on the Consolidated Statement of Operations and Accumulated Surplus and Consolidated Statement of Change in Net Financial Assets. The table below reconciles the Council approved budget to the PSAS budget figures reported in these consolidated financial statements. Actual amounts have been used to approximate budget amounts for certain reconciling items that were not included in the Council budget.

	Revenues	Expenses	Other Revenues
Budget as approved by Council			
Operating	$ 4,606,895	$ 4,716,225	$ 109,330
Capital	–	1,988,500	1,988,500
Add			
Operating budget adjustments and revisions	101,260	101,260	–
Capital budget adjustments and revisions	–	103,146	103,146
Related authorities	160,450	271,116	101,252
Equity in earnings of ENMAX	296,000	–	–
Transfers between capital and operating	–	–	95,393
	$ 5,164,605	$ 7,180,247	$ 2,397,621
Less			
Intercompany eliminations	$ (15,754)	$ (44,254)	$ (32,166)
Contributions from Water Services and Calgary Parking	(133,927)	(107,103)	–
Contributions from reserves and operations	(222,738)	(762,608)	–
Debt principal repayments	–	(46,267)	–
Tangible capital asset adjustments	–	(1,580,934)	–
Debt issued	–	–	(499,318)
Transfers from reserves	–	–	(874,216)
Amortization	–	(155,336)	–
Budget for Financial Statement Purposes	**$ 4,792,186**	**$ 4,483,745**	**$ 991,921**

18. Net Assets

Net assets consist of restricted and unrestricted amounts of equity in non-financial assets as follows:

	2024	2023
Operating fund	$ 276,278	$ 236,408
Capital fund	406,791	234,414
Local improvements to be funded in future years	55,522	52,780
Obligation to be funded in future years(1)	(227,264)	(225,106)
Reserves (Note 20)	3,898,434	4,003,003
Equity in ENMAX (Note 8)(2)	3,066,363	2,980,115
Equity in non-financial assets (Note 19)	18,663,355	17,752,754
Accumulated surplus	$ 26,139,479	$ 25,034,368
Accumulated remeasurement gains (losses)	373,463	(69,097)
	$ 26,512,942	$ 24,965,271

19. Equity in Non-Financial Assets

	2024	2023
Tangible capital assets (Note 16)	$ 21,483,992	$ 20,319,980
Long-term debt (Note 15)	(2,963,341)	(2,700,337)
Long-term debt recoverable – non capital (Note 15 a. i.)	10,886	11,121
Inventory	85,134	81,935
Prepaid assets	46,684	40,055
	$ 18,663,355	$ 17,752,754

20. Reserves

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

	2024	2023 (Note 34)
Calgary Housing	$ 57,805	$ 45,451
Fiscal stability	937,853	876,390
Other operating	54,261	63,751
Total operating reserves	$ 1,049,919	$ 985,592
Community investment	$ 156,814	$ 147,820
Debt servicing	–	52,570
Established area investments	32,391	36,007
Green Line fund	182,753	172,799
Legacy parks	64,555	61,625
Major capital projects	430,281	412,687
Calgary Police Service	25,218	30,194
Reserve for future capital and lifecycle maintenance and upgrade merged	962,386	977,167
Other capital	87,738	87,438
Total capital reserves	$ 1,942,136	$ 1,978,307
Calgary Parking	$ 158,416	$ 169,955
Cash in lieu lifecycle sustainment	–	37,376
Corporate housing reserve	44,999	42,076
General hospital legacy reserve	17,660	17,733
Planning and development services sustainment	96,913	105,144
Opportunity Calgary investment	60,619	71,247
Perpetual care	26,860	27,205
Real estate services	184,305	215,072
Utilities sustainment	215,183	245,719
Waste and recycling sustainment	31,675	53,340
Other sustainment	69,749	54,237
Total sustainment reserves	$ 906,379	$ 1,039,104
Total reserves	$ 3,898,434	$ 4,003,003

(1) Obligation to be funded in future years consists of unfunded liabilities of $227,264 (2023 – $225,106) for the asset retirement obligations provision (Note 13).

(2) Excluded from Equity in ENMAX is $138,533 of accumulated other comprehensive gains (2023 – $28,267 losses) which are reflected within the accumulated remeasurement gains of $373,463 (2023 – losses of $69,097).

21. Net Taxes Available for Municipal Purposes

		2024		2023
Property taxes	**$**	**3,190,867**	$	2,945,083
Community Revitalization Levy		**41,409**		39,790
Revenue in lieu of taxes		**266,526**		403,535
Local improvement levies and special taxes		**12,423**		8,588
	$	**3,511,225**	$	3,396,996
Less: Provincial property taxes				
Current year levy	**$**	**(881,550)**	$	(785,920)
Prior year levy		**(1,798)**		(3,472)
Net taxes available for municipal use	**$**	**2,627,877**	$	2,607,604

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

An amount of provincial property taxes receivable of $222 (2023 – $1,798) has been recorded at December 31, 2024 within accounts receivable that will be funded through an increase in the subsequent year's provincial property tax rate.

22. Related Authorities

The assets and liabilities and the operations of the following related authorities are included in The City's consolidated financial statements within the following department segments:

a. Planning and development services

i. Calgary Economic Development Ltd.

Calgary Economic Development Ltd. (CED) is a controlled corporation of The City and was incorporated in July 1999 under the *Alberta Business Corporations Act*. CED's mandate is to position Calgary for long-term economic success and shared prosperity for all through the expansion, retention and attraction of companies, capital and talent which results in business growth and industry development, increased investment and trade activities.

b. Infrastructure services

i. Attainable Homes Calgary Corporation

Attainable Homes Calgary Corporation (AHCC) is a controlled corporation of The City and was incorporated in November 2009 under the *Alberta Business Corporations Act*. The purpose of AHCC is the implementation and administration of attainable housing in The City. The City has guaranteed certain indebtedness of AHCC related to losses in prior years as disclosed in Note 31 a. iii.

ii. Calgary Municipal Land Corporation

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

c. Community services

i. Calgary Arts Development Authority Ltd.

Calgary Arts Development Authority Ltd. (CADA) is a controlled corporation of The City and was incorporated under the *Alberta Business Corporations Act* in March 2005. The mandate of CADA is to promote and direct investment in the arts to increase the sector's public and artistic impact on behalf of the residents of Calgary. CADA supports artists in the development of their skills, while supporting and strengthening the arts to benefit all Calgarians.

ii. Calgary Housing

Calhome Properties Ltd. (operating as Calgary Housing) delivers safe and affordable housing to Calgarians. Some of the housing is provided under agreements with The City and the Province of Alberta, which provides subsidies for certain properties. Since its inception, Calgary Housing has assumed ownership and/or management of Portfolios under different agreements.

iii. Calgary Public Library Board

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

iv. Calgary TELUS Convention Centre

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

Related Authority's Financial Information

For the year ended December 31, 2024 (in thousands)

	Calgary Economic Development Ltd.	Attainable Homes Calgary Corporation	Calgary Municipal Land Corporation	Calgary Arts Development Authority Ltd.	Calgary Housing	Calgary Public Library Board	Calgary TELUS Convention Centre	2024 Total
Segment	Planning and development services	Infrastructure services	Infrastructure services	Community services	Community services	Community services	Community services	
Financial position								
Physical assets	$ 859	$ –	$ 324,999	$ 22,528	$ 98,588	$ 40,785	$ 980	$ 488,739
Financial assets	7,841	26,670	444,796	15,624	80,132	16,177	10,647	601,887
	$ 8,700	$ 26,670	$ 769,795	$ 38,152	$ 178,720	$ 56,962	$ 11,627	$ 1,090,626
Long-term debt	$ –	$ –	$ 310,473	$ 2,353	$ 3,829	$ –	$ –	$ 316,655
Financial liabilities	7,965	18,872	449,960	12,589	46,417	5,506	11,295	552,604
	$ 7,965	$ 18,872	$ 760,433	$ 14,942	$ 50,246	$ 5,506	$ 11,295	$ 869,259
Net assets	$ 735	$ 7,798	$ 9,362	$ 23,210	$ 128,474	$ 51,456	$ 332	$ 221,367
Results of operations								
Revenues								
Community revitalization levy	$ –	$ –	$ 64,325	$ –	$ –	$ –	$ –	$ 64,325
Sales of goods and services	–	675	–	1,230	60,725	–	37,545	100,175
Government transfers, agreements and subsidies	5,749	–	–	–	67,592	7,222	–	80,563
Developers contributions	–	–	–	–	–	–	–	–
Donated assets	–	–	–	5	64	–	–	69
Investment income	230	2	–	590	3,343	1,048	–	5,213
Miscellaneous revenue	1,000	2,249	2,176	1,288	4,875	2,958	–	14,546
Loss on sale of tangible capital assets	–	–	–	–	7	–	–	7
Internal transfers and contributions	12,998	–	49,000	25,481	(761)	66,066	3,352	156,136
Total revenues	$ 19,977	$ 2,926	$ 115,501	$ 28,594	$ 135,845	$ 77,294	$ 40,897	$ 421,034
Expenses								
Salaries, wages and benefits	$ 11,002	$ 1,345	$ 6,760	$ 3,580	$ 26,930	$ 45,206	$ 8,136	$ 102,959
Contracted and general services	9,088	328	17,597	20,889	53,881	17,307	5,252	124,342
Materials, equipment and supplies	241	644	30,183	272	1,380	6,914	25,304	64,938
Interest charges	–	18	19,945	146	136	–	–	20,245
Transfers	–	–	–	–	22,455	–	–	22,455
Utilities	–	–	99	145	12,426	1,249	1,527	15,446
Amortization	179	–	8,701	1,004	3,394	5,539	141	18,958
Accretion	–	–	–	–	316	–	–	316
Debt principal repayments	–	–	–	–	613	–	–	613
Total expenses	$ 20,510	$ 2,335	$ 83,285	$ 26,036	$ 121,531	$ 76,215	$ 40,360	$ 370,272
(Loss) Income before appropriations	$ (533)	$ 591	$ 32,216	$ 2,558	$ 14,314	$ 1,079	$ 537	$ 50,762
Internal transfers	533	(591)	(32,216)	(2,558)	(14,314)	(1,079)	(537)	(50,762)
Change in fund balance	$ –	$ –	$ –	$ –	$ –	$ –	$ –	$ –

Related Authority's Financial Information

For the year ended December 31, 2023 (in thousands)

	Calgary Economic Development Ltd.	Attainable Homes Calgary Corporation	Calgary Municipal Land Corporation	Calgary Arts Development Authority Ltd.	Calgary Housing	Calgary Public Library Board	Calgary TELUS Convention Centre	2023 Total
Segment	Planning and development services	Infrastructure services	Infrastructure services	Community services	Community services	Community services	Community services	
Financial position								
Physical assets	$ 1,037	$ –	$ 283,322	$ 23,521	$ 97,951	$ 39,605	$ 1,121	$ 446,557
Financial assets	9,003	12,070	447,998	15,163	56,553	16,667	5,571	563,025
	$ 10,040	$ 12,070	$ 731,320	$ 38,684	$ 154,504	$ 56,272	$ 6,692	$ 1,009,582
Long-term debt	$ –	$ –	$ 277,715	$ –	$ 4,442	$ –	$ –	$ 282,157
Financial liabilities	8,773	4,864	427,659	15,661	36,515	5,895	6,898	506,265
	$ 8,773	$ 4,864	$ 705,374	$ 15,661	$ 40,957	$ 5,895	$ 6,898	$ 788,422
Net assets	$ 1,267	$ 7,206	$ 25,946	$ 23,023	$ 113,547	$ 50,377	$ (206)	$ 221,160
Results of operations								
Revenues								
Community revitalization levy	$ –	$ –	$ 141,111	$ –	$ –	$ –	$ –	$ 141,111
Sales of goods and services	–	4,557	6,100	1,162	55,606	–	26,345	93,770
Government transfers, agreements and subsidies	6,388	–	–	–	69,513	7,221	–	83,122
Developers contributions	–	–	–	10	–	–	–	10
Donated assets	–	–	–	–	2,590	–	–	2,590
Investment income	185	3	–	162	1,650	1,055	–	3,055
Miscellaneous revenue	1,645	192	3,047	950	2,446	3,723	–	12,003
Loss on sale of tangible capital assets	–	–	–	–	–	(5)	–	(5)
Internal transfers and contributions	11,022	–	46,500	20,951	(2,351)	60,415	2,936	139,473
Total revenues	$ 19,240	$ 4,752	$ 196,758	$ 23,235	$ 129,454	$ 72,409	$ 29,281	$ 475,129
Expenses								
Salaries, wages and benefits	$ 10,139	$ 1,136	$ 6,335	$ 3,456	$ 25,211	$ 42,501	$ 7,686	$ 96,464
Contracted and general services	9,248	27	13,582	18,681	44,019	17,185	4,643	107,385
Materials, equipment and supplies	–	4,264	112,602	231	1,075	6,548	16,395	141,115
Interest charges	–	41	15,893	126	134	–	–	16,194
Transfers	–	–	–	–	22,810	–	–	22,810
Utilities	292	–	106	139	12,958	1,323	1,651	16,469
Amortization	144	–	8,412	1,067	3,196	5,436	59	18,314
Accretion	–	–	–	–	293	–	–	293
Debt principal repayments	–	–	–	–	812	–	–	812
Total expenses	$ 19,823	$ 5,468	$ 156,930	$ 23,700	$ 110,508	$ 72,993	$ 30,434	$ 419,856
(Loss) Income before appropriations	$ (583)	$ (716)	$ 39,828	$ (465)	$ 18,946	$ (584)	$ (1,153)	$ 55,273
Internal transfers	583	716	(39,828)	465	(18,946)	584	1,153	(55,273)
Change in fund balance	$ –	$ –	$ –	$ –	$ –	$ –	$ –	$ –

23. Expenses by Object

	2024	2023
Salaries, wages and benefits	**$ 2,523,359**	$ 2,237,853
Contracted and general services	**684,507**	597,112
Materials, equipment and supplies	**539,526**	592,803
Utilities	**118,952**	125,774
Transfers	**243,861**	238,615
Interest charges (Note 15)	**125,854**	116,885
Amortization and write-downs (Note 16)	**731,361**	724,479
Accretion	**9,203**	7,675
Loss on disposal of tangible capital assets	**8,584**	16,551
	$ 4,985,207	$ 4,657,747

24. Government Transfers

	2024	2023
Operating		
Province of Alberta	**$ 169,756**	$ 169,513
Government of Canada	**8,857**	9,793
	$ 178,613	$ 179,306
Capital		
Province of Alberta	**$ 463,392**	$ 299,568
Government of Canada	**221,456**	162,748
	$ 684,848	$ 462,316
	$ 863,461	$ 641,622

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

25. Segmented Information

The accounting policies used in the segment disclosures are consistent with those followed in the preparation of the consolidated financial statements (Note 1).

For each reported segment, revenues and expenses represent amounts directly attributable to each segment:

a. Planning and development services

Responsible for planning, facilitating and building a great and sustainable Calgary through cross-functional, customer, community and regional collaboration.

b. Infrastructure services

Responsible for designing, building and optimizing municipal infrastructure investment including the Green Line LRT Project to create inclusive, accessible, connected, resilient communities.

c. Community services

Responsible for connecting and protecting Calgarians and communities. Working together to create and sustain healthy, safe, caring and socially inclusive communities that people want to call home.

d. Operational services

Responsible for operating, maintaining and delivering critical services that Calgarians rely on.

e. General government

- Corporate Planning & Financial Services is responsible for driving value and performance for the organization.
- People, Innovation & Collaboration Services is responsible for empowering and enabling employees.
- Law, Legislative Services & Security is responsible for providing legal services to The City, delivers open, accessible and impartial government services to the public, Council and The City and secures and protects the people who work and visit our municipal facilities and amenities.
- Chief Administrative Office and Chief Operating Office is responsible for ensuring the policies and programs of the municipality are implemented, advising and informing Council on the operations and affairs of the municipality, and performing the duties and functions assigned by the *Municipal Government Act* and Council.

f. ENMAX

ENMAX is a wholly owned subsidiary of The City, accounted for on a modified equity basis as a government business enterprise. Note 8 of these consolidated financial statements provides condensed financial information for ENMAX.

Schedule of Financial Activities by Segment

For the year ended December 31, 2024 (in thousands)

	Planning and development services	Infrastructure services	Community services	Operational services	General government	ENMAX Corporation	Total Consolidated 2024
Revenues							
Net taxes available for municipal purposes	$ 103	$ 32	$ –	$ 1,967	$ 2,625,775	$ –	$ 2,627,877
Sales of goods and services	763	15,318	154,942	1,156,925	13,509	–	1,341,457
Government transfers related to operating							
Provincial	4,233	33	157,956	7,282	252	–	169,756
Federal	4,286	1	3,472	253	845	–	8,857
Investment income	3,693	79	5,247	15,873	287,181	–	312,073
Fines and penalties	50	–	36,789	21,935	16,957	–	75,731
Licences, permits and fees	107,293	677	20,107	25,470	430	–	153,977
Miscellaneous revenue	1,460	2,648	15,134	8,896	(78)	–	28,060
Gain (loss) on sale	–	15,627	210	683	(529)	–	15,991
Dividend income from ENMAX Corporation	–	–	–	–	95,000	–	95,000
Equity in gain from ENMAX Corporation	–	–	–	–	–	86,248	86,248
	$ 121,881	$ 34,415	$ 393,857	$ 1,239,284	$ 3,039,342	$ 86,248	$ 4,915,027
Expenses							
Salaries, wages and benefits	$ 156,966	$ 101,931	$ 1,050,883	$ 829,152	$ 384,427	$ –	$ 2,523,359
Contracted and general services	59,134	79,065	170,866	355,867	19,575	–	684,507
Materials, equipment and supplies	(919)	36,664	116,650	316,413	70,718	–	539,526
Utilities	68	615	21,384	96,871	14	–	118,952
Transfers	13,996	27	208,798	11,261	9,779	–	243,861
Interest charges	2,355	10,985	1,232	90,408	20,874	–	125,854
Amortization and write-downs (Note 16)	4,489	9,334	55,782	640,868	20,888	–	731,361
Accretion	–	607	767	7,829	–	–	9,203
Loss on disposal of tangible capital assets	–	3,916	581	4,086	1	–	8,584
	$ 236,089	$ 243,144	$ 1,626,943	$ 2,352,755	$ 526,276	$ –	$ 4,985,207
Net (Loss) Revenues Before Other Contributions and Transfers	$ (114,208)	$ (208,729)	$ (1,233,086)	$ (1,113,471)	$ 2,513,066	$ 86,248	$ (70,180)
Other Contributions and Transfers							
Developer contributions	$ –	$ 32,575	$ 7,383	$ 105,410	$ –	$ –	$ 145,368
Government transfers related to capital	6,483	312,840	94,199	271,326	–	–	684,848
Developer contributions-in-kind related to capital	–	3,303	2,046	339,726	–	–	345,075
	$ 6,483	$ 348,718	$ 103,628	$ 716,462	$ –	$ –	$ 1,175,291
Annual (Deficit) Surplus	$ (107,725)	$ 139,989	$ (1,129,458)	$ (397,009)	$ 2,513,066	$ 86,248	$ 1,105,111

Schedule of Financial Activities by Segment

For the year ended December 31, 2023 (in thousands)

	Planning and development services	Infrastructure services	Community services	Operational services	General government	ENMAX Corporation	Total Consolidated 2023
Revenues							
Net taxes available for municipal purposes	$ –	$ 42	$ –	$ 2,550	$ 2,605,012	$ –	$ 2,607,604
Sales of goods and services	3,739	56,342	143,684	1,143,393	12,825	–	1,359,983
Government transfers related to operating							
Provincial	3,889	62	153,275	10,224	2,063	–	169,513
Federal	6,399	543	2,202	330	319	–	9,793
Investment income	3,244	156	3,058	23,467	190,009	–	219,934
Fines and penalties	54	–	37,212	24,322	16,062	–	77,650
Licences, permits and fees	93,794	915	19,968	19,214	192	–	134,083
Miscellaneous revenue	2,424	2,185	13,021	7,198	8,671	–	33,499
Gain on sale	4	6,834	250	920	1,736	–	9,744
Dividend income from ENMAX Corporation	–	–	–	–	82,000	–	82,000
Equity in loss from ENMAX Corporation	–	–	–	–	–	(97,608)	(97,608)
	$ 113,547	$ 67,079	$ 372,670	$ 1,231,618	$ 2,918,889	$ (97,608)	$ 4,606,195
Expenses							
Salaries, wages and benefits	$ 131,695	$ 85,107	$ 975,231	$ 734,950	$ 310,870	$ –	$ 2,237,853
Contracted and general services	50,345	120,563	186,169	278,617	(38,582)	–	597,112
Materials, equipment and supplies	4,200	131,593	112,766	290,407	53,837	–	592,803
Utilities	344	565	23,205	101,627	33	–	125,774
Transfers	8,055	4,605	208,979	9,730	7,246	–	238,615
Interest charges	2,008	13,095	2,094	87,979	11,709	–	116,885
Amortization	4,335	9,560	55,634	632,471	22,479	–	724,479
Accretion	–	99	658	6,918	–	–	7,675
Loss on disposal of tangible capital assets	–	12,500	629	3,360	62	–	16,551
	$ 200,982	$ 377,687	$ 1,565,365	$ 2,146,059	$ 367,654	$ –	$ 4,657,747
Net (Loss) Revenue Before Other Contributions And Transfers	$ (87,435)	$ (310,608)	$ (1,192,695)	$ (914,441)	$ 2,551,235	$ (97,608)	$ (51,552)
Other Contributions and Transfers							
Developer contributions	$ –	$ 47,982	$ 14,340	$ 126,508	$ –	$ –	$ 188,830
Government transfers related to capital	3,500	208,078	63,953	186,785	–	–	462,316
Developer contributions-in-kind related to capital	–	374	3,370	284,951	–	–	288,695
	$ 3,500	$ 256,434	$ 81,663	$ 598,244	$ –	$ –	$ 939,841
Annual (Deficit) Surplus	$ (83,935)	$ (54,174)	$ (1,111,032)	$ (316,197)	$ 2,551,235	$ (97,608)	$ 888,289

26. Unrecognized Assets

The City has the following major categories of unrecognized assets:

a. Art Collections

The City has acquired various art collections for the benefit of Calgarians funded by capital infrastructure projects, donated by local artists and heritage art. As at December 31, 2024, the insured value of the various art collections is $25,180 (2023 – $25,180).

b. Antique Airplanes

The City has ownership of antique airplanes, which are displayed in the Hangar Flight Museum of Calgary. As at December 31, 2024, the insured value of the antique airplanes is $6,614 (2023 – $6,614).

c. Crown Land

The City has assets that reside/intersect on certain crown lands. The City is unable to determine a reasonable value for the crown lands.

d. Heritage Artifacts

The City has a variety of heritage artifacts that are items of cultural significance. The City is unable to determine a reasonable value for the heritage artifacts.

27. Related Party Disclosure

A related party exists when one party has the ability to exercise control or shared control over the other, which could be an individual or an entity. Related party transactions are disclosed if the transaction occurred at a value different from that which would have been arrived at if the parties were unrelated and if the transaction has a material effect on the consolidated financial statements.

Related parties include key management personnel which include members of Council, general managers and their close family members including their spouse and any dependents.

An external entity becomes a related party to The City when the key management personnel and/or their close family member have the ability to influence and impact the policies, operations and strategic decisions of the external entities.

As at December 31, 2024, there were no significant transactions between related parties that differed in value or terms from those that would have been applied if the parties were unrelated. Refer to Note 8 c. for ENMAX related party disclosures.

28. Contractual Rights

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future. The City's contractual rights arise because of contracts entered into for various service, long-term lease and rental contracts. Contractual rights arise from the normal course of business and are not reflected in the consolidated financial statements until revenues or assets are received. The following table summarizes the contractual rights of The City assuming no counter-party default for future assets:

	Service contracts	Long-term lease and rental agreements	Total
2025	$ 22,333	$ 15,523	$ 37,856
2026	5,853	5,756	11,609
2027	5,533	14,700	20,233
2028	5,121	21,073	26,194
2029	1,640	19,468	21,108
Thereafter	4,488	673,513	678,001
	$ 44,968	$ 750,033	$ 795,001

29. Contingent Assets

In the ordinary course of business, various claims and lawsuits are brought by The City. It is the opinion of administration that the settlement of these actions will result in The City's favour and the settlement amounts will be available for The City's use. The estimated assets value could not be disclosed due to the nature of the claims and may have an adverse effect on the outcomes. Contingent assets are not recorded in the consolidated financial statements.

30. Commitments and Contingent Liabilities

a. Capital commitments of $2,452,057 (2023 – $2,276,192) are not reflected in the consolidated financial statements. This amount represents uncompleted portions of contracts, as at December 31, 2024, on major projects and estimated obligations under other various agreements. These capital commitments were included in The City's capital budget and will be funded from capital deposits, reserves and debt in future years.

b. Operating commitments of $504,554 (2023 – $385,590) are not reflected in the consolidated financial statements. This amount represents uncompleted portions of contracts and obligations, as at December 31, 2024, on estimated obligations under other various agreements. The timing of future expenditures is uncertain; however, these operating commitments will be funded from the operating budget, reserves and deferred revenue in future years.

c. Commitments of $88,540 (2023 – $107,780) related to reserves and operating leases for office premises and facilities are not reflected in the consolidated financial statements. Annual commitments will be funded from the operating budget in the respective future years and are as follows:

2025	$	25,312
2026		19,284
2027		14,277
2028		8,661
2029		5,212
Thereafter		15,794
	$	88,540

d. In the ordinary course of business, various loss claims, expropriation claims and lawsuits are brought against The City. It is the opinion of administration that the settlement of these actions will not result in any material liabilities beyond any amounts already accrued. Where the resulting loss of various claims and lawsuits brought against The City cannot be reasonably estimated, amounts have not been recorded, and The City's Administration believes that there will be no material adverse effect on the financial position of The City.

e. Where estimated environmental management costs are reasonably determinable, The City has recorded a total provision in the amount of $2,283 (2023 – $2,163) for environmental liabilities based on estimates of the costs to manage the sites. Such estimates are subject to adjustment based on changes in laws and regulations and as additional information becomes available.

f. As at December 31, 2024, there were various assessment appeals pending with respect to properties. The outcome of those appeals would be settled from an already established provision. The City makes an annual provision for property taxes that might be impacted by appeals, including specific provision where the results of an appeal are reasonably determinable and general provision for those where the outcome is presently indeterminable.

g. Alberta Tax and Revenue Administration is responsible for assessing the income tax returns filed under the payment in-lieu-of-taxes regulation to the *Electric Utilities Act* which became effective January 1, 2001. ENMAX regularly reviews the potential for adverse outcomes in respect of tax matters and believes it has adequate provisions for these tax matters. The determination of the income tax provision is an inherently complex process, requiring administration to interpret continually changing regulations and to make certain judgments.

h. The City has entered into a 20-year contract for power supply from ENMAX Energy, a wholly owned subsidiary of ENMAX, from 2007 to 2026. Under the terms of the agreement, ENMAX Energy supplies 100 per cent renewable electricity up to contracted volumes. Annual electricity prices are based on a portfolio of energy sources developed for The City by ENMAX Energy.

i. The City has entered into four 20-year agreements (commencing 2010, 2011, 2013, 2020) with ENMAX, for the supply of thermal energy. The annual price of the energy supplied by each agreement is a blended rate which includes a fixed charge component. During 2021, ENMAX's district energy system was sold to Calgary District Heating Inc. (CDHI), a wholly owned subsidiary of Atlantica Sustainable Infrastructure plc, and it was agreed that all existing agreements with The City would be honoured. Additionally, The City has entered into one 25-year agreement (commencing 2023) with CDHI for the supply of thermal energy. As at December 31, 2024, the estimated future obligation for this fixed charge is $3,629 (2023 – $4,242).

j. The City has entered into a 20-year agreement with ENMAX Independent Energy Solutions Inc, a wholly owned subsidiary of ENMAX, for supply of on-site production of electricity and thermal energy at the Stoney Transit Facility until November 2037. The commitment is estimated to be $4,690 (2023 – $5,005).

k. The City has entered into a 10-year agreement with ENMAX Generation Portfolio Inc, a wholly owned subsidiary of ENMAX, for supply of on-site production of electricity and thermal energy at the Village Square Leisure Centre until December 2026. The commitment is estimated to be $994 (2023 – $1,476).

l. The City is responsible for the remediation of contaminated sites where The City is directly responsible or has accepted responsibility for remediation. A provision for future clean-up costs and monitoring has been accrued based on environmental assessments. As at December 31, 2024, the provision was $1,701 (2023 – $1,755) and is classified in accounts payable and accrued liabilities. This provision is based on $2,091 (2023 – $2,091) in expenditures expected to be incurred over the next 25 years discounted at 4.04 per cent (2023 – 3.57 per cent) based on The City's weighted average cost of capital.

The liability for contaminated sites is for a non-sanctioned activity on a City-owned parcel of land and an operating industrial operation. The nature of contamination includes heavy metals and petroleum hydrocarbons.

From time to time, there may be uncertainty as to whether The City has a legal responsibility or accepts responsibility for a contaminated site or whether economic benefits will be foregone for a contaminated site. It is not expected that the impact of any such sites would have a material impact on the consolidated financial statements. When The City is able to determine that all inclusion criteria have been met, The City will accrue a liability for these future remediation costs.

m. On November 1, 2019, The City entered into a contribution agreement with CMLC and Calgary Exhibition and Stampede Limited (CESL) to expand the BMO Centre which is owned and operated by CESL. The City, through CMLC, committed to fund two-thirds of the eligible costs of $333,334 which will be funded via The City's Major capital projects reserve. CMLC will repay The City through the Rivers District Community Revitalization Levy starting in 2028 through 2047. In 2024, The City incurred $28,461 (2023 – $106,670) of costs, which were expensed as a donation to CESL. The remaining commitment is $7,097 (2023 – $35,558) and has been included as a capital commitment in Note 30 a.

n. On September 5, 2020, The City entered into a development management agreement with CMLC and Arts Commons for the design work of the Arts Commons Transformation project. This agreement was restated and amended on January 31, 2022 to provide for the construction and further amended on June 6, 2023 to include the Olympic Plaza Transformation project. Council authorized the allocation of $123,400 (2023 – $83,400) towards the design and construction of the project to be funded from the Canada Community Building Fund, Fiscal stability reserve and the Major capital project reserve. In addition to the above funding, Council passed a Bylaw authorizing a loan of up to $165,000 to CMLC with both principal and interest to be repaid with future community revitalization levy starting in 2027 through 2047. In 2024, The City incurred $21,088 (2023 – $6,585) of costs which have been capitalized.

o. On October 5, 2023, agreements were signed between The City, Calgary Sports and Entertainment Corporation, the Province of Alberta and Calgary Exhibition and Stampede Limited to develop and operate a new modern event centre and make additional infrastructure investments in the Culture + Entertainment District. The City's commitment to the projects is $972,192 (2023 – $853,300) and will be funded via the Major capital projects reserve, Pay-As-You-Go, Reserve for future capital and lifecycle maintenance and upgrade reserve. The City incurred $104,523 (2023 – $10,129) of costs to date. A commitment of $867,668 (2023 – $843,171) has been included as a capital commitment in Note 30 a.

31. Guarantees

In the normal course of business, The City enters into various agreements that may contain features that meet the definition of a guarantee. A guarantee is defined to be a contract (including an indemnity) that contingently requires The City to make payments to the guaranteed party based on (a) changes in an underlying interest rate, foreign exchange rate, equity or commodity instrument, index or other variables that are related to an asset, liability or an equity security of the counterparty, (b) failure of a guaranteed party to perform under an obligating agreement or, (c) failure of a guaranteed party to pay its indebtedness when due. Significant guarantees The City has provided to third parties include the following:

a. Third party debt agreements

No amounts have been accrued in the consolidated financial statements of The City with respect to the following agreements.

i. The City has guaranteed certain indebtedness of CESL. This third party debt agreement requires The City to make immediate payment of certain outstanding borrowings on behalf of CESL in the event CESL cannot fulfil its obligations to a Canadian chartered bank. The terms of these guarantees are equal to the amortization periods of the related credit facilities, which mature between 2023 and 2035. The interest rates on the credit facilities owed by CESL range from 4.49 per cent to 6.30 per cent (2023 – 3.64 per cent to 6.70 per cent). As at December 31, 2024, CESL has drawn a total of $30,004 (2023 – $74,558) on the total maximum available facility of $30,004 (2023 – $74,558). The City, as an unconditional guarantor, holds as security a fixed debenture in the amount of $80,000 (2023 – $80,000) charging certain lands owned by CESL.

ii. The City guaranteed certain indebtedness of The Calgary Zoological Society (The Zoo). This third party debt agreement required The City to make immediate payment of outstanding borrowings on behalf of The Zoo in the event The Zoo could not fulfil its obligations to a Canadian chartered bank. The term of the guarantee is valid until December 18, 2024, when the related debt matured. As at December 31, 2024, the outstanding balance of the facility was $nil (2023 – $441) on the total maximum available facility of $nil (2023 – $441).

iii. The City has guaranteed certain indebtedness of AHCC. This third party debt agreement requires The City to make immediate payment of outstanding borrowings on behalf of AHCC in the event AHCC cannot fulfil its obligations on a revolving credit facility to a Canadian financial institution. The City guarantee is valid until June 30, 2026, when the related credit facility matures. The interest on the credit facility is Prime minus 0.75 per cent (2023 – Prime minus 0.75 per cent). As at December 31, 2024, the outstanding balance of the facility was $3,664 (2023 – $694) on the total maximum available facility of $10,000 (2023 – $10,000). The City, as an unconditional guarantor, holds as security a fixed and floating debenture in the amount of $10,000 (2023 – $10,000).

b. Other indemnification agreements

In the normal course of business, The City may provide indemnification to counterparties that would require The City to compensate them for costs incurred as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a result of the transaction. The terms of these indemnification agreements will vary based upon the contract. The nature of the indemnification agreements prevents The City from making a reasonable estimate of the maximum potential amount it could be required to pay to counterparties. Any potential indemnification claims may be claimed against the Civic Insurance Program, which comprises a combination of purchased insurance and a self-funded component.

32. Executive Salaries and Benefits

The following executive salaries and benefits are disclosed as required under the Supplementary Accounting Principles and Standards Regulation (AR 313/2000) of the *Municipal Government Act*. Executive salaries and benefits obligations have been fully funded by The City.

	Salaries	**Benefits[(1)]**	**Transitional Allowance[(2)]**	**2024**	Salaries	Benefits[(1)]	Transitional Allowance[(2)]	2023
Mayor								
Gondek, J	**$ 212**	**$ 9**	**$ –**	**$ 221**	$ 208	$ 9	$ –	$ 217
	$ 212	**$ 9**	**$ –**	**$ 221**	$ 208	$ 9	$ –	$ 217
Councillors								
Carra, G	**$ 120**	**$ 18**	**$ –**	**$ 138**	$ 117	$ 18	$ –	$ 135
Chabot, A	**120**	**18**	**–**	**138**	117	18	–	135
Chu, S	**120**	**18**	**–**	**138**	117	18	–	135
Demong, P	**120**	**18**	**–**	**138**	117	18	–	135
Dhaliwal, R	**120**	**18**	**–**	**138**	117	18	–	135
McLean, D	**120**	**16**	**–**	**136**	117	18	–	135
Mian, J	**120**	**18**	**–**	**138**	117	18	–	135
Penner, K	**120**	**18**	**–**	**138**	117	18	–	135
Pootmans, R	**109**	**17**	**14**	**140**	117	18	–	135
Sharp, S	**120**	**18**	**–**	**138**	117	18	–	135
Spencer, E		**18**	**–**	**138**	117	18	–	135
Walcott, C	**120**	**18**	**–**	**138**	117	18	–	135
Wong, T	**120**	**18**	**–**	**138**	117	18	–	135
Wyness, J	**120**	**18**	**–**	**138**	117	18	–	135
Sutherland, W	**–**	**–**	**–**	**–**	–	–	17	17
	$ 1,669	**$ 249**	**$ 14**	**$ 1,932**	$ 1,638	$ 252	$ 17	$ 1,907
Chief Administrative Officer	**$ 406**	**$ 54**	**$ –**	**$ 460**	$ 346	$ 53	$ –	$ 399
Designated Officers[(3)]	**1,931**	**318**	**–**	**2,249**	1,710	312	–	2,031
	$ 4,218	**$ 630**	**$ 14**	**$ 4,862**	$ 3,902	$ 635	$ 17	$ 4,554

(1) Benefits include The City's share of all benefits and contributions including pension, medical and dental coverage, flexible spending account, life insurance, Active Living Pass and car allowance. Councillors are also provided a transit pass, a parking stall at the City Hall complex and a special parking permit that allows them to park as required.

(2) Elected officials receive a transition allowance, upon conclusion of their service, equal to two weeks pay for each year in office, up to a maximum of twenty-six years. These allowances may be taken over several years.

(3) The City's designated officers are the Chief Financial Officer, City Assessor, City Clerk, City Solicitor, City Treasurer, City Auditor and Deputy Director – Finance. In 2024, there was $143 (2023 – $13) in retirement, holiday and vacation paid out of the ordinary course of business and severance payouts for these designated officers.

33. Funds Held in Trust

The City administers the following funds held in trusts on behalf of third parties. As related trust assets are not owned by The City, the trusts have been excluded from the consolidated financial statements. The following table provides a summary of the transactions within these trusts during the year:

	December 31, 2023	Receipts	Investment Income	Disbursements	**December 31, 2024**
Joint Use Reserve Fund	$ 59,603	$ 1,601	$ 1,939	$ –	**$ 63,143**
Major Road Standard Oversize	2,452	4,993	56	(5,518)	**1,983**
Community and District Parks	2,251	–	104	–	**2,355**
Utility Oversize	6,958	2,650	272	(4,930)	**4,950**
Developers' cash bonds	2,467	–	114	–	**2,581**
Acreage Assessment Fund	519	–	19	–	**538**
Candidate Campaign Surplus Fund	2	–	–	–	**2**
Other miscellaneous trusts	1,450	1,512	95	(340)	**2,717**
	$ 75,702	$ 10,756	$ 2,599	$ (10,788)	**$ 78,269**

	December 31, 2022	Receipts	Investment Income	Disbursements	December 31, 2023
Joint Use Reserve Fund	$ 54,160	$ 3,442	$ 2,001	$ –	$ 59,603
Major Road Standard Oversize	75	5,448	33	(3,104)	2,452
Community and District Parks	3,063	–	118	(930)	2,251
Utility Oversize	10,600	2,891	459	(6,992)	6,958
Developers' cash bonds	2,381	–	116	(30)	2,467
Acreage Assessment Fund	496	–	23	–	519
Candidate Campaign Surplus Fund	2	–	–	–	2
Other miscellaneous trusts	1,392	180	72	(194)	1,450
	$ 72,169	$ 11,961	$ 2,822	$ (11,250)	$ 75,702

The Joint Use Reserve Fund consists of monies held in accordance with the Joint Use and Planning Agreement with the Calgary Board of Education, the Calgary Catholic Separate School Board and the Francophone Regional Authority (the School Boards). The fund is administered by the Joint Use Coordinating Committee, comprised of representatives from The City and the School Boards. Use of the fund is in accordance with the agreement with the School Boards.

The Developer Funded Infrastructure Stabilization Fund – Major Road Standard Oversize, Community and District Parks and Utility Oversize consist of amounts provided by developers of new subdivisions in accordance with oversize rates set out in the Standard Development Agreement (SDA) terms and conditions. The SDA sets out the terms and conditions under which development of the lands are to take place within the city including the responsibility to construct or pay for public infrastructure.

The Developers' cash bonds are monies held to secure performance by a developer under the terms of the SDA.

Acreage Assessment Fund for recreational facilities consists of monies received from developers prior to the year 2000 pursuant to a special clause in the SDA whereby each developed hectare is assessed a certain sum to be used for recreational facilities in the designated community. The funds held in trust will continue to hold the established trusts until the monies are completely disbursed.

The Candidate Campaign Surplus Fund is administered by The City on behalf of election candidates, the funds held in trust shall remit the funds and interest to the candidate for use in the next general election.

Other miscellaneous trusts are composed of multiple funds with minimal balances that are held for external organizations.

34. Comparative Figures

The prior year comparative figures have been reclassified to conform to the current year's presentation impacting certain balances between capital deposit categories in Note 12 and reserve categories in Note 20.

The impact of the change to Note 12 was to disclose off-site levies and centre city levies separately. The impact of the change to Note 20 was to reclassify the Calgary Parking reserve from capital reserves to sustainment reserves.

Climate-Related Financial Disclosure 2024

Flood mitigation along the Bow River near Chinatown

Background and Introduction

Climate change poses numerous risks and opportunities to The City of Calgary (The City) and all Calgarians, including financial, economic, environmental and community safety and wellbeing impacts. To address these risks and opportunities, Calgary City Council (Council) prioritized climate resilience in its 2023-2026 Strategic Direction[1] and approved the Calgary Climate Strategy – Pathways to 2050[2](Climate Strategy). The 2023-2026 Climate Implementation Plan[3] (Implementation Plan), part of The City's 2023-2026 Service Plans & Budgets, marked the first steps in integrating climate action into The City's four-year planning and budgeting cycle. These actions are focused on reducing climate-related risks through decreasing greenhouse gas (GHG) emissions and reducing Calgary's exposure and vulnerability to climate-related hazards such as flooding, drought, wildfire smoke and extreme weather.

To provide enhanced transparency about how climate change affects The City's finances, operations and services to Calgarians, a Climate-Related Financial Disclosure (CRFD) is included in the unaudited portion of the Annual Financial Report, for the fourth consecutive year. This year's disclosure aims to align with the International Sustainability Standards Board (ISSB) International Financial Reporting Standards (IFRS) S2 – Climate-related Disclosures (see *Highlight 1*). It showcases The City's commitment to responsible governance and long-term resilience.

Highlight 1:
Evolution of The Climate-Related Disclosure Landscape

The ISSB introduced the IFRS S2 Climate-related Disclosures standard in June 2023, effective from January 1, 2024. The International Public Sector Accounting Standards Board (IPSASB) released an exposure draft for public sector climate-related disclosures in September 2024, with final guidelines expected by the end of 2025. The City's financial accounting and statements align with the Canadian Public Sector Accounting Board (CPSAB). While this year's CRFD report aims to align with the IFRS S2, future reports will look to align with the IPSASB or CPSAB once public sector focused climate-related disclosure standards become available and effective.

(1) The City of Calgary. 'Resilient Calgary: Council's Strategic Direction 2023-2026'. The City of Calgary [website], 11 December 2023. https://publicaccess.calgary.ca/lldm01/exccpa?func=ccpa.general&msgID=RTeygKcqTTO&msgAction=Download
(2) The City of Calgary. 'Calgary Climate Strategy – Pathways to 2050'. The City of Calgary [website], 11 December 2023. https://www.calgary.ca/environment/climate.html
(3) The City of Calgary. 'Climate Implementation Plan 2023-2026'. The City of Calgary [website], 05 February 2024. https://www.calgary.ca/environment/climate/implementation-plan.html

Governance

The City ensures accountability, effectiveness and transparency in climate action through a comprehensive governance system. Climate-related risks are identified at multiple organizational levels, including alignment to Council's priorities, Executive Leadership Team's (ELT) corporate priorities and strategic direction, and commitments and performance set by City services. The governance section of this report details the supporting processes and controls.

1.1. Governance Roles and Responsibilities

Corporate Strategy

Council is responsible for setting the strategic priorities for The City, with climate resilience being a key foundation of these priorities. Council receives semi-annual reports on climate-related risks through the Audit Committee and provides direction and approvals for The City's strategies, plans, policies, bylaws and budgets. The Climate Advisory Committee of Council (CAC), comprised of third-party experts, offers Council advice on The City's long-term strategic approach to addressing climate change and environmental sustainability and short-term implementation of actions. In 2024, The CAC evolved their seven subcommittees, enabling the Committee to better understand The City's climate planning, action and reporting, building a stronger relationship with City Administration.

Executive Leadership

The Chief Administrative Officer (CAO) sets the vision for realizing Council's priorities. The Chief Operating Officer (COO) supports achieving this vision, by providing oversight to advance implementation of corporate priorities, of which climate is one. ELT ensures The City delivers on these priorities across corporate teams. The Climate Guiding Coalition, comprising the COO and CFO, provides strategic direction for integrating climate action into City business. They make cross-corporate decisions, especially where outcomes may conflict or diverge.

Service Level Implementation

Service committees and business units implement programs and projects based on ELT direction, aligned with Council and Corporate Priorities. They provide ELT with information, recommendations and risk assessments, including climate-related risks. The Climate & Environmental Management Service Committee and Climate & Environment business unit oversee cross-corporate climate-related risk management with Enterprise Risk Management (ERM). The Emergency Management & Community Safety business unit oversees the Calgary Emergency Management Agency, which assesses local disaster risks, including those related to climate events, and coordinates proactive risk management strategy, emergency planning, disaster mitigation, community preparedness, business continuity, response and recovery activities on behalf of the local authority. Other key internal groups involved include Business Planning and Performance, Capital Priorities and Investment, Risk Management and Claims and operational services managing environmental and climate-related risks.

1.2. Governance Assessment and Improvement

In 2023, an evaluation of The City's evolving corporate climate governance system was undertaken. A 2023 assessment score and target were set for each of the five assessed governance categories and reported within the 2023 Climate-Related Financial Disclosure. The governance score across all categories averaged a 6 (identified as progressing), reflecting The City's significant and ongoing efforts in improving its governance related to climate action. The next second-party evaluation of The City's corporate climate governance system will be completed in late 2025.

In 2024, The City took proactive steps to implement additional measures to advance climate governance across the organization, including:

- The new Governance and Reporting Division in Climate & Environment was established to enhance cross-corporate connections and accountability on climate action and develop tools to integrate climate into decision-making.
- The City's new Capital Investment Prioritization Framework will assess new investments based on their impact on climate and environmental outcomes, including climate risk, adaptation, GHG emissions, natural infrastructure, resource consumption and pollution prevention.

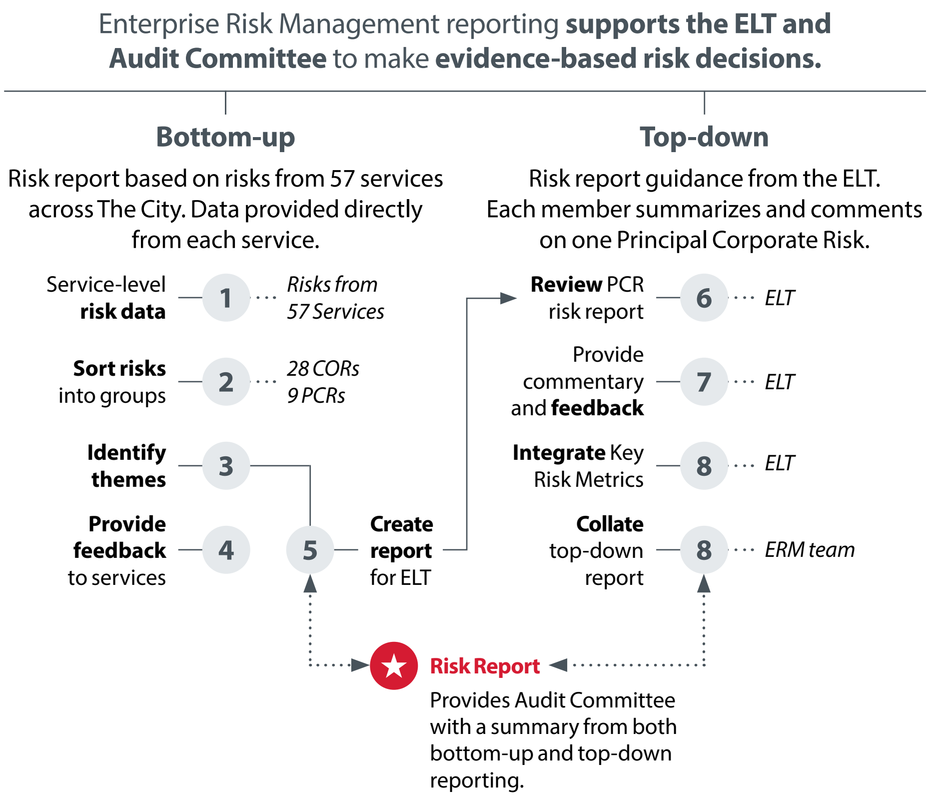
Risk Management and Strategy

The City has developed tools and processes to identify, assess, prioritize and monitor climate-related risks and opportunities. These risks are integrated into The City's overall risk management framework and serve as key input to its overall strategy.

2.1. Corporate Risk Review Process

The City's corporate risk review process is a systematic approach to collecting, analyzing and reporting information on risks that could impact the achievements of its desired results. The output of this process is a corporate risk profile.

Figure 1: The City's Corporate Risk Review Process



2.1.1 The City's Corporate Risk Profile

The Corporate Enterprise Risk Management team updates The City's risk profile semi-annually (see *Highlight 2*) based on information received for the nine Principle Corporate Risks (PCR), including the Sustainable City PCR, which addresses physical climate risk and GHG risk as Corporate Operating Risks (CORs).

Highlight 2: 2024 Year-End Risk Profile

In the 2024 Year-End Risk Profile, the Sustainable City PCR was rated as "High" with a "Stable" trend. The City's risk response is in progress and the risk will continue to be closely monitored and assessed.

PCRs are evaluated based on likelihood and impact and rated as Slight, Low, Medium, High or Extensive. The risk profile includes additional information for each PCR, such as: progress of risk response, trend and an assessment of risk appetite and tolerance.

The City's PCRs are assessed using both a bottom-up and a top-down approach (see *Highlight 3*) and consider internal and external pressures which may result in changes to the risk rating, trend or risk response strategies. Climate change is evaluated as an external pressure on The City's PCRs and overall risk profile, specifically regarding the impact of extreme weather events on The City, its assets, infrastructure, workforce and Calgarians.

ELT monitors and discusses risks, addressing both internal and external threats to The City's strategic objectives. Their goal is to mitigate negative impacts on The City's assets and services and capitalize on opportunities.

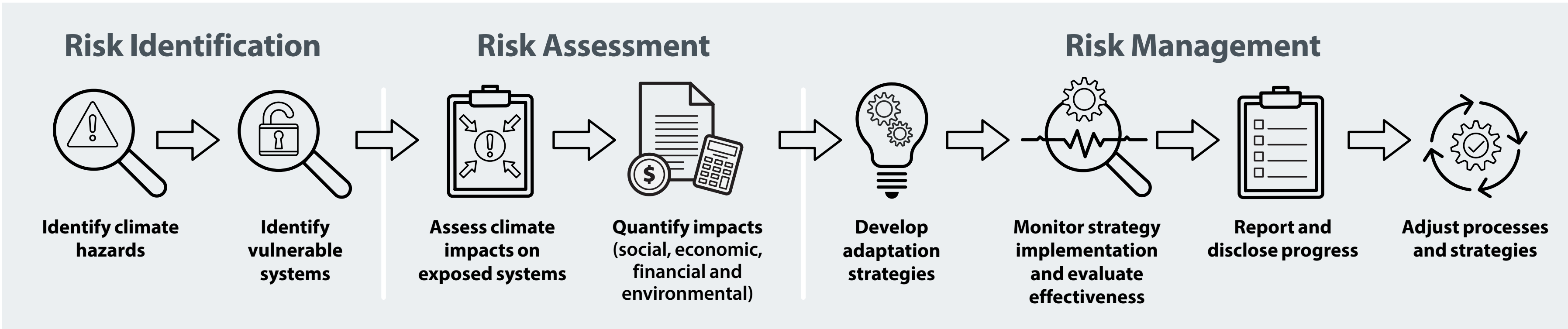
Highlight 3: Climate & Environment Assessment

Subject Matter Experts from the Climate & Environment business unit are engaged throughout the PCR assessment process to provide information and update the risks, ratings and risk response within the Climate & Environmental Management Service Risk Register.

2.2. Climate-Related Physical Risks and Opportunities

Climate-related physical risks and opportunities refers to the direct impacts of climate change on the environment, human and built infrastructure systems.

Figure 2: **The City's Climate-Related Physical Risk Assessment Process**



2.2.1 Physical Risk Identification

The City uses climate projections to describe how Calgary is likely to experience climate change based on current emission trends and scenario analysis best practices. This information is detailed in The City's 2022 Climate Projections Report[4] (See *Highlight 4*) and uses historical (1981-2010), medium-term, 2050s (2041-2070) and long-term, 2080s (2071-2100) time horizons. Using these projections, The City assesses Calgary's specific physical climate risks through various approaches and scenario analyses.

Highlight 4: 2024 Climate Projections Update

In 2024, The City's subject matter experts updated the 2022 Climate Projections Report for Calgary to include more information on the confidence of the projections and, where applicable, updated climate projections data to account for historical adjusted time periods.

(4) The City of Calgary. 'Climate Projections for Calgary'. The City of Calgary [website], 10 January 2025. https://www.calgary.ca/content/dam/www/uep/esm/documents/climate-projections-calgary-2024.pdf

2.2.2 Physical Risk Assessment

The City uses two primary tools to assess and manage climate-related physical risks: the Community Climate Risk Index (CCRI) for community-level analysis and the Climate Risk and Resilience Assessment (CRRA) processes for corporate assets and service delivery. These tools use climate projections and combine qualitative and quantitative data with structured protocols to identify vulnerabilities, evaluate exposure and inform risk reduction measures. The table below details these tools and their applications in identifying and assessing physical risks:

Table 1: Physical Risk Assessment Tools

Assessment Tool	Tool Type	Tool Description	Tool Use
Community Climate Risk Index (CCRI)	Spatial Analysis Model	The CCRI is an internal tool that assesses climate hazard exposure and vulnerability indicators for each of Calgary's geographic communities. The CCRI informs Climate Risk Profiles for each of Calgary's communities to provide evidence-based information for place-based planning and adaptation strategies.	The detailed projections are available internally and externally to inform climate risk assessments, infrastructure design and operational planning.
Climate Risk and Resilience Assessment Processes (CRRA)	Risk Assessment Processes	The CRRA is a collaborative in-depth process that assesses climate risk on City-owned infrastructure and facilities and informs site and project specific adaptation measures within the design to reduce physical risk to the asset and its provision of services. The Climate Risk Screening Assessment is a simplified CRRA process that applies a screening model on public infrastructure projects that are typically at a later stage in design to streamline the identification of opportunities to reduce physical climate risk.	These processes serve to identify hazards and associated risk, inform project teams and influence design decisions to build more climate-resilient City assets.

The City has conducted economic analyses to quantify climate change impacts, supporting evidence-based risk reduction and highlighting the societal costs of inaction and the benefits of proactive adaptation for City-owned facilities. These insights guide strategic capital planning, budget allocation and long-term fiscal sustainability in climate risk management (See *Highlight 5*). Table 2 below details the analyses and their applications.

Highlight 5: Calgary Transit Analysis

In 2024, a CRRA and an economic analysis for the whole of Calgary Transit (Transit) kicked off to better understand climate risk to Transit service delivery, staff and assets. An economic analysis will be completed to explore adaptation measures and investment strategies to reduce risk to Transit's assets in 2025 and beyond.

Table 2: Climate-related Economic Analysis Tools

Assessment Tool	Tool Type	Tool Description	Tool Use
Costs of Inaction: Economic Analysis of Calgary's Climate Risks[5]	Report	An analysis of future climate risks for Calgary indicates that without significant GHG emissions mitigation and local adaptation, the expected annual costs to Calgary could reach $2.6B by the 2050s and $7.8B by the 2080s (in 2020 dollars).	This demonstrates the order of magnitude of the potential future costs of climate change on major civic and public systems to inform the business case for climate adaptation in a Calgary context.
Economic Analysis of Climate Risks and Adaptation – City Buildings[6]	Model	Assesses the increasing costs due to climate change on The City's buildings portfolio and recommends cost-efficient strategies to reduce climate risk to building components. The estimated added lifecycle costs for The City buildings portfolio, due to climate hazards increasing, is $1.6B (2021 dollars) from 2025-2095.	This can be used to calculate the lifetime savings of proactive vs reactive investments by highlighting opportunities to reduce future costs from climate change.
Valuation of Natural Assets	Spatial Analysis Model	The natural asset valuation approach builds on the intrinsic value of nature to assess the ecosystem service values and the replacement cost of natural assets. Natural assets in Calgary provide an annual service value of approximately $2.5B.	This approach recognizes the capacity of natural assets to reduce climate risk and can inform decisions by which to better protect, restore and manage natural assets.

2.2.3 Climate-Related Physical Risks

Calgary's unique geographical location exposes the city to a range of climate-related physical risks, including acute events like floods and severe storms and chronic hazards such as temperature shifts, wildfire smoke and prolonged droughts (see *Table 3* below). These risks challenge City infrastructure, operations and community well-being[7] (see *Highlight 6*), but also offer opportunities for modernization, emergency preparedness and adaptation investments. Managing these risks and opportunities is crucial for The City's financial planning, service delivery, long-term resilience and affordability outcomes for Calgarians.

Highlight 6: 2024 Hail Impact

In August 2024, Calgary experienced the costliest hailstorm in Canadian history with approximately $3.25B in insured losses for Calgary property owners and businesses. City assets also sustained a moderate amount of damage, including facilities, fleet vehicles, and waste and recycling infrastructure, as well as Civic Partner assets.

(5) Calgary Financial impacts are derived from: Boyd, R. and Prescott, S. Costs of Inaction: Economic Impacts of Climate Change on Calgary. Prepared by All One Sky Foundation for The City of Calgary. Calgary: All One Sky, 2022.

(6) Boyd, R.1, Kwan, C.1, Iffrig, A.2, Kowalczyk, T.2 and Zukiwsky, J.1, 2023: Financial Analysis of the Climate Resilience Funding Gap for City Facilities: Adapting City Buildings for Climate Change. Technical Report prepared by All One Sky Foundation and Associated Engineering for The City of Calgary.

(7) Catastrophe Indices and Quantification Inc. CatIQ Discloses Updated Industry Loss for the Calgary Hailstorm of August 5, 2024. CatIQ [website], 12 February 2025. https://public.catiq.com/2025/02/10/cad-3-253-b-catiq-discloses-updated-industry-loss-for-the-calgary-hailstorm-of-august-5-2024/

Table 3 Climate-related Physical Risks, Implications, and Responses

Climate-related Physical Risks	Description of Risk	Community Implications	Municipal Implications	Description of Response
Shifting Seasons **Risk Type:** Chronic **Time Horizon:** Mid to long-term (2041 – 2100) **Likelihood:** Very High	Changes in seasonal patterns affect multiple aspects of Calgary's built and environmental systems. • Earlier spring freshet shifts annual water availability and demand patterns. • Changes in freeze-thaw cycles can damage infrastructure. • Vegetation impacts, invasive species spread and changing disease susceptibility in parks and private gardens.	**Community Safety & Wellbeing** • Change to seasonal recreational activities, diminishing outdoor ice and snow, longer season and increasing demand for spring and summer sports.	**Operations** • Increasing annual cost to maintain parks and natural assets stressed by seasonal changes and acute climate hazards (e.g. pest management and urban forest maintenance). • Increasing need for road repairs and shifting road maintenance seasons. • Shifting municipal water demand and seasonal source water supply. **Natural Environment** • Shifting seasonal patterns disrupts biological timing of tree and vegetation causing damage and loss of critical ecosystem services provided by natural assets. • Invasive species (e.g. Emerald Ash Borer, Dutch Elm Disease) could cause complete destruction of whole species of trees, resulting in an estimated cost of $80M over 10 years to remove and replace the impacted assets.	• Federal funding has been secured to increase tree planting in the city. • Implementation of the Drought Resilience Plan (2023). • Water Security Roadmap (2026). • Hydrologic forecasting and coordinated water reservoir and dam operations.
Severe Storms (heavy rain, hail, snow/ice) **Risk Type:** Acute **Time Horizon:** Short-midterm (present – 2070) **Likelihood:** High	Intense storms can overwhelm city drainage infrastructure, leading to localized flooding. Severe hail, high winds and intense rainfall can damage built and natural assets and create dangerous conditions. • Hailstorms have damaged billions of dollars' worth of private and public assets (built and natural) in Calgary over the past few years (e.g. the 2020 and 2024 hailstorms resulted in a combined $4.41B[8]). • Significant damage and loss of urban tree canopy due to severe storms in 2014, 2020 and 2024. • Public and private infrastructure (built and natural) can be damaged, and essential services and transportation networks may be temporarily unavailable.	**Community Safety & Wellbeing** • Increased insurance costs from significant and recurring storm events in the region. • Impacts on major economic entities such as the Calgary International Airport (significant service disruption and movement of people and goods). • Decreased insurance coverage. • Significant cost, time and psychological stress to repair and replace damaged and destroyed private property.	**Built Infrastructure** • Increased closures of public facilities and inability to access services. • Increased life cycle and replacement costs to municipal assets (e.g. stormwater infrastructure, facilities, fleet, etc.). **Operations** • Increasing emergency response, clean-up costs and staff redeployment (e.g. spring thaw and flood event in March 2023 led to nearly 35,000 service requests and a cost of approx. $500,000). **Natural Environment** • Severe storms significantly increase damage to trees and other natural infrastructure, resulting in ecosystem service loss, costs for response/ clean-up and decreased public safety (tree failures). Losses are absorbed by The City without any assistance from other orders of Government support.	• Implementation of the Stormwater Management Strategy (2023). • Emergency response and clean-up to repair public and private property and restore essential services. • The Community Drainage Improvement program reduces local flood risk. • The Alberta Climate Ready Homes project is supporting climate resilience in the residential home sector.

(8) L. Twidle, Managing Director, CatIQ, personal communication, February 14, 2025.

Table 3 Continued

Climate-related Physical Risks	Description of Risk	Community Implications	Municipal Implications	Description of Response
Drought **Risk Type:** Chronic & Acute **Time Horizon:** Short to Long-term (present – 2100) **Likelihood:** High	Natural and seasonal variabilities in the water system will be exacerbated by climate change, with increased risk of drought. • Municipal, agricultural and industrial water supply impacts. • Ecological, social and economic consequences from disruptions in water availability and change in quality.	**Community Safety & Wellbeing** • Reduced servicing for outdoor activities (e.g. sports fields, pools, splash pads). • Business interruptions due to water shortages may reduce business revenue and increase consumer prices. • Impact to agricultural and industrial water users which could contribute to higher food prices.	**Natural Environment** • Increasing annual cost to maintain parks and natural assets stressed by seasonal drought (e.g. pest management, habitat restoration and urban forest maintenance). • Loss of ecosystem services provided by natural assets. **Operations** • Irrigated sports fields public pools, splash parks and landscaping may be disrupted. • Increased operational cost including staffing, infrastructure, communications, bylaw enforcement, water and wastewater treatment. • Increased costs to maintain regulatory compliance for wastewater discharge. • Increased variability in water utility revenue projections and pressure on financial reserves.	• Implementation of the Drought Resilience Plan (2023) including Voluntary Water Sharing Agreements and operational business units' Drought Response Plans. • Effective water use reduction (e.g. 2023 drought response and 2024 infrastructure repairs). • Active participation in Bow River Reservoir Options analyses and continued support for water management approaches and infrastructure which adapt to shifting demand and supply seasonality.
Extreme Temperatures **Risk Type:** Chronic & Acute **Time Horizon:** Short to Long-term (present – 2100) **Likelihood:** High	Calgary is increasingly vulnerable to high temperatures and heat waves, as many buildings lack cooling due to historically moderate summers. The urban heat island effect amplifies temperatures in developed areas.	**Community Safety & Wellbeing** • Decreased future worker productivity. • Excess hospitalizations and increased morbidity and mortality especially amongst vulnerable populations (e.g. seniors, infants, those with pre-existing health conditions and low-income residents).	**Built Infrastructure** • Increase in annual building energy costs for cooling. • Increased cost to provide public cooling amenities (e.g. water fountains and features). • Increasing summer energy demand due to cooling. **Operations** • Decreased worker productivity and adjustment to project schedules. • Increased staff exposure to health impacts from extreme temperatures.	• Enhanced public communications leading up to and during heat waves. • Urban heat mapping tool that identifies "hot spots" for planning heat mitigation efforts. • Enhanced planting, care and protection of trees to reduce urban heat effects. • Additional public water stations during the summer months.

Table 3 Continued

Climate-related Physical Risks	Description of Risk	Community Implications	Municipal Implications	Description of Response
Wildfire Smoke **Risk Type:** Chronic & Acute **Time Horizon:** Short to mid-term (present – 2070) **Likelihood:** High	Wildfire smoke can impact Calgary's air quality with high particulate matter. Smoke can cause irritation to eyes, nose, throat, respiratory challenges and trouble breathing especially for vulnerable populations.	**Community Safety & Wellbeing** • Decreased future worker productivity. • Increase in mortality and morbidity. • Increase in acute respiratory symptom days, asthma symptom days and emergency room visits. • Impacts to outdoor and recreational activities.	**Built Infrastructure** • Increasing costs to upgrade building HVAC systems for higher temperatures and poor air quality. **Operations** • Decreased labour productivity and adjustment to outdoor work schedules. • Cancellations in outdoor events and programming and the need to provide suitable back-up indoor use spaces.	• HVAC system upgrades in municipal buildings to improve indoor air quality. • Operational adjustments to protect staff health and wellbeing.
River Flooding **Risk Type:** Acute **Time Horizon:** Short to Long-term (present – 2100) **Likelihood: Medium**	The Bow and Elbow Rivers have the potential to result in severe flooding during spring mountain snowmelt combined with heavy rainfall events (e.g. the 2013 flood caused approx. $5B in damages[9]).	**Community Safety & Wellbeing** • Loss of personal belongings and cultural assets, impacting wellbeing. • Displacement costs for affected residents. • Damage to buildings and business interruption. • Insurance cost increases. • Increased stress from recovery. • Exposure to contaminated flood waters or potential injuries. • Disruption to essential services.	**Built Infrastructure** • Damage and repair costs to municipal infrastructure and maintenance of infrastructure flood protection. • Increase in building life-cycle costs. **Operations** • Emergency response, evacuation and clean-up costs. • Disruption to City services and associated revenue losses.	• Permanent Flood Resilience Program. • Developed and approved Stormwater Management Strategy in 2023. • Over $1B invested in local and upstream flood mitigation infrastructure since 2013. • Updated flood hazard mapping. • Updating regulatory framework for flood-resilient development and property-level flood risk reduction.

According to The City's 2022 Climate Projections Report, it is likely that climate-related events will increase in severity and frequency. These changes will occur in the context of increasing property and infrastructure value, and increased exposure to climate-related risks as the city grows, potentially leading to increased costs and damages for The City and Calgarians long-term.

Climate-related physical risks can disproportionately affect vulnerable populations, including the elderly, low-income and racialized communities. The City acknowledges that climate-related physical risks cannot be entirely mitigated and risk management strategies must continuously evolve.

Highlight 7: Impact of The City's Flood Resilience Action

The City's insurers have cited climate-related events as a reason for increased global and local insurance rates. However, The City's robust climate risk assessment processes and risk mitigation measures, such as the downtown flood barrier, have reduced the direct risk to City assets, resulting in a decrease for flood related insurance premiums.

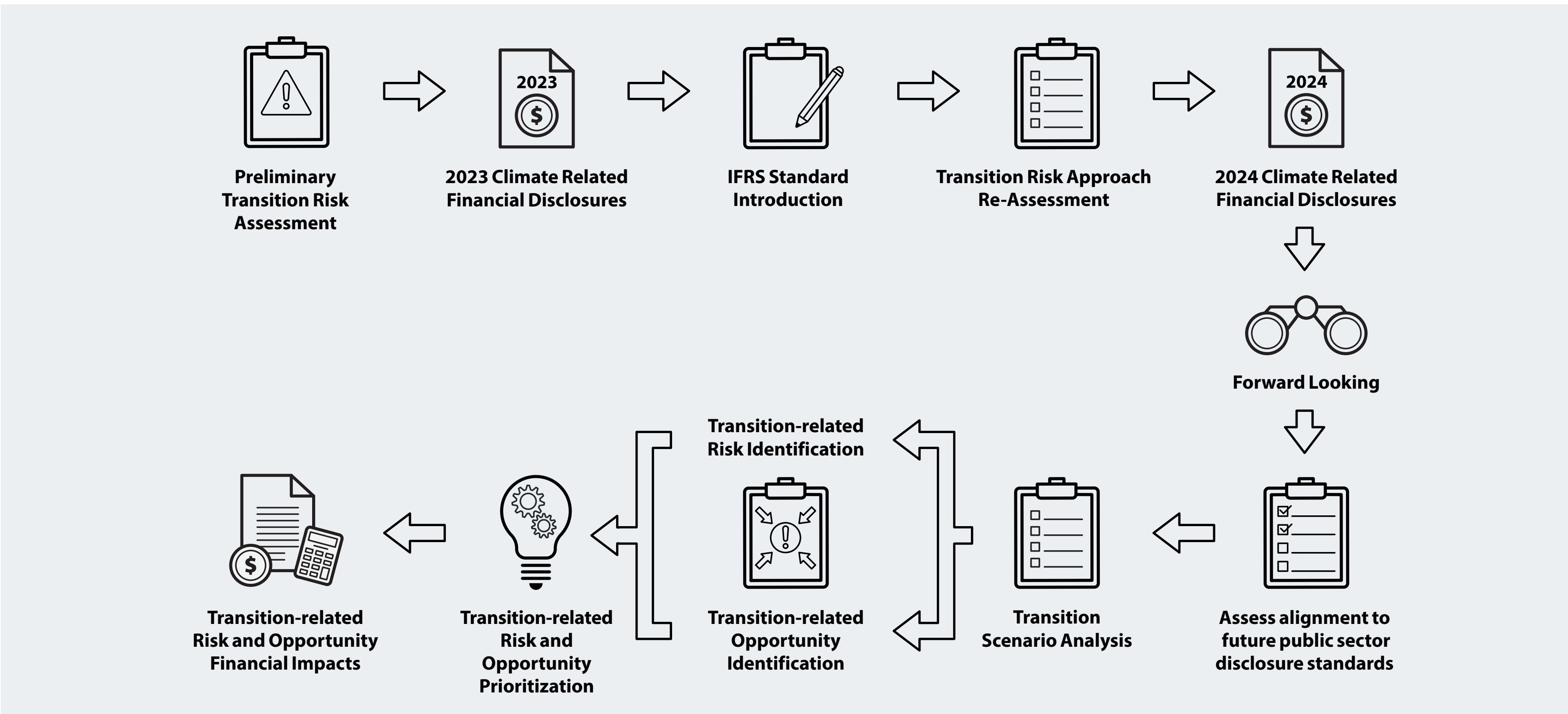
(9) The City of Calgary. Flooding in Calgary - Flood of 2013. City of Calgary [website], 18 February 2025. https://www.calgary.ca/water/flooding/history-calgary.html

2.3. Climate-Related Transition Risk and Opportunities

Climate-related transition risks and opportunities arise from efforts to transition to a low-carbon economy. As the transition progresses globally, the impacts will be most noticeable at the local level, where municipalities operate.

The City is developing a methodology to identify and assess climate-related transition risks and opportunities. Initial assessments follow the Task Force on Climate-Related Financial Disclosures and IFRS S2 standards, covering Policy and Legal, Technology, Market and Reputation. Future work will refine this framework and align with IFRS S2 and future IPSASB standards. Future assessments will use scenario analysis to identify and prioritize risks and opportunities across City operations and services, and guiding data acquisition and model development to assess financial impacts.

Figure 3: **The City's Related-Risk Transition Risk Assessment Evolution Map**



2.3.1 Climate-Related Transition Risks and Opportunities

In 2023, a high-level qualitative assessment identified potential transition-related risks and opportunities for The City, based on the current state of the low-carbon economy. Although no scenario analysis was conducted, future assessments will include scenario analysis, risk identification, prioritization and evaluation of impacts on The City's operations and value chain. *Table 4* below highlights examples of how The City is addressing immediate climate-related transition risks and opportunities.

Table 4: Examples of Current Transition Risk and Opportunity being reviewed

Transition Risk or Opportunity	Description of Risk or Opportunity	Description of Response
Regulatory changes regarding communication about climate and environment action **Risk Type:** Policy/Legal **Time Horizon:** Short-term **Magnitude of Impact:** +$100Ms **Primary Potential Financial Impact:** Monetary penalties that could impact cash flow **Likelihood:** Low	In June 2024, Bill C-59 amended the Competition Act to target deceptive marketing practices targeting misleading environmental claims ("greenwashing"). The City believes the broad definition of "business interests" could include some of its climate and environmental initiatives, potentially exposing it to investigations triggered by as few as six people, with the burden of proof on The City.	The City is implementing risk mitigation efforts, including a website content audit and review of documents to ensure clarity under this new legislation. Continued implementation of processes ensures accurate and transparent reporting, robust data verification and documentation. The City aims to use recognized methodologies like the GHG Protocol for emissions reporting and seeks best practices to mitigate risks related to Bill C-59. Additional actions may follow future guidance from the Competition Bureau.
Carbon credit and offsets market **Opportunity Type:** Market/Policy **Time Horizon:** Short-term **Magnitude of Impact:** Unknown **Primary Potential Financial Impact:** Increased revenues from generation of carbon offset credits **Likelihood:** Very High	Carbon offsets offer an opportunity for generating revenues while also advancing climate objectives. Credits generated through carbon registries can be sold to interested entities through the carbon marketplace.	The City is developing a Corporate Carbon Credit Management Policy and exploring how revenues generated from the sale of carbon credits and offsets can be redirected into existing or future projects that can generate carbon credit or offset revenue.


Roof top solar panels with the Rocky Mountains in the distance

2.4. Strategic Approach to Managing Climate-Related Risk and Opportunities

To manage its climate-related risks and opportunities, The City has developed various strategies, plans and policies, outlining its climate-related vision, goals, targets and actions. The City is developing tools and processes to integrate climate considerations into funding, financing decisions and the broader planning and policy framework, enhancing resilience and progressing towards net-zero emissions.

2.4.1 Climate-Related Strategies, Plans and Policies

The following table outlines various strategies, plans and policies that are used to help guide climate and environmental action across The City.

Table 5: Climate-related strategies, plans and policies

Document Name	Description
Calgary Climate Strategy: Pathways to 2050	The Calgary Climate Strategy: Pathways to 2050, approved in 2022, outlines the long-term strategic vision, principles, goals and targets for guiding Calgary's climate action through 2050. It includes a Mitigation Plan aimed at progressing towards net-zero emissions by 2050 and an Adaptation Plan to reduce physical climate risks and enhance community resilience.
Climate Implementation Plan	The Climate Implementation Plan (2023-2026) was approved as part of the 2023-2026 Service Plans and Budgets. The Plan outlines the first four years of climate action implementation aligned to the outcomes of the Calgary Climate Strategy.
The Calgary Plan (Note: not yet approved)	The Calgary Plan, drafted in 2024 as Calgary's municipal development and transportation plan, provides policy direction for decisions on land use and transportation planning. This draft includes policy direction towards climate mitigation and adaptation outcomes. To date, it is not yet statutory and is scheduled to be presented to Council in 2026.
Sustainable Building Policy	The Sustainable Building Policy and its supporting Guidance Document adopt a performance-based approach to all City-owned and City-financed facilities considering social, economic and environmental impacts and addressing the health and well-being of occupants. It provides guidance on planning, design, construction, management, renovation, operating and demolishing and requires the establishment of sustainability objectives during the predesign stage of a project.
Green Fleet Strategy	The Green Fleet Strategy outlines actions to support GHG emissions reductions in The City's fleet, aligned with four guiding principles: modernize, educate, procure and innovate.
Drought Resilience Plan	The Drought Resilience Plan sets out the long-term direction for drought management at The City and emphasizes coordinated action from citizens, industry and government and purposeful relationships with neighboring municipalities and license holders in the Bow River Basin to adapt to increasing risk.
Flood Resilience Plan	The Flood Resilience Plan outlines our journey to flood resiliency since the 2013 flood. It summarizes how Calgary's flood mitigation program was developed with community engagement, the actions taken to date to reduce Calgary's flood risk and the roadmap as we continue to build Calgary's flood resilience.
Stormwater Management Strategy	The Stormwater Management Strategy emphasizes building stormwater systems that can withstand the impacts of climate change, such as increased frequency and intensity of storms.
Environmental Policy	The Environmental Policy is a Council Policy that outlines The City's commitment to environmental sustainability, climate resilience, and GHG emissions reductions and is applicable across all council functions, activities and decision-making.
Corporate Carbon Credit Management Policy (Note: not yet approved)	In 2024, The City continued to develop its Corporate Carbon Credit Management Policy. This policy outlines how The City intends to use its environmental commodities and implement standards which provide a formal governance structure for managing environmental commodities (currently specific to only carbon assets). The City generates and procures environmental commodities including Renewable Energy Certificates (RECS), Technology Innovation and Emissions Reduction (TIER) offsets and Clean Fuel Regulations (CFR) Compliance Credits. Historically, RECs have been obtained via The City's electricity contract. TIER offsets are also generated through the Alberta Emission Offset System from City assets. Additionally, The City is registered to create Compliance Credits in alignment with CFR and Clean Fuel Standard (CFS).

2.4.2 Climate Accounting – Integration into Financial Planning and Service Delivery

The City is building out its climate accounting framework, a system for integrating and tracking climate considerations into investments and business planning. When fully evolved it will support measuring, reporting, forecasting and verifying the impact of decisions and investments on climate-related risks, helping The City achieve its long-term goals and targets.

i. Climate Budget

The climate budget, an output of The City's climate accounting process, summarizes the climate-related investments across City services within the 2023-2026 Service Plans and Budgets. These investments support the actions identified in the Climate Implementation Plan. The City is currently tracking Primary Climate Investments (PCIs) for the 2023-2026 business cycle and developing a process to track Secondary Climate Investments (SCIs) for the 2027-2030 cycle (see *Highlight 8*). *Table 6*, below, reports the cross-corporate 2023-2026 Climate Budget as of December 31, 2024. Identifying these investments helps interested parties understand The City's current financial commitments to climate action.

Highlight 8: Defining PCIs and SCIs

Primary Climate Investments are investments specifically made to accelerate climate action. They materially reduce GHG emissions and/or improve adaptation or resilience to climate impacts.

Secondary Climate Investments are investments made for alternate service needs and are considered business as usual, however provide climate benefit.

Table 6: Cross-Corporate 2023-2026 Climate Budget

Primary Climate Investments	Base Operating ($000s)	One Time Operating ($000s)	Capital ($000s)	Total ($000s)
2023-2026 Service Plans & Budgets	3,518	45,503	218,708	267,729
2023 November Adjustments to the 2023-2026 Service Plans & Budgets			165,000	165,000
Mid-Cycle Adjustments to the 2023-2026 Service Plans & Budgets			(3,104)	(3,104)
Total	3,518	45,503	380,604	429,625

Note: Investment totals include the primary climate investment from 2022 November budget deliberations (2023-2026 Service Plans & Budgets), financial reconciliation, and refinement of approved 2023-2026 budgets, additional primary climate investments approved during the 2023 November Adjustments ($165 million in capital approved for electric bus program), and reductions in primary climate investments approved during the Mid-Cycle Adjustments ($2.7 million from Green Fleet Strategy and $404 thousand from Centralized Climate Fund).

ii. **Carbon Budget**

The City is developing a corporate carbon budget process as part of the climate accounting framework. The intent of this carbon budget is to identify the cumulative amount of GHG emissions that can be emitted to align with The City's climate targets.

The City anticipates finalizing its corporate carbon budget and associated accounting process in 2025. This work will involve a staggered approach to communicate the breakdown of GHG emissions by source and business unit to help different areas in The City better understand how their service delivery contributes towards The City's corporate carbon budget. Future phases of this work, including the potential to inform plans, investments and decision making, will be determined following the communication and awareness phase.

2.5. Resilience of Strategy

The City's Climate Strategy aims to integrate climate considerations into decision-making and services, maintaining goals of progressing towards net-zero. The approach will evolve with climate integration maturity and changing contexts. Metrics track progress, and regular risk assessments inform necessary adjustments. Future efforts include scenario analysis to identify risks and opportunities, enhancing the strategy's resilience.


People enjoying Tompkins Park

Metrics and Targets

The City has established metrics and targets to measure and track performance in managing climate-related risks and opportunities, demonstrating progress.

3.1. Climate Goals & Targets

The City has set key GHG emissions reduction targets to progress towards, along with specific climate mitigation and adaptation goals and actions. These initiatives align with international standards, Government of Canada targets and best practices of other major Canadian cities.

Goals

- Improve energy use and reduce greenhouse gas emissions
- Reduce climate risk resulting from climate hazards

Targets

- 65 per cent reduction of GHG emissions below 2019 levels by 2030
- Net-zero GHG emissions by 2050

3.2. Climate Metrics

The following metrics track and highlight The City's performance in progressing towards its goals and targets.

Highlight 9: Revised GHG Emissions Baseline

The City has selected 2019 as the new base year for calculating the corporate and community GHG emissions metrics, replacing 2005 in this and future reports. The 2005 data is included in this report for transparency. This change aligns with the Science Based Targets initiative's[10] recommendations and ensures the data is verifiable and representative of typical business activity (i.e., pre-pandemic levels).

3.2.1 Calgary Community-wide GHG Emissions

The Community-wide GHG emissions metric measures Calgary's total GHG emissions generated across all sectors, including non-residential buildings, residential buildings, transportation and waste management. It covers scope 1, scope 2 and some elements of scope 3 (i.e. inbound and outbound transportation). This metric is important for tracking The City's progress towards reducing its community-wide GHG emissions goals.

The baseline year for this metric was revised from 2005 to 2019 (see *Highlight 9*). The short-term interim target has been updated to reflect this change in base year to a 65 per cent reduction in community-wide GHG emissions below 2019 levels by 2030 and net-zero by 2050. This change maintains consistency with the old target while updating to a base year with more reliable data and alignment to international best practices. *Table 7* below highlights that in 2023, Community-wide GHG emissions decreased by 1.1 per cent from 2005, 13.5 per cent from 2019 and 3.9 per cent from 2022.

3.2.2 Calgary Community-wide GHG Emissions per Capita

As of 2023, Calgary's population has increased by 45 per cent from the 2005 base year and increased by 10 per cent from the updated base year of 2019. The Community-wide GHG emissions per capita is a complementary assessment of Calgary's progress on GHG emission reductions relative to growth indicated by population changes. Achieving a reduction in per capita community-wide GHG emissions from the base year indicates positive progress on this metric. *Table 7* below highlights that in 2023, Community-wide GHG emissions per capita have decreased 31.9 per cent from 2005, 19.9 per cent from 2019 and 6.7 per cent from 2022.

(10) The Science Based Targets initiatives – How it works. Science Based Targets [website], 18 February 2025. https://sciencebasedtargets.org/how-it-works

3.2.3 Corporate GHG Emissions

The Corporate GHG Emissions metric measures the total GHG emissions generated by City-owned projects, buildings, assets and activities. The metric is important for tracking progress towards The City's goals, including reducing corporate market-based GHG emissions by 35 per cent in 2030 and net-zero by 2050 relative to 2019 baseline emissions (see *Highlight 9*). The City has an electricity supply agreement through which it purchases Renewable Energy Certificates (RECs) to support the reduction of electricity-related GHG emissions. This is in addition to the measures implemented to reduce emissions from electricity, natural gas and transportation fuels. Achieving a reduction in Corporate GHG emissions from 2019 baseline levels indicates positive progress on this metric. *Table 7* below highlights that in 2023, Corporate Market-based GHG emissions (see *Highlight 10*) decreased 42.2 per cent from 2005 and 5.2 per cent from 2019.

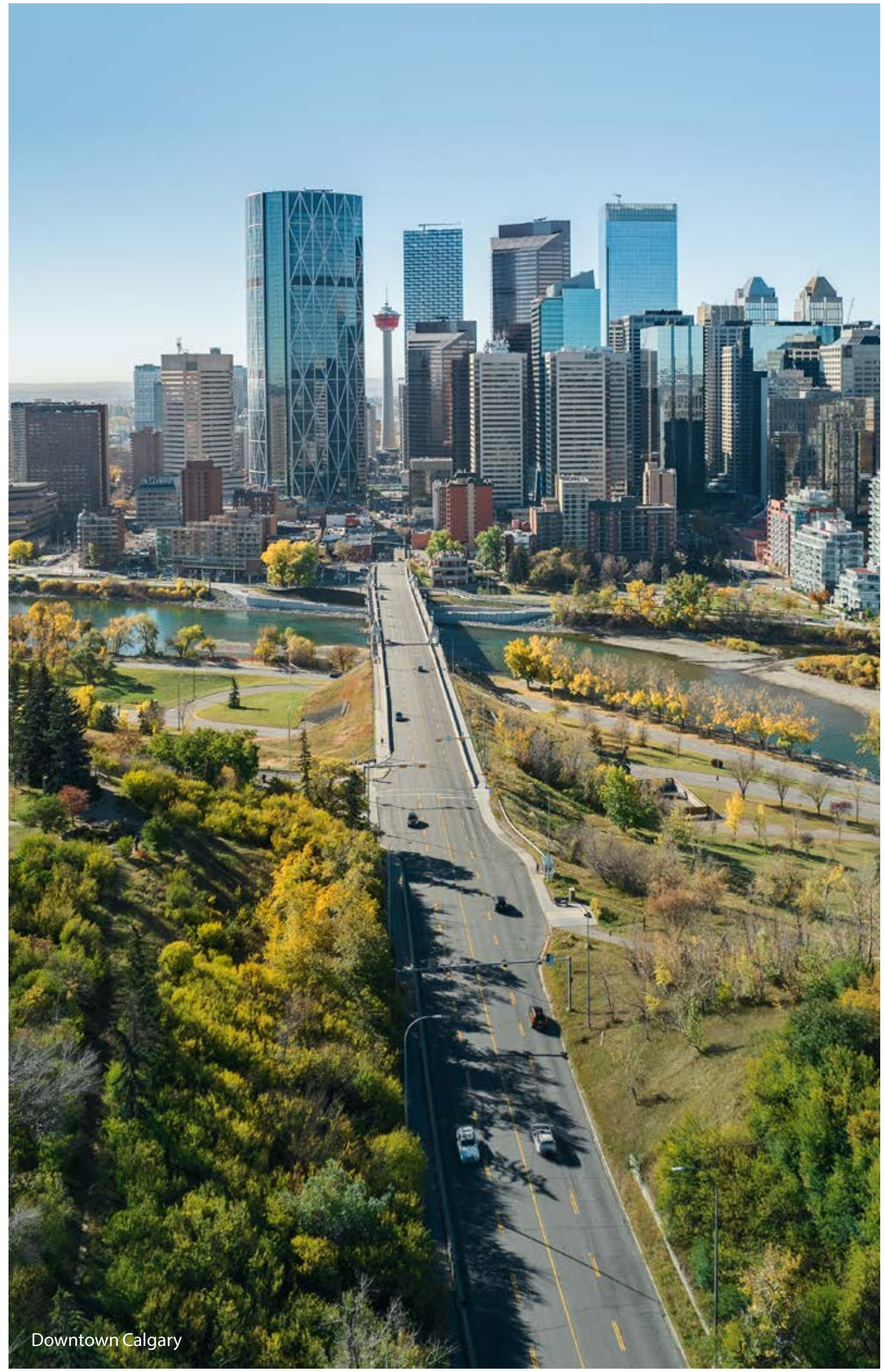
Highlight 10:
Defining Market-Based & Location-based GHG Emissions

Market-based GHG Emissions

A methodology for calculating GHG emissions that recognizes the impacts of procurement choices, such as The City's decision to procure renewable electricity.

Location-Based GHG Emissions

A methodology for calculating GHG emissions based on the average emissions intensity of the local electricity grid where the energy is consumed.



Downtown Calgary

Table 7: Two Year Community-wide and Corporate GHG Emissions Relative to 2005 and 2019 Baseline Years

GHG Emissions	2005 (Historic Baseline Year)	2019 (Revised Baseline Year)[3]	2022	2023
Community-wide GHG Emissions				
GHG Emissions ($MtCO_2e$)	15.9	18.2	16.4	**15.8**
Emissions relative to 2005 baseline		▲ 14.3%	▲ 2.9%	**▼ 1.1%**
Emissions relative to 2019 baseline			▼ 10.0%	**▼ 13.5%**
Community-wide GHG Emissions per capita				
GHG Emissions per capita (tCO_2e/person)	16.7	14.2	12.2	**11.3**
Emissions per capita relative to 2005 baseline		▼ 15.0%	▼ 27.0%	**▼ 31.9%**
Emissions per capita relative to 2019 baseline			▼ 14.2%	**▼ 19.9%**
Corporate Market-based GHG Emissions				
Scope 1 and 2 Market-based Emissions ($ktCO_2e$)	700.0	426.8	404.6	**404.6**
Scope 1 emissions		424.4	402.2	**402.4**
Scope 2 emissions		2.4	2.4	**2.2**
Market-based Emissions relative to 2005 baseline		▼ 39.0%	▼ 42.2%	**▼ 42.2%**
Market-based Emissions relative to 2019 baseline			▼ 5.2%	**▼ 5.2%**
Corporate Location-based GHG Emissions				
Scope 1 and 2 Location-based Emissions ($ktCO_2e$)	730.3	709.1	630.0*	**627.0***
Scope 1 emissions		424.4	402.2	**402.4**
Scope 2 emissions		284.7	227.8	**224.6**
Location-based Emissions relative to a 2005 baseline		▼ 2.9%	▼ 13.7%	**▼ 14.1%**
Location-based Emissions relative to a 2019 baseline			▼ 11.2%	**▼ 11.6%**

Highlight 11: GHG Emissions Inventory Methodology Review

In 2023, the Corporate GHG emissions inventory was updated to account for new calculation methods, prompting a third-party review for accuracy and alignment to best practices. Completed in 2024, the review led to changes in both Corporate and Community-wide inventories. The 2023 inventory now includes location-based and market-based calculations, additional emission sources and improved vehicle emissions estimates. Historical data was also updated. This approach will be used for the 2024 inventory finalization in 2025.

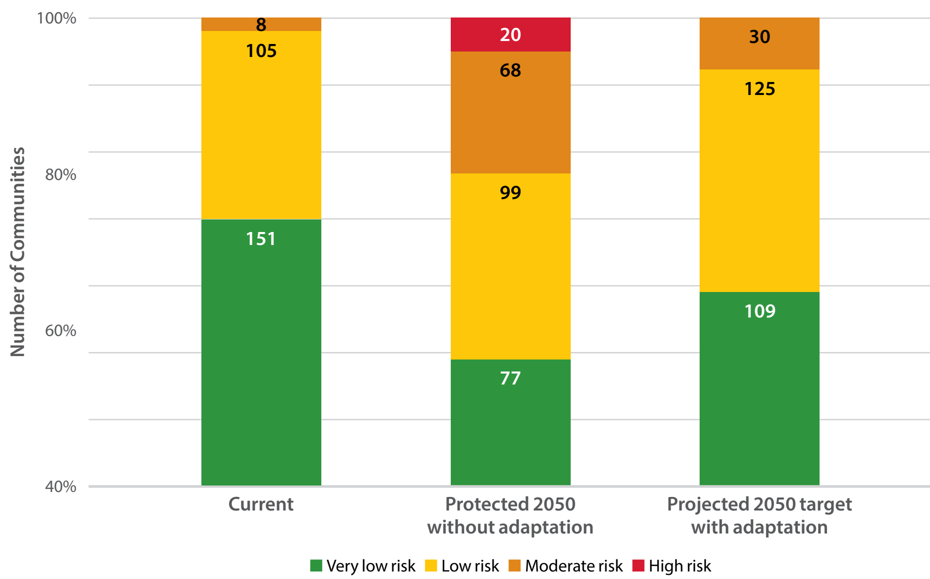
3.2.4 Tracking Adaptation Measuring Development (TAMD) Score

The TAMD framework is a self-assessment tool to evaluate progress across eight indicators of institutional adaptation readiness including: Climate change integration into planning; Institutional coordination for integration; Budgeting and finance; Institutional knowledge/capacity; Use of climate information; Adaptation planning under uncertainty; and participation and awareness among partners. **The 2024 TAMD Score of 70 per cent (56/80) is trending positively, with a slight increase over 2023 (68.8 per cent).**

3.2.5 Community Climate Risk Index (CCRI)

The CCRI provides an average climate risk score for each community based on physical, social and economic factors (*Figure 4*). It assesses the degree of climate risk and highlights the drivers of vulnerability within each Calgary community. The CCRI will be updated in 2025 with refreshed Statistics Canada census data.

Figure 4: Projected Climate Risk for Calgary Communities



3.2.6 Flood Risk Assessment

The City actively monitors and manages water resources to mitigate climate change impacts, particularly flood risks. *Table 8* illustrates Calgary's property flood exposure risk and potential annual damages during various flood events. With extreme flood events expected to increase, flood protection infrastructure such as reservoirs and flood barriers, along with land use and building regulations, help reduce potential damages. In 2024, construction continued on the Government of Alberta Springbank Offstream Reservoir and the Sunnyside flood barrier, expected to be complete in 2025 and 2026, respectively. Public engagement and updated draft policy and land use regulations for Calgary's flood hazard areas were prepared in 2024 for finalization in 2025 and 2026.

Table 8: **Two Year Calgary Flood Risk Assessment Relative to Baseline**

Flood Risk	2019 (Baseline Year)	2023	**2024**
Calgary's River Flood Risk			
Number of properties within 1:100 River Flood Extent – Flood Exposure Risk	5,450	3,396	**3,360**
Risk relative to 2019 Baseline		▼ 37.7%	**▼ 38.3%**
Calgary's Average Annual Damages River Flood Risk			
Potential flood damages ($)	168M	75M	**75M**

3.2.7 Water Management

The City assesses water supply and demand, emphasizing responsible water use, downstream water users and basin-wide water stewardship to minimize environmental risks. Key drought preparedness actions implemented in 2024 included the first-ever water sharing agreements with other Bow River Basin licensees, a public communications campaign, the creation of Drought and Water Shortage Principles for decision-making and enhanced cross-corporate drought preparedness. Furthermore, The City continues to advocate for a Bow River Reservoir upstream of Calgary. These measures support planning for reliable water supply amid population growth and climate variability. *Table 9* highlights key metrics reflecting current water supply, demand and effluent return conditions in Calgary that influence water management decisions.

Table 9: **Two Year Calgary Water Use Relative to 2003 Baseline**

Water Use	2003 (Baseline Year)	2023	**2024**
Water Average Day Demand			
Calgary daily water demand, averaged per person: litres per capita per day (LPCD[1])	518	356	**327[2]**
Demand relative to 2003 Baseline		▼ 31.3%	**▼ 36.9%**
Water Usage and Conservation			
Annual River Withdrawals (ML/Year)	212,471	200,252	**194,436**
Annual Withdrawals relative to Baseline		▼ 5.8%	**▼ 8.5%**
Annual Water (effluent) Returns (ML/Year)		154,115	**167,738**

(1) *LPCD shows water used by residents, businesses and institutions as well as water lost through leaks, unaccounted for or not billed. This total is then divided by the number of people living in Calgary.*

(2) *In 2024, around 9500 ML of water was saved through significant conservation measures implemented through various stages of water restrictions due to infrastructure issues, not drought conditions. 2024 LPCD is calculated based on forecasted population from corporate economics. An updated version of 2024 LPCD will be calculated once final population number is estimated for 2024.*

(3) In 2024, strict water conservation measures were implemented due to infrastructure issues, while 2023 was for drought-related water management purposes.

The City observed a significant decrease in per capita water demand for 2024 compared to previous years. The 2024 per capita water demand was 327 LPCD compared to the previous year demand of 356 LPCD. This notable decrease can be attributed to the water restrictions implemented in the late spring/summer of 2024 to respond to the Bearspaw South Feeder Main break and urgent repairs. The City continues to return approximately 87 per cent of water used as treated effluent to the Bow River system.

3.2.8 Natural Environment

Conserving and restoring Calgary's natural environment is vital for thriving ecosystems. Conserved natural areas help reduce climate risk through the provision of ecosystem services such as managing stormwater, providing cooling, storing carbon and supporting Calgarians health and wellbeing. *Table 10* highlights key metrics that support the preservation, conservation and restoration of the natural environment in the city.

Table 10: Year Calgary Natural Areas Conservation and Restoration Relative to 2025 target

Conserving and Restoring Natural Areas	Target	2023	**2024**
Habitat Restoration			
Area of natural habitat restored (ha)	832	353	**447**
Restoration relative to 2025 target		▲ 42.4%	**▲ 53.7%**
Environmentally Significant Area (ESA) protected and conserved			
ESA protected or conserved calculated at land use amendment/outline plan approval) (%)	60	81	**63**

In 2024, the total area of natural habitat restored was 447 ha, up from 353 ha in 2023. The percentage of ESA retained or added was 63 per cent. This is slightly above target. Average performance from 2019-2024 was 57 per cent, slightly below target.

3.3. Reporting and Disclosing our Metrics

The City reports on incremental progress towards Calgary's climate targets, goals and outcomes for transparency and accountability to Council, Calgarians, other orders of Government and external investors.

3.3.1 Corporate Climate Reporting Framework

The Climate Reporting Framework consolidates climate progress and performance information into three reporting documents: the semi-annual Corporate Progress Updates, the Annual Financial Report and the Climate Progress Report (*Figure 5*).

Figure 5: The City's Climate Reporting Framework

Progress Update

(Note: under review)

Executive Committee

Semi-annual report on The City's progress on the 2023-2026 Service Plans and Budgets, which features updates on each City service, including metrics, strategic initiatives, budget and Council's priorities, as well as a Climate Results section.

Annual Financial Report

Audit Committee

Annual report detailing a comprehensive view of the consolidated financial statements as part of The City's commitment to provide effective governance, increased accountability, transparency and a well-run organization. Includes the Climate-Related Financial Disclosure within the unaudited section.

Climate Progress Report

Community Development Committee

Bi-annual report detailing The City's implementation progress on the climate mitigation and adaptation actions as detailed in the Implementation Plan towards the long-term goals and targets of the Calgary Climate Strategy – Pathways to 2050.

Climate & Environmental Analytics System

The Climate & Environmental Analytics System is a set of governance and reporting tools designed to support advancing and disclosing The City's climate measurement and reporting. In 2024, The City successfully deployed its corporate data warehouse, data entry application, corporate dashboard and a metric-driven public-facing **dashboard** to better communicate the performance of key climate and environment metrics.

3.3.2 Carbon Disclosure Project (CDP)

The CDP is a leading global disclosure system for investors, companies, cities, states and regions to manage their environmental and climate impacts. Since 2016, The City, as a member of the CDP, has disclosed its climate mitigation and adaptation actions and performance annually. The City achieved an "A" score in 2023 and has done so for the past 5 reporting years, demonstrating that The City meets best practice disclosure for climate strategy and action. The 2024 CDP assessment and score will be released in April of 2025.

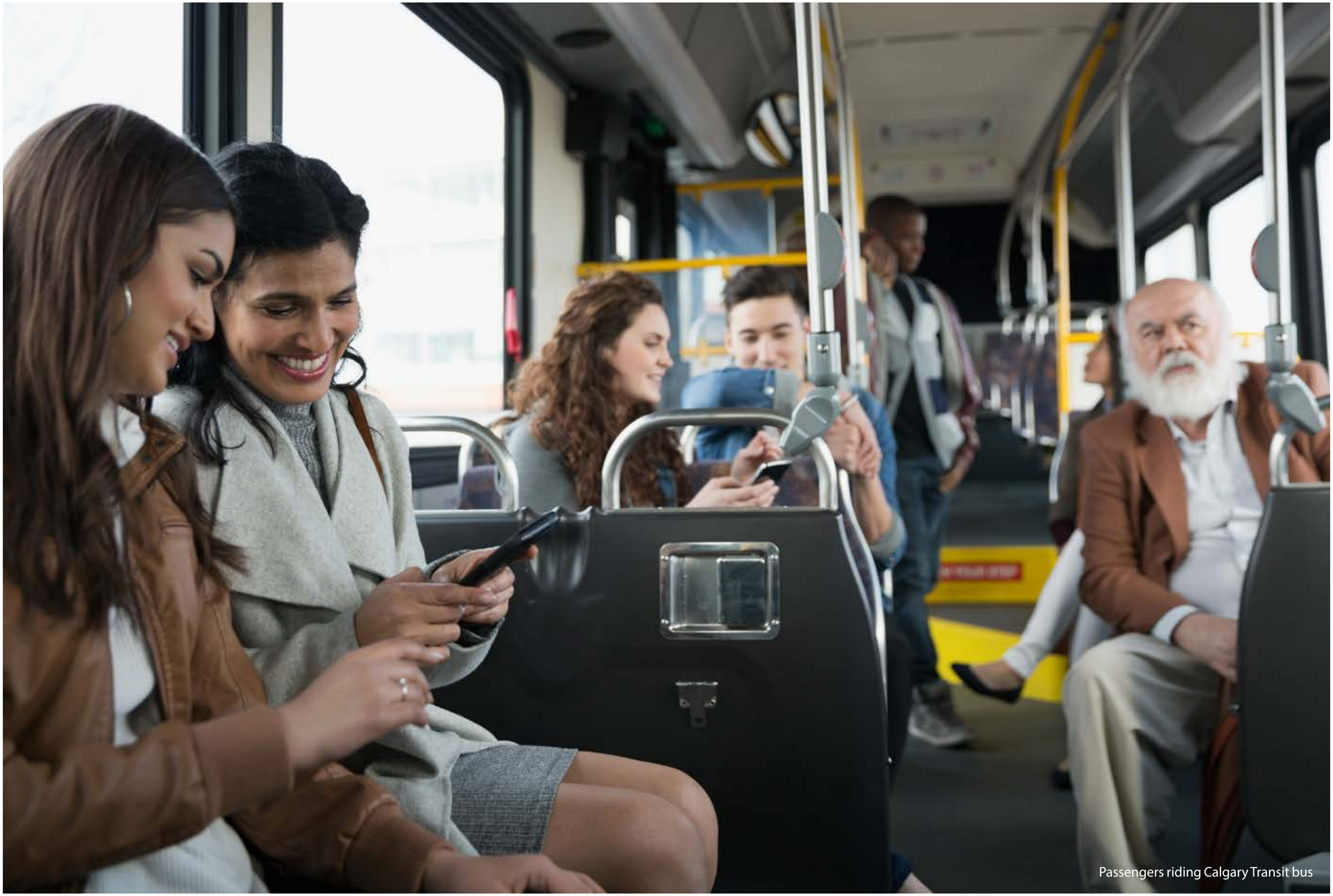
Summary and Next Steps

In 2024, The City made meaningful strides towards its climate goals and objectives. Key achievements included the completion of the Climate and Environment Dashboard, which provides comprehensive insights into climate and environmental metrics and a review of the GHG accounting methodology to ensure accuracy and consistency. Key metrics and assessments, including community-wide and corporate GHG emissions, as well as the TAMD, indicate progress towards The City's targets and goals. The Climate Advisory Committee (CAC) conducted a gap analysis of existing climate initiatives, resulting in 18 actionable recommendations. Additionally, the Climate & Environmental Management Service Committee updated its terms of reference to enhance cross-corporate representation and collaborated with the Capital Investment Planning team to enhance the integration of climate-related risk considerations into the capital investment assessment process.

Looking ahead, The City plans to advance its transition risk assessment and further embed climate considerations into decision-making processes, including the evolution of a corporate carbon budget to better inform business unit progress, targets and the next phase of actions. Efforts will also focus on advancing the climate accounting framework to improve accountability for climate-related expenditures and developing a return-on-investment methodology to quantify the benefits of climate-related investments. Data and reporting tools introduced in 2024, will be refined and expanded, with new solutions added to support future disclosure reporting. Continued alignment with applicable standards, updating the Climate Implementation Plan for the 2027-2030 budget cycle and advancing the Corporate Carbon Credit Management Policy are also planned.

Financial and Statistical Schedules Unaudited

(2020 – 2024)



Passengers riding Calgary Transit bus

Revenue by Source Unaudited

2020 – 2024 (in thousands)

	2024 Operating	2024 Capital	2024 Total	2023 Operating	2023 Capital	2023 Total
Property taxes	**$ 3,190,867**	**$ –**	**$ 3,190,867**	$ 2,945,083	$ –	$ 2,945,083
Community Revitalization Levy	**41,409**	**–**	**41,409**	39,790	–	39,790
Business Improvement Area Relief	**–**	**–**	**–**	–	–	–
Revenue in lieu of taxes	**266,526**	**–**	**266,526**	403,535	–	403,535
Local improvement levies and special taxes	**12,423**	**–**	**12,423**	8,588	–	8,588
	$ 3,511,225	**$ –**	**$ 3,511,225**	$ 3,396,996	$ –	$ 3,396,996
Less: Provincial property taxes	**(883,348)**	**–**	**(883,348)**	(789,392)	–	(789,392)
Net taxes available for municipal purposes	**$ 2,627,877**	**$ –**	**$ 2,627,877**	$ 2,607,604	$ –	$ 2,607,604
Sales of goods and services	**1,341,457**	**–**	**1,341,457**	1,359,983	–	1,359,983
Government transfers						
Federal						
Debenture interest rebates	**–**	**–**	**–**	–	–	–
Revenue and cost sharing agreements and grants agreements	**8,857**	**221,456**	**230,313**	9,793	162,747	172,540
Provincial						
Debenture interest rebates	**–**	**–**	**–**	–	–	–
Grants, entitlements, revenue and cost sharing agreements	**169,756**	**463,392**	**633,148**	169,513	299,569	469,082
	$ 178,613	**$ 684,848**	**$ 863,461**	$ 179,306	$ 462,316	$ 641,622
Other revenue						
Dividends from ENMAX Corporation	**$ 95,000**	**$ –**	**$ 95,000**	$ 82,000	$ –	$ 82,000
Other equity (loss) earnings in ENMAX Corporation	**86,248**	**–**	**86,248**	(97,608)	–	(97,608)
Developer contributions	**–**	**145,368**	**145,368**	–	188,830	188,830
Developer contributions–in–kind related to capital	**–**	**345,075**	**345,075**	–	288,695	288,695
Investment income	**312,073**	**–**	**312,073**	219,934	–	219,934
Fines and penalties	**75,731**	**–**	**75,731**	77,650	–	77,650
Licences, permits and fees	**153,977**	**–**	**153,977**	134,083	–	134,083
Miscellaneous revenue	**44,051**	**–**	**44,051**	43,243	–	43,243
	$ 767,080	**$ 490,443**	**$ 1,257,523**	$ 459,302	$ 477,525	$ 936,827
Total revenue	**$ 4,915,027**	**$ 1,175,291**	**$ 6,090,318**	$ 4,606,195	$ 939,841	$ 5,546,036

Revenue by Source Unaudited

2020 – 2024 (in thousands)

2022 Operating	2022 Capital	2022 Total	2021 Operating	2021 Capital (Restated)(1)	2021 Total	2020 Operating	2020 Capital	2020 Total
$ 2,804,643	$ –	$ 2,804,643	$ 2,685,513	$ –	$ 2,685,513	$ 2,651,631	$ –	$ 2,651,631
36,034	–	36,034	38,100	–	38,100	37,099	–	37,099
(64)	–	(64)	(4,295)	–	(4,295)	–	–	–
338,972	–	338,972	251,571	–	251,571	207,728	–	207,728
7,699	–	7,699	9,235	–	9,235	6,092	–	6,092
$ 3,187,284	$ –	$ 3,187,284	$ 2,980,124	$ –	$ 2,980,124	$ 2,902,550	$ –	$ 2,902,550
(780,928)	–	(780,928)	(771,111)	–	(711,111)	(779,079)	–	(779,079)
$ 2,406,356	$ –	$ 2,406,356	$ 2,209,013	$ –	$ 2,209,013	$ 2,123,471	$ –	$ 2,123,471
1,384,471	–	1,384,471	1,235,238	–	1,235,238	1,131,088	–	1,131,088
–	–	–	–	14	14	–	205	205
5,749	162,083	167,832	4,229	167,859	172,088	2,252	114,115	116,367
–	–	–	–	–	–	14	–	14
222,081	197,560	419,641	150,551	248,520	399,071	333,984	168,436	502,420
$ 227,830	$ 359,643	$ 587,473	$ 154,780	$ 416,393	$ 571,173	$ 336,250	$ 282,756	$ 619,006
$ 62,000	$ –	$ 62,000	$ 58,000	$ –	$ 58,000	$ 54,000	$ –	$ 54,000
233,628	–	233,628	237,777	–	237,777	234,114	–	234,114
–	242,498	242,498	–	158,763	158,763	–	166,008	166,008
–	240,901	240,901	–	212,169	212,169	–	168,674	168,674
141,530	–	141,530	131,393	–	131,393	102,795	–	102,795
74,089	–	74,089	64,421	–	64,421	69,080	–	69,080
118,511	–	118,511	106,405	–	106,405	96,372	–	96,372
56,291	–	56,291	51,798	–	51,798	33,660	–	33,660
$ 686,049	$ 483,399	$ 1,169,448	$ 649,794	$ 370,932	$ 1,020,726	$ 590,021	$ 334,682	$ 924,703
$ 4,704,706	$ 843,042	$ 5,547,748	$ 4,248,825	$ 787,325	$ 5,036,150	$ 4,180,830	$ 617,438	$ 4,798,268

(1) Figures for 2021 have been restated for the correction of certain tangible capital asset related adjustments identified in 2022. Years prior to 2021 have not been restated for these adjustments.

Expenses by Function Unaudited

2021 – 2024 (in thousands)

	2024	2023	2022 (Restated)(3)	2021 (Restated)(1)(2)
Planning and development services	**$ 236,089**	$ 200,982	$ 169,090	$ 139,037
Infrastructure services	**243,144**	377,687	394,227	305,924
Community services	**1,626,943**	1,565,365	1,389,104	1,321,442
Operational services	**2,352,755**	2,146,059	2,015,534	1,841,594
General government	**526,276**	367,654	375,669	372,172
Total expenses	**$ 4,985,207**	$ 4,657,747	$ 4,343,624	$ 3,980,169

Expenses by Object Unaudited

2020 – 2024 (in thousands)

	2024	2023	2022 (Restated)(3)	2021 (Restated)(1)(2)	2020
Salaries, wages and benefits	**$ 2,523,359**	$ 2,237,853	$ 2,056,226	$ 1,973,073	$ 1,971,506
Contracted and general services	**684,507**	597,112	628,315	495,941	438,914
Materials, equipment and supplies	**539,526**	592,803	499,660	373,623	387,207
Interest charges					
Tax supported	**45,026**	42,124	27,575	21,848	30,099
Self supported	**80,828**	74,761	76,000	78,347	81,277
Accretion	**9,203**	7,675	7,454	–	–
Utilities	**118,952**	125,774	123,681	106,309	99,265
Transfers	**243,861**	238,615	195,123	188,045	138,779
Amortization and write-downs	**731,361**	724,479	718,196	707,113	692,962
Loss on disposal of tangible capital assets	**8,584**	16,551	11,394	35,870	8,793
Total expenses	**$ 4,985,207**	$ 4,657,747	$ 4,343,624	$ 3,980,169	$ 3,848,802

(1) The City underwent an organizational re-alignment in 2022, with 2021 comparative figures. Comparative figures for 2020 are not able to be provided in the same format due to the extent of changes that occurred in 2022. The total expenses for 2020 was $3,848,802.

(2) Figures for 2021 have been restated for the correction of certain tangible capital asset related adjustments identified in 2022. Years prior to 2021 have not been restated for these adjustments.

(3) Figures for 2022 have been restated for the adoption of PS 3280 – Asset Retirement Obligations.

Financial Position and Annual Surplus Unaudited

2020 – 2024 (in thousands)

	2024	2023	2022 (Restated)[2]	2021 (Restated)[1]	2020
Financial assets	**$ 11,587,308**	$ 10,621,576	$ 10,401,718	$ 9,423,987	$ 8,226,621
Financial liabilities	**6,690,176**	6,098,275	6,118,793	5,874,125	5,436,376
Net financial assets	**$ 4,897,132**	$ 4,523,301	$ 4,282,925	$ 3,549,862	$ 2,790,245
Non-financial assets	**21,615,810**	20,441,970	19,857,891	19,418,040	19,027,286
Net assets	**$ 26,512,942**	$ 24,965,271	$ 24,140,816	$ 22,967,902	$ 21,817,531
Annual surplus	**1,105,111**	888,289	1,328,494	1,116,194	792,125

Acquisition of Tangible Capital Assets Unaudited

2020 – 2024 (in thousands)

	2024	2023	2022	2021	2020
Capital additions	**$ 1,546,040**	$ 1,064,908	$ 875,668	$ 900,000	$ 994,025

Net Assets Unaudited

2020 – 2024 (in thousands)

	2024	2023	2022 (Restated)[2]	2021 (Restated)[1]	2020[3]
Operating fund	**$ 276,278**	$ 236,408	$ 258,732	$ 143,422	$ 164,156
Capital fund	**406,791**	234,414	170,440	141,009	258,012
Local improvements to be funded in future years	**55,522**	52,780	54,415	56,411	66,119
Obligation to be funded in future years[4]	**(227,264)**	(225,106)	(225,165)	(19,383)	(16,888)
Reserves	**3,898,434**	4,003,003	3,635,785	3,281,056	2,743,827
Equity in ENMAX Corporation	**3,066,363**	2,980,115	3,072,460	2,714,462	2,416,472
Equity in non-financial assets	**18,663,355**	17,752,754	17,174,149	16,650,925	16,185,833
Accumulated surplus	**$ 26,139,479**	$ 25,034,368	$ 24,140,816	$ 22,967,902	$ 21,817,531
Accumulated remeasurement gains (losses)	**373,463**	(69,097)	–	–	–
	$ 26,512,942	$ 24,965,271	$ 24,140,816	$ 22,967,902	$ 21,817,531

(1) Figures for 2021 have been restated for the correction of certain tangible capital asset related adjustments identified in 2022. Years prior to 2021 have not been restated for these adjustments.

(2) Figures for 2022 have been restated for the adoption of PS 3280 – Asset Retirement Obligations.

(3) Figures for 2020 have been reclassified to conform to the 2021 year end reporting.

(4) Obligation to be funded in future years consists of unfunded liabilities of $227,264 (2023 – $225,106) for the asset retirement obligations provision.

Consolidated Investments Unaudited

2020 – 2024 (in thousands)

		2024[1]		2023[1]
Fair Value				
Canadian fixed income	**$**	**2,318,716**	$	2,344,688
Foreign Fixed Income		**615,692**		416,013
Pooled Fixed Income		**1,137,367**		1,154,266
Mortgages		**634,247**		615,637
Canadian Equities		**–**		56
Global Equities		**138,679**		115,269
Pooled Equities		**791,452**		713,787
Infrastructure		**483,073**		399,987
Real Estate		**289,645**		–
	$	**6,408,871**	$	5,759,703
Cost				
Canadian fixed income	**$**	**2,310,255**	$	2,371,423
Foreign Fixed Income		**605,790**		423,308
Pooled Fixed Income		**1,158,688**		1,194,758
Mortgages		**648,620**		636,877
Canadian Equities		**–**		56
Global Equities		**113,113**		103,801
Pooled Equities		**656,923**		670,415
Infrastructure		**403,423**		399,987
Real Estate		**277,169**		–
	$	**6,173,981**	$	5,800,625

(1) Comparative figures for 2022-2020 are not able to be provided in the same format due to the adoption of PS 3450 Financial Instruments in 2023. The total consolidated investments for those periods are as follows:

a. 2022 – Fair Value: $4,922,284, Cost: $5,206,794
b. 2021 – Fair Value: $4,923,251, Cost: $4,804,797
c. 2020 – Fair Value: $4,607,594, Cost: $4,423,320

Continuity of Long-term Debt Unaudited

2020 – 2024 (in thousands unless otherwise stated)

		2024		2023		2022		2021 (Restated)[1]		2020
Tax supported										
Opening	**$**	**299,179**	$	331,601	$	367,268	$	401,122	$	441,464
New Issues		**798**		–		–		1,256		1,775
Repaid		**(27,730)**		(32,422)		(35,667)		(35,110)		(42,117)
Ending	**$**	**272,247**	$	299,179	$	331,601	$	367,268	$	401,122
Tax supported (% of total)		**9.19%**		11.08%		12.30%		13.30%		14.10%
Per capita (tax supported)	**$**	**182**	$	215	$	247	$	278	$	307
Self supported										
Opening	**$**	**2,123,443**	$	2,116,149	$	2,183,523	$	2,229,754	$	2,231,661
New Issues		**443,308**		186,973		131,422		148,819		192,148
Repaid		**(186,131)**		(179,679)		(198,796)		(195,050)		(194,055)
Ending	**$**	**2,380,620**	$	2,123,443	$	2,116,149	$	2,183,523	$	2,229,754
Self supported (% of total)		**80.34%**		78.64%		78.52%		78.80%		78.40%
Per capita (self supported)	**$**	**1,596**	$	1,529	$	1,575	$	1,649	$	1,706
Self sufficient tax supported										
Opening	**$**	**277,715**	$	247,343	$	219,799	$	214,268	$	210,322
New Issues		**49,000**		46,500		44,500		22,500		29,000
Repaid		**(16,241)**		(16,128)		(16,956)		(16,969)		(25,054)
Ending	**$**	**310,474**	$	277,715	$	247,343	$	219,799	$	214,268
Self sufficient tax supported (% of total)		**10.48%**		10.28%		9.18%		7.90%		7.50%
Per capita (self sufficient tax supported)	**$**	**208**	$	200	$	184	$	166	$	164
Total City Debt	**$**	**2,963,341**	$	2,700,337	$	2,695,093	$	2,770,590	$	2,845,144
ENMAX Corporation Debt		**1,467,222**		1,722,502		1,606,493		1,455,813		1,371,972
Closing balance	**$**	**4,430,563**	$	4,422,839	$	4,301,586	$	4,226,403	$	4,217,116
Debt servicing as a per cent of operating expenditures (net of recoveries) (tax supported)		**0.85%**		1.00%		1.03%		1.40%		1.50%
Percentage of debt limit as per City Policy CP2020-05 (Note 15 f.)		**40.15%**		39.96%		41.03%		47.80%		47.20%
Per capita, Total City Debt	**$**	**1,986**	$	1,944	$	2,006	$	2,093	$	2,177

(1) Figures for 2021 have been restated for the correction of certain tangible capital asset related adjustments identified in 2022. Years prior to 2021 have not been restated for these adjustments.

Financial Capacity

2020 – 2024 (in millions)

		2024		2023		2022		2021		2020
Cash and cash equivalents	**$**	**769**	$	1,106	$	1,311	$	1,149	$	633
Investments		**6,409**		5,760		5,207		4,805		4,423
Receivables and other receivables		**481**		467		486		403		380
Financial Assets	**$**	**7,659**	$	7,333	$	7,004	$	6,357	$	5,436
Bank indebtedness and short-term borrowing	**$**	**(511)**	$	(348)	$	(348)	$	(355)	$	(224)
Accounts payable and accrued liabilities		**(1,029)**		(930)		(965)		(828)		(800)
Deferred revenue		**(130)**		(107)		(107)		(99)		(110)
Capital deposits		**(1,214)**		(1,188)		(1,186)		(1,203)		(839)
Employee benefit obligations		**(512)**		(498)		(511)		(516)		(514)
Financial Liabilities	**$**	**(3,396)**	$	(3,071)	$	(3,117)	$	(3,001)	$	(2,487)
Reserves	**$**	**(3,898)**	$	(4,003)	$	(3,636)	$	(3,281)	$	(2,744)
Financial Capacity	**$**	**365**	$	259	$	251	$	75	$	205
Add: Remaining capacity on short-term borrowing bylaw[1]	**$**	**600**	$	600	$	600	$	600	$	600
Available financial capacity	**$**	**965**	$	859	$	851	$	675	$	805

(1) The City has a $400 million limit on commercial paper and a $60 million limit on its line of credit, leaving $340 million unutilized under the short-term borrowing Bylaw.

Short-Term Liquidity

2020 – 2024 (in millions)

	2024	2023	2022	2021	2020
Cash					
Cash and cash equivalents	**$ 769**	$ 1,106	$ 1,311	$ 1,149	$ 633
Less: Bank indebtedness	**(101)**	(49)	(48)	(48)	(70)
	$ 668	$ 1,057	$ 1,263	$ 1,101	$ 563
Assets Readily Available for Sale(1)					
Short-term fixed income	**$ 1,331**	$ 1,255	$ 1,214	$ 1,200	$ 1,210
Long-term liquid assets(2)	**578**	534	359	438	291
	$ 1,909	$ 1,789	$ 1,573	$ 1,638	$ 1,501
Liquid Borrowing					
Capacity of short-term borrowing Bylaw	**$ 600**	$ 600	$ 600	$ 600	$ 600
Less: Commercial paper issued ($400 million limit)(3)	**(400)**	(300)	(300)	(300)	(300)
Less: Line of credit utilized ($60 million limit)	**–**	–	–	–	–
	$ 200	$ 300	$ 300	$ 300	$ 300
Total	**$ 2,777**	$ 3,146	$ 3,136	$ 3,039	$ 2,364

(1) Fair value of Investments that can be sold with minimal impact to its current price.

(2) Highly liquid Government of Canada and provincial bonds.

(3) In 2024, The City has increased the limit on commercial paper to $400 million.

Other Financial and Statistical Schedules

Consolidated Reserves Unaudited

2020 – 2024 (in thousands)

		2024		2023		2022		2021[1]		2020[1]
Calgary Housing	$	**57,805**	$	45,451	$	38,306	$	30,419	$	29,770
ENMAX dividend stabilization		**–**		–		18,000		18,000		18,000
Fiscal stability reserve		**937,853**		876,390		853,510		731,952		608,595
Other operating		**54,261**		63,751		75,399		74,357		56,223
Total operating reserves	$	**1,049,919**	$	985,592	$	985,215	$	854,728	$	712,588
Community investment	$	**156,814**	$	147,820	$	130,265	$	107,497	$	81,101
Debt servicing		**–**		52,570		52,570		52,570		52,570
Established area investments		**32,391**		36,007		44,899		51,200		52,326
Green Line fund		**182,753**		172,799		183,539		152,310		153,591
Legacy parks		**64,555**		61,625		34,039		19,695		10,719
Major capital projects		**430,281**		412,687		282,189		380,991		384,634
Calgary Police Service		**25,218**		30,194		37,985		41,195		44,062
Reserve for future capital and lifecycle maintenance and upgrade merged		**962,386**		977,167		792,182		633,449		547,296
Other capital		**87,738**		87,438		83,108		89,537		85,178
Total capital reserves	$	**1,942,136**	$	1,978,307	$	1,640,776	$	1,528,444	$	1,411,477
Calgary Parking[2]	$	**158,416**	$	169,955	$	159,374	$	159,374	$	–
Cash in lieu lifecycle sustainment		**–**		37,376		36,220		37,435		44,028
Corporate housing reserve		**44,999**		42,076		43,054		43,442		36,573
General hospital legacy reserve		**17,660**		17,733		17,184		18,298		17,777
Planning and development services sustainment		**96,913**		105,144		103,545		97,120		84,199
Opportunity Calgary investment		**60,619**		71,247		82,179		91,102		95,839
Perpetual care		**26,860**		27,205		28,030		24,901		23,269
Real estate services		**184,305**		215,072		218,798		131,027		65,321
Utility sustainment		**215,183**		245,719		202,589		164,201		133,107
Waste and recycling sustainment		**31,675**		53,340		69,148		83,565		73,878
Other sustainment		**69,749**		54,237		49,673		47,419		45,771
Total sustainment reserves	$	**906,379**	$	1,039,104	$	1,009,794	$	897,884	$	619,762
Total reserves	$	**3,898,434**	$	4,003,003	$	3,635,785	$	3,281,056	$	2,743,827

(1) In 2021, the Fiscal stability reserve and the Budget savings account merged. In addition, the Reserve for future capital and the Lifecycle maintenance upgrade merged with the Green Line fund portion of the Lifecycle maintenance upgrade being segregated. General hospital legacy reserve was segregated from Real estate services and made its own reserve. Years prior to 2021 have been reclassified to conform to current presentation.

(2) In 2024, the Calgary Parking reserve was reclassified from capital reserves to sustainment reserves. Years prior to 2024 have been reclassified to conform to current presentation.

Green Line Financial Position Unaudited

2020 – 2024 (in thousands)

	2024	2023	2022	2021	2020
Financial assets	**$ 139**	$ 59	$ –	$ –	$ –
Financial liabilities	**90,910**	35,582	19,211	10,282	16,181
Net financial assets	**(90,771)**	(35,523)	(19,211)	(10,282)	(16,181)
Non-financial assets	**(1,274,239)**	961,228	726,134	633,226	555,469
Net assets	**$ (1,365,010)**	$ 925,705	$ 706,923	$ 622,944	$ 539,288

Green Line Reserve Unaudited

2020 – 2024 (in thousands)

	2024	2023	2022	2021	2020
Green Line Reserve	**$ 182,753**	$ 172,799	$ 183,539	$ 152,310	$ 153,591

Green Line Acquisition of Tangible Capital Assets Unaudited

2020 – 2024 (in thousands)

	2024	2023	2022	2021	2020
Capital Additons	**$ 313,011**	$ 235,094	$ 92,908	$ 77,757	$ 123,011
Capital Balance	**$ 841,781**	$ 528,770	$ 293,676	$ 200,768	$ 123,011

Green Line Budget Unaudited

2020 – 2024 (in thousands)

	2024	2023	2022	2021	2020
Total Budget	**$ 6,248,000**	$ 5,543,000	$ 5,543,000	$ 5,543,000	$ 5,543,000
Total Cost to Date	**1,377,462**	1,058,244	808,871	707,541	617,510
Remaining Budget	**$ 4,870,538**	$ 4,484,756	$ 4,734,129	$ 4,835,459	$ 4,925,490

Taxation and Assessments Unaudited

2020 – 2024 (in thousands unless otherwise stated)

	2024	2023	2022	2021	2020
Tax Rates					
Residential					
Municipal and Library (Mills)	**4.20**	4.33	4.70	4.83	4.78
Provincial property (Mills)	**2.28**	2.24	2.46	2.58	2.74
Non-Residential					
Municipal and Library (Mills)	**18.36**	18.43	17.88	16.51	15.83
Provincial property (Mills)	**3.63**	3.64	4.05	4.10	3.58
Assessed Values					
Residential	**$ 290,656,794**	$ 258,699,495	$ 225,913,559	$ 208,942,946	$ 210,505,364
Percentage of total	**82.97%**	82.00%	80.43%	78.60%	77.90%
Commercial (industrial and farm)	**$ 59,674,630**	$ 56,883,120	$ 54,962,713	$ 57,012,414	$ 59,729,311
Percentage of total	**17.03%**	18.02%	19.60%	21.44%	22.10%
Total assessment	**$ 350,331,424**	$ 315,582,615	$ 280,876,272	$ 265,955,360	$ 270,234,675
Tax Levies					
Municipal property taxes					
Residential	**$ 1,224,830**	$ 1,119,868	$ 1,054,942	$ 996,465	$ 968,850
Non-residential	**1,092,484**	1,043,015	976,462	925,535	910,370
Community Revitalization Levy	**41,409**	39,790	36,034	38,100	37,099
Business Improvement Area Relief	**–**	–	(64)	(4,295)	–
Revenue in lieu of taxes	**256,329**	396,343	331,283	243,973	201,060
Local improvement levies and special levies	**12,423**	8,588	7,699	9,235	6,092
	$ 2,627,475	$ 2,607,604	$ 2,406,356	$ 2,209,013	$ 2,123,471
Provincial property taxes					
Residential	**$ 656,501**	$ 576,031	$ 547,974	$ 535,364	$ 565,733
Non-residential	**217,052**	206,168	225,265	228,149	206,678
Revenue in lieu of taxes	**9,795**	7,193	7,689	7,598	6,668
	$ 883,348	$ 789,392	$ 780,928	$ 771,111	$ 779,079
Total taxes levied	**$ 3,510,823**	$ 3,396,996	$ 3,187,284	$ 2,980,124	$ 2,902,550
Percentage of Total Levies					
Property tax					
Residential property	**53.59%**	49.93%	50.29%	51.40%	52.87%
Non-residential property	**37.30%**	36.77%	37.70%	38.71%	38.49%
Local improvement levies	**0.35%**	0.25%	0.24%	0.31%	0.21%
Community Revitalization Levy	**1.18%**	1.17%	1.13%	1.28%	1.28%
Business Improvement Area Relief	**0.00%**	0.00%	0.00%	(0.14)%	0.00%
Revenue in lieu of taxes	**7.58%**	11.88%	10.64%	8.44%	7.15%

Taxation and Assessments Unaudited

2020 – 2024 (in thousands unless otherwise stated)

	2024	2023	2022	2021	2020
Property Tax – Continuity					
Taxes receivable (January 1)	**$ 67,281**	$ 66,856	$ 74,655	$ 72,131	$ 53,149
Current levies					
Property taxes	**3,253,386**	3,002,173	2,856,684	2,745,711	2,753,858
Non-tax items for collection	**749**	1,239	760	822	3,486
Penalties	**16,969**	15,770	14,506	8,081	6,642
Cancellation of tax arrears	**(523)**	(662)	(4,726)	(1,671)	(647)
Write-off of taxes	**(29)**	(320)	(384)	(510)	(670)
Total to be collected	**$ 3,337,833**	$ 3,085,056	$ 2,941,495	$ 2,824,564	$ 2,815,818
Collections during the year					
Current levies	**(3,207,445)**	(2,959,463)	(2,812,396)	(2,690,158)	(2,699,088)
Arrears	**(56,196)**	(58,312)	(62,243)	(59,751)	(44,599)
Subtotal	**$ 74,192**	$ 67,281	$ 66,856	$ 74,655	$ 72,131
Allowance for doubtful accounts	**–**	–	(2,621)	(2,621)	(2,621)
Taxes receivable (December 31)	**$ 74,192**	$ 67,281	$ 64,235	$ 72,034	$ 69,510
Percentage of current taxes collected	**96.09%**	95.93%	95.61%	95.24%	95.85%
Taxes outstanding as a percentage of the current year levy	**2.28%**	2.24%	2.34%	2.72%	2.62%
Other Major Tax Levies					
Revenue in lieu of taxes					
Municipal consent and access fee	**$ 182,175**	$ 308,499	$ 225,804	$ 165,339	$ 132,378
Franchise fees	**58,865**	72,742	91,228	65,394	54,155
Other franchise fees	**13,730**	11,168	11,380	10,691	7,610
Governments					
Provincial	**8,382**	7,541	7,105	6,858	9,885
Federal	**2,972**	3,585	3,454	3,289	3,700
	$ 266,124	$ 403,535	$ 338,972	$ 251,571	$ 207,728
Net Taxes Available For Municipal Purposes					
Property taxes	**$ 3,190,867**	$ 2,945,083	$ 2,804,643	$ 2,685,513	$ 2,651,631
Community Revitalization Levy	**41,409**	39,790	36,034	38,100	37,099
(Business Improvement Area Relief) Business taxes	**–**	–	(64)	(4,295)	–
Revenue in lieu of taxes	**266,526**	403,535	338,972	251,571	207,728
Local improvement levies and special taxes	**12,423**	8,588	7,699	9,235	6,092
	$ 3,511,225	$ 3,396,996	$ 3,187,284	$ 2,980,124	$ 2,902,550
Less: Provincial property taxes					
Current year levy	**$ (881,550)**	$ (785,920)	$ (781,729)	$ (767,498)	$ (771,295)
Prior year adjustment (levy)	**(1,798)**	(3,472)	801	(3,613)	(7,784)
Net taxes available for municipal use	**$ 2,627,475**	$ 2,607,604	$ 2,406,356	$ 2,209,013	$ 2,123,471

Demographic and Other Information Unaudited

2020 – 2024

	2024	2023	2022	2021	2020
Population(1)	**1,491,900**	1,389,200	1,343,500	1,323,700	1,306,700
Change due to natural increase	**8,100**	33,100	8,600	8,700	8,700
Change due to net migration	**61,100**	7,500	13,600	8,600	12,300
Housing Activity					
Annual applications for residential units					
Total residential	**21,298**	17,751	15,733	16,426	15,154
Change	**19.98%**	12.83%	(4.22)%	8.39%	23.89%
Single family Housing Starts	**5,343**	4,552	4,133	4,140	2,716
Change	**17.38%**	10.14%	(0.17)%	52.43%	1.15%
MLS average selling price ($)(2)	**$ 606,052**	$ 536,805	$ 516,878	$ 490,027	$ 457,997
New housing price inflation(3)	**0.10%**	(0.90)%	7.70%	8.00%	1.80%
Building Permits, applied for					
Number of applications	**25,081**	20,594	18,566	21,113	17,476
Change	**21.79%**	10.92%	(12.06)%	20.81%	9.54%
Value, in thousands	**$ 9,333,956**	$ 5,978,800	$ 5,740,316	$ 5,687,998	$ 3,439,660
Change	**56.12%**	4.15%	0.92%	65.37%	(33.42)%
Inflation, CPI annual increases(3)					
Calgary	**3.37%**	3.80%	7.20%	3.18%	1.10%
Alberta	**2.93%**	3.30%	6.40%	3.18%	1.10%
Canada	**2.42%**	3.90%	6.80%	3.36%	0.70%
Unemployment Rate(3)					
Calgary	**7.40%**	6.00%	6.10%	9.10%	11.70%
Alberta	**7.00%**	5.90%	5.80%	8.70%	11.40%
Canada	**6.40%**	5.40%	5.30%	7.50%	9.50%

Top ten industries in Calgary (by the number of residents employed)(3)

1. Professional, scientific and technical services
2. Wholesale and retail trade
3. Health care and social assistance
4. Construction
5. Transportation and warehousing
6. Finance, insurance, real estate, rental and leasing
7. Educational services
8. Accommodation and food services
9. Manufacturing
10. Forestry, fishing, mining, quarrying, oil and gas

(1) Figures were obtained from the Fall Calgary and Region Economic Outlook as published in the respective years.

(2) Calgary Real Estate Board

(3) Statistics Canada Table #14-10-0466-02 Employment by industry and economic region, annual.

Demographic and Other Information Unaudited

2020 – 2024

	2024	2023	2022	2021 (Restated)[1]	2020
Revenue sources – City general[2]	**$ 3,626,538**	$ 3,352,290	$ 3,143,764	$ 2,710,848	$ 2,654,278
As a % of revenue					
Taxes and revenue in lieu of taxes	**63.63%**	64.23%	64.37%	70.62%	70.55%
General	**30.66%**	30.14%	28.53%	27.21%	27.41%
Government transfers	**3.09%**	3.19%	5.13%	0.03%	0.01%
Dividends from ENMAX	**2.62%**	2.44%	1.97%	2.14%	2.03%
Interest charges – City general					
As a % of operating expenses					
Before subsidy	**3.30%**	4.03%	3.20%	3.37%	3.74%
After subsidy	**3.30%**	4.03%	3.20%	3.37%	3.74%
Interest charges – consolidated					
Before subsidy (000s)	**$ 125,854**	$ 116,885	$ 103,575	$ 100,542	$ 111,766
Share of operating expenses	**3.39%**	3.00%	3.20%	3.10%	3.50%
After subsidy (000s)	**$ 125,854**	$ 116,885	$ 103,575	$ 100,528	$ 111,547
Share of operating expenses (net of subsidy)	**3.39%**	3.00%	3.20%	3.10%	3.50%
Debt service limit (principal + interest)					
Total debt service limit (000s)	**$ 1,366,161**	$ 1,346,977	$ 1,302,441	$ 1,151,307	$ 1,136,443
Total debt service (000s)	**738,974**	617,440	625,510	650,614	499,457
Percentage used	**54.09%**	45.80%	48.00%	56.50%	44.00%
Debt limit					
Total debt limit (000s)	**$ 7,806,635**	$ 7,697,013	$ 7,442,520	$ 6,578,898	$ 6,493,957
Total debt (000s)	**3,134,275**	3,075,366	3,053,548	3,141,306	3,063,919
Percentage used	**40.15%**	40.00%	41.00%	47.80%	47.20%
Municipal full-time equivalents (excluding ENMAX)					
Total full-time equivalents – City	**17,645**	17,256	16,373	15,894	15,796
Total full-time equivalents – Related authorities	**1,079**	1,071	1,191	1,197	1,172
Full-time equivalents per 1,000 population – City	**11.83**	12.42	12.19	12.01	12.09
Full-time equivalents per 1,000 population – Related authorities	**0.72**	0.77	0.89	0.90	0.90
Area, square kilometres	**852**	852	848	848	848
Km of roads (lane km)	**22,161**	21,952	21,732	21,440	21,244
Km of roads (centreline km)	**8,639**	8,555	8,475	8,371	8,301
Transit passenger trips, annual (000s)	**101,150**	89,966	56,910	41,175	50,948
Km of wastewater mains	**5,346**	5,208	5,160	5,107	5,066
Km of water mains	**5,485**	5,359	5,360	5,338	5,312
Km of storm drainage mains	**4,862**	4,753	5,493	5,465	5,437

(1) Figures for 2021 have been restated for the correction of certain tangible capital asset related adjustments identified in 2022. Years prior to 2021 have not been restated for these adjustments.

(2) Figures are in thousands and before consolidating eliminations.