

Mid-Cycle Adjustments Capital and Operating Schedule

The Mid-Cycle Adjustments to the One Calgary 2018-2022 Service Plans and Budgets went to Council on November 9, 2020. Please [click here](#) to access the Council minutes. This document is an updated version of [Attachment 10 – Operating Budget Continuity Schedule – C2020-1215](#) and [Attachment 13 – Capital Budget Continuity Schedule C2020-1215](#) the incorporate Councils decision.

CAPITAL BUDGET CONTINUITY SCHEDULE - FOR INFORMATION

(By Citizen Priority and Service)

Purpose: To provide a summary of capital adjustments to maintain continuity and transparency of the capital budget.

Citizen Priority/Service	As at 2020 June 30 (PFC2020-1075) ¹						Total Adjustments ¹						Revised Budget ¹						
	2020	2021	2022	2023	2024	2025+	2020 Adjustments (Att 11, 12)	2021 Adjustments (Att 11, 12)	2022 Adjustments (Att 11, 12)	2023 Adjustments (Att 11, 12)	2024 Adjustments (Att 11, 12)	2025 Adjustments (Att 11, 12)	2020	2021	2022	2023	2024	2025+	2020-2025+ Revised Budget
A Prosperous City																			
Affordable Housing	24,710	35,297	51,569	30,374	32,210	-	(500)	(3,807)	5,301	(1,494)	-	-	24,210	31,490	56,870	28,880	32,210	-	173,660
Arts & Culture	7,954	6,589	4,186	6,885	-	-	-	(8,388)	5,244	(1,613)	4,756	-	7,954	(1,799)	9,430	5,273	4,756	-	25,613
Business Licensing	1,028	150	50	-	-	-	-	-	-	-	-	-	1,028	150	50	-	-	-	1,228
Community Strategies	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Development & Tourism	29,906	80,169	244,558	-	-	-	-	(41,421)	(143,017)	108,638	75,800	-	29,906	38,748	101,541	108,638	75,800	-	354,633
Land Development & Sales	44,899	37,973	168,805	4,380	-	-	(4,600)	(15,279)	(149,250)	16,029	71,250	80,250	40,299	22,693	19,555	20,409	71,250	80,250	254,457
Library Services	3,180	3,619	2,352	-	-	-	-	(750)	750	-	-	-	3,180	2,869	3,102	-	-	-	9,151
Social Programs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL - A Prosperous City	111,676	163,797	471,520	41,639	32,210	-	(5,100)	(69,645)	(280,972)	121,561	151,806	80,250	106,576	94,152	190,548	163,200	184,016	80,250	818,742
A City of Safe & Inspiring Neighbourhoods																			
Building Safety	5,220	8,097	8,097	-	-	-	-	(7,097)	(4,097)	11,195	-	-	5,220	1,000	4,000	11,195	-	-	21,415
Bylaw Education & Compliance	492	205	205	-	-	-	-	-	-	-	-	-	492	205	205	-	-	-	902
Calgary 9-1-1	6,563	2,900	2,500	-	-	-	-	1,350	500	-	-	-	6,563	4,250	3,000	-	-	-	13,813
City Cemeteries	1,601	2,988	4,293	-	-	-	1,020	825	175	-	-	-	2,621	3,813	4,468	-	-	-	10,901
City Planning & Policy	2,094	12,600	19,400	-	-	-	-	(563)	(437)	-	-	-	2,094	12,037	18,963	-	-	-	33,094
Development Approvals	7,918	2,790	2,630	-	-	-	-	(2,790)	-	3,790	-	-	7,918	-	2,630	3,790	-	-	14,338
Emergency Management & Business Continuity	5,198	1,761	1,410	-	-	-	-	-	-	-	-	-	5,198	1,761	1,410	-	-	-	8,369
Fire & Emergency Response	35,773	34,315	62,229	-	-	-	-	(13,822)	(9,486)	26,808	3,500	3,000	35,773	20,493	52,743	26,808	3,500	3,000	142,317
Fire Inspection & Enforcement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Safety Education	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Neighbourhood Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pet Ownership & Licensing	541	175	175	-	-	-	-	-	-	-	-	-	541	175	175	-	-	-	890
Police Services	32,437	53,308	14,817	-	-	-	3,289	-	-	-	-	-	35,726	53,308	14,817	-	-	-	103,851
TOTAL - A City of Safe & Inspiring Neighbourhoods	97,836	119,138	115,756	-	-	-	4,309	(22,097)	(13,345)	41,793	3,500	3,000	102,145	97,040	102,411	41,793	3,500	3,000	349,890
A City That Moves																			
Parking	84,212	13,950	9,800	-	-	-	-	-	-	-	-	-	84,212	13,950	9,800	-	-	-	107,962
Public Transit	389,420	422,216	341,327	457,400	846,000	2,916,300	(1,900)	(53,608)	30,653	24,194	-	-	387,520	368,608	371,980	481,594	846,000	2,916,300	5,372,002
Sidewalks & Pathways	68,079	56,933	21,582	-	-	-	-	(31,908)	20,932	10,604	372	-	68,079	25,025	42,514	10,604	372	-	146,594
Specialized Transit	3,003	90	90	-	-	-	-	-	-	-	-	-	3,003	90	90	-	-	-	3,183
Streets	302,960	215,071	166,541	4,900	1,200	-	5,930	(20,605)	14,675	14,730	-	-	308,890	194,466	181,216	19,630	1,200	-	705,403
Taxi, Limousine & Vehicles-for-Hire	494	330	230	-	-	-	-	-	-	-	-	-	494	330	230	-	-	-	1,054
TOTAL - A City That Moves	848,167	708,590	539,570	462,300	847,200	2,916,300	4,030	(106,121)	66,260	49,528	372	-	852,197	602,469	605,830	511,828	847,572	2,916,300	6,336,196
A Healthy & Green City																			
Environmental Management	589	335	245	-	-	-	-	-	-	-	-	-	589	335	245	-	-	-	1,169
Parks & Open Spaces	25,578	26,136	20,910	17,000	-	-	-	(5,393)	4,543	15,850	-	-	25,578	20,743	25,453	32,850	-	-	104,625
Recreation Opportunities	60,654	59,699	30,710	4,010	-	-	-	(30,875)	32,575	2,000	1,500	-	60,654	28,824	63,285	6,010	1,500	-	160,273
Stormwater Management	121,031	75,087	67,980	-	-	-	-	(14,530)	(4,303)	8,241	-	-	121,031	60,557	63,677	8,241	-	-	253,506
Urban Forestry	3,494	3,000	3,243	-	-	-	-	2,300	3,500	-	-	-	3,494	5,300	6,743	-	-	-	15,537
Waste & Recycling	33,641	37,598	32,542	-	-	-	-	(284)	284	-	-	-	33,641	37,314	32,826	-	-	-	103,781
Wastewater Collection & Treatment	334,875	180,727	162,843	-	-	-	-	(27,653)	(39,700)	39,441	11,203	5,000	334,875	153,074	123,143	39,441	11,203	5,000	666,736
Water Treatment & Supply	174,751	123,076	114,100	-	-	-	-	(42,610)	3,270	38,861	-	-	174,751	80,466	117,370	38,861	-	-	411,448
TOTAL - A Healthy & Green City	754,613	505,658	432,573	21,010	-	-	-	(119,045)	169	104,393	12,703	5,000	754,613	386,613	432,742	125,403	12,703	5,000	1,717,073

Citizen Priority/Service	As at 2020 June 30 (PFC2020-1075) ¹						Total Adjustments ¹						Revised Budget ¹						
	2020	2021	2022	2023	2024	2025+	2020 Adjustments (Att 11, 12)	2021 Adjustments (Att 11, 12)	2022 Adjustments (Att 11, 12)	2023 Adjustments (Att 11, 12)	2024 Adjustments (Att 11, 12)	2025 Adjustments (Att 11, 12)	2020	2021	2022	2023	2024	2025+	2020-2025+ Revised Budget
A Well-Run City																			
Appeals & Tribunals	113	-	-	-	-	-	-	-	-	-	-	-	113	-	-	-	-	-	113
Citizen Engagement & Insights	319	143	143	-	-	-	-	-	-	-	-	-	319	143	143	-	-	-	605
Citizen Information & Services	4,241	1,930	1,930	-	-	-	-	(400)	400	-	-	-	4,241	1,530	2,330	-	-	-	8,101
City Auditor's Office	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate Governance	11	-	-	-	-	-	-	-	-	-	-	-	11	-	-	-	-	-	11
Corporate Security	2,844	2,604	3,519	-	-	-	-	-	-	-	-	-	2,844	2,604	3,519	-	-	-	8,967
Council & Committee Support	24	-	-	-	-	-	-	-	-	-	-	-	24	-	-	-	-	-	24
Data Analytics & Information Access	3,253	2,027	2,456	203	-	-	-	(100)	100	-	-	-	3,253	1,927	2,556	203	-	-	7,939
Executive Leadership	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Facility Management	71,263	65,566	47,992	-	-	-	(88)	(32,386)	13,016	24,900	-	-	71,175	33,180	61,007	24,900	-	-	190,263
Financial Support	1,549	348	280	-	-	-	-	-	-	-	-	-	1,549	348	280	-	-	-	2,176
Fleet Management	90,811	40,549	38,700	25,385	-	-	-	-	-	-	-	-	90,811	40,549	38,700	25,385	-	-	195,446
Human Resources Support	819	-	-	-	-	-	-	-	-	-	-	-	819	-	-	-	-	-	819
Infrastructure Support	1,269	2,830	1,464	-	-	-	-	(1,063)	1,063	-	-	-	1,269	1,767	2,527	-	-	-	5,563
Insurance & Claims	96	-	-	-	-	-	-	-	-	-	-	-	96	-	-	-	-	-	96
IT Solutions & Support	40,383	28,401	25,761	-	-	-	-	(800)	5,500	-	-	-	40,383	27,601	31,261	-	-	-	99,245
Legal Counsel & Advocacy	67	195	195	-	-	-	-	-	-	-	-	-	67	195	195	-	-	-	456
Mayor & Council	276	-	-	-	-	-	-	-	-	-	-	-	276	-	-	-	-	-	276
Municipal Elections	2,829	380	-	-	-	-	-	-	-	-	-	-	2,829	380	-	-	-	-	3,209
Organizational Health, Safety & Wellness	360	109	105	-	-	-	-	-	-	-	-	-	360	109	105	-	-	-	574
Procurement & Warehousing	4,260	1,065	459	-	-	-	-	-	-	-	-	-	4,260	1,065	459	-	-	-	5,784
Property Assessment	4,951	5,000	3,600	-	-	-	-	(2,000)	2,000	-	-	-	4,951	3,000	5,600	-	-	-	13,551
Real Estate	34,901	11,335	5,438	-	-	-	-	5,000	-	-	-	-	34,901	16,335	5,438	-	-	-	56,674
Records Management, Access & Privacy	1,595	280	500	-	-	-	-	-	-	-	-	-	1,595	280	500	-	-	-	2,374
Strategic Marketing & Communications	257	4	4	-	-	-	-	-	-	-	-	-	257	4	4	-	-	-	266
Taxation	650	550	550	-	-	-	-	-	-	-	-	-	650	550	550	-	-	-	1,750
TOTAL - A Well-Run City	267,142	163,316	133,094	25,588	-	-	(88)	(31,748)	22,078	24,900	-	-	267,054	131,568	155,173	50,488	-	-	604,282
CORPORATE CAPITAL PROGRAMS	7,692	-	-	-	-	-	-	-	-	-	-	-	7,692	-	-	-	-	-	7,692
TOTAL CITY²	2,087,127	1,660,498	1,692,514	550,537	879,410	2,916,300	3,151	(348,657)	(205,810)	342,175	168,381	88,250	2,090,278	1,311,841	1,486,704	892,712	1,047,791	3,004,550	9,833,875

Notes:

1. Figures may not add due to rounding
2. Excludes confidential budget remaining from previously approved reports (\$83.982 million), which will be allocated to services as confidentiality is lifted.

**Operating Budget Continuity Schedule
By Citizen Priority and Service
(\$000s)**

Purpose: To provide a summary of operating adjustments to maintain continuity and transparency of the operating budget.

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
A PROSPEROUS CITY									
Affordable Housing									
Expenditures	18,075	21,270	23,528	20,280	-	(140)	1,947	22,087	20,796
Recoveries	-	-	(187)	(187)	-	-	-	(187)	(187)
Revenues	(9,836)	(8,452)	(9,246)	(7,501)	-	-	(900)	(8,401)	(7,501)
Net budget	8,239	12,818	14,095	12,592	-	(140)	1,047	13,499	13,108
Arts & Culture									
Expenditures	17,735	24,407	26,231	27,891	-	(265)	-	27,626	29,181
Recoveries	(710)	(710)	(864)	(864)	-	-	-	(864)	(864)
Revenues	(1,169)	(1,669)	(1,669)	(1,669)	-	-	-	(1,669)	(1,669)
Net budget	15,856	22,028	23,697	25,357	-	(265)	-	25,092	26,647
Business Licensing									
Expenditures	11,356	11,517	10,747	11,012	-	-	(405)	10,607	10,866
Recoveries	(2,105)	(2,944)	(2,989)	(3,059)	-	-	181	(2,878)	(2,949)
Revenues	(9,250)	(8,574)	(7,758)	(7,953)	-	-	224	(7,729)	(7,916)
Net budget	-	-	0	-	-	-	-	-	-
Community Strategies									
Expenditures	10,788	3,553	3,636	3,640	-	2,500	-	6,140	6,144
Recoveries	(747)	(744)	(744)	(744)	-	-	-	(744)	(744)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	10,041	2,809	2,892	2,896	-	2,500	-	5,396	5,400
Economic Development & Tourism									
Expenditures	32,339	35,515	37,632	39,396	-	(2,512)	1,172	38,056	40,526
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net budget	32,339	35,515	37,632	39,396	-	(2,512)	1,172	38,056	40,526
Land Development & Sales									
Expenditures	47,287	51,586	52,571	53,601	-	(9)	388	53,980	56,555
Recoveries	(5,487)	(7,782)	(7,782)	(7,782)	-	-	(489)	(8,271)	(8,271)
Revenues	(41,358)	(43,362)	(44,392)	(45,422)	-	-	101	(45,321)	(47,896)
Net budget	442	442	397	397	-	(9)	-	388	388
Library Services									
Expenditures	54,098	52,828	53,693	53,993	-	-	-	53,993	54,243
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net budget	54,098	52,828	53,693	53,993	-	-	-	53,993	54,243

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
Social Programs									
Expenditures	65,031	65,829	65,518	64,871	-	8,000	(21)	72,850	63,966
Recoveries	(3,347)	(2,971)	(2,971)	(2,971)	-	-	-	(2,971)	(2,971)
Revenues	(33,911)	(34,042)	(34,261)	(34,261)	-	(120)	-	(34,381)	(34,381)
Net budget	27,773	28,816	28,286	27,639	-	7,880	(21)	35,498	26,614
TOTAL - A PROSPEROUS CITY									
Expenditures	256,708	266,505	273,556	274,684	-	7,574	3,081	285,339	282,277
Recoveries	(12,397)	(15,150)	(15,537)	(15,607)	-	-	(308)	(15,915)	(15,986)
Revenues	(95,524)	(96,098)	(97,326)	(96,806)	-	(120)	(575)	(97,501)	(99,363)
Net budget	148,788	155,257	160,693	162,271	-	7,454	2,198	171,923	166,927
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS									
Building Safety									
Expenditures	40,469	79,665	82,308	80,829	-	-	(42,616)	38,213	39,371
Recoveries	(2,731)	(2,472)	(2,472)	(2,472)	-	-	-	(2,472)	(2,472)
Revenues	(37,738)	(76,818)	(77,210)	(78,357)	-	-	42,616	(35,741)	(36,899)
Net budget	-	375	2,625	0	-	-	-	0	-
Bylaw Education & Compliance									
Expenditures	10,409	11,148	12,633	11,671	115	(115)	1,218	12,889	12,051
Recoveries	(684)	(790)	(1,250)	(1,250)	-	(170)	(300)	(1,720)	(1,720)
Revenues	(577)	(435)	(435)	(435)	-	-	(50)	(485)	(485)
Net budget	9,148	9,922	10,948	9,986	115	(285)	868	10,684	9,846
Calgary 9-1-1									
Expenditures	46,102	47,917	47,683	47,472	-	-	(5,304)	42,168	42,143
Recoveries	(414)	(715)	(715)	(715)	-	-	(252)	(967)	(967)
Revenues	(12,012)	(13,812)	(13,812)	(13,812)	-	-	5,553	(8,259)	(8,259)
Net budget	33,676	33,390	33,156	32,946	-	-	(3)	32,943	32,918
City Cemeteries									
Expenditures	8,545	8,623	8,675	8,676	-	-	(53)	8,623	8,624
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	(7,218)	(7,331)	(7,358)	(7,358)	-	-	-	(7,358)	(7,358)
Net budget	1,326	1,292	1,318	1,319	-	-	(53)	1,266	1,266
City Planning & Policy									
Expenditures	25,528	22,752	25,891	25,618	-	875	281	26,773	26,406
Recoveries	(1,848)	(357)	(318)	(318)	-	-	-	(318)	(318)
Revenues	(2,775)	(2,592)	(2,961)	(2,727)	-	-	-	(2,727)	(2,724)
Net budget	20,905	19,803	22,611	22,573	-	875	281	23,728	23,364
Development Approvals									
Expenditures	40,644	41,276	37,895	38,973	-	-	787	39,760	40,765
Recoveries	(682)	(161)	(161)	(161)	-	-	-	(161)	(161)
Revenues	(38,921)	(41,115)	(37,734)	(38,812)	-	-	(787)	(39,599)	(40,604)
Net budget	1,040	-	-	-	-	-	-	-	-

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
Emergency Management & Business Continuity									
Expenditures	5,176	4,965	4,922	4,923	-	(120)	-	4,803	4,804
Recoveries	-	-	(85)	(85)	-	-	-	(85)	(85)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	5,176	4,965	4,837	4,838	-	(120)	-	4,718	4,719
Fire & Emergency Response									
Expenditures	234,002	220,483	225,251	225,336	-	(842)	(52)	224,441	224,632
Recoveries	(1,410)	(780)	(780)	(780)	-	(660)	(265)	(1,705)	(1,705)
Revenues	(6,227)	(3,628)	(3,628)	(3,628)	-	-	265	(3,363)	(3,363)
Net budget	226,365	216,075	220,843	220,927	-	(1,502)	(52)	219,373	219,564
Fire Inspection & Enforcement									
Expenditures	9,551	9,568	10,145	10,030	-	-	7	10,037	9,983
Recoveries	(63)	(63)	(63)	(63)	-	-	-	(63)	(63)
Revenues	(2,803)	(2,881)	(3,041)	(3,201)	-	-	160	(3,041)	(3,201)
Net budget	6,685	6,624	7,041	6,767	-	-	167	6,934	6,719
Fire Safety Education									
Expenditures	1,295	1,259	1,180	1,182	-	-	(6)	1,176	1,179
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	(8)	-	-	-	-	-	-	-	-
Net budget	1,288	1,259	1,180	1,182	-	-	(6)	1,176	1,179
Neighbourhood Support									
Expenditures	10,328	9,490	9,230	10,810	120	(1,700)	-	9,230	9,230
Recoveries	(3,498)	(3,001)	(3,001)	(3,001)	-	-	-	(3,001)	(3,001)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	6,830	6,489	6,229	7,809	120	(1,700)	-	6,229	6,229
Pet Ownership & Licensing									
Expenditures	9,936	9,576	10,155	9,872	-	(115)	174	9,931	9,763
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	(5,428)	(5,570)	(5,670)	(5,687)	-	-	-	(5,687)	(5,704)
Net budget	4,508	4,006	4,485	4,185	-	(115)	174	4,244	4,059
Police Services									
Expenditures	512,488	508,471	517,570	527,612	-	(10,000)	-	517,612	517,795
Recoveries	(2,600)	(2,600)	(2,600)	(2,600)	-	-	-	(2,600)	(2,600)
Revenues	(108,818)	(111,618)	(100,618)	(100,618)	-	-	-	(100,618)	(100,618)
Net budget	401,070	394,253	414,352	424,394	-	(10,000)	-	414,394	414,577
TOTAL - A CITY OF SAFE & INSPIRING NEIGHBOURHOODS									
Expenditures	954,473	975,193	993,538	1,003,006	235	(12,017)	(45,565)	945,659	946,746
Recoveries	(13,930)	(10,939)	(11,445)	(11,445)	-	(830)	(817)	(13,092)	(13,092)
Revenues	(222,525)	(265,801)	(252,468)	(254,635)	-	-	47,757	(206,878)	(209,215)
Net budget	718,018	698,453	729,625	736,925	235	(12,847)	1,376	725,689	724,439

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
A CITY THAT MOVES									
Parking									
Expenditures	2,938	2,966	2,968	2,970	-	-	-	2,970	2,972
Recoveries	(612)	(1,362)	(1,362)	(1,362)	-	-	-	(1,362)	(1,362)
Revenues	(940)	(190)	(1,605)	(1,605)	-	-	-	(1,605)	(1,605)
Net budget	1,386	1,414	1	3	-	-	-	3	5
Public Transit									
Expenditures	427,815	436,863	444,109	450,114	3,000	(1,412)	(5,064)	446,638	452,693
Recoveries	(16,355)	(12,733)	(12,822)	(12,822)	-	-	-	(12,822)	(12,822)
Revenues	(188,536)	(188,623)	(189,674)	(193,253)	-	-	3,385	(189,868)	(193,687)
Net budget	222,924	235,508	241,613	244,039	3,000	(1,412)	(1,679)	243,948	246,184
Sidewalks & Pathways									
Expenditures	43,935	44,848	62,535	54,989	-	-	828	55,817	54,963
Recoveries	(5,076)	(5,939)	(6,571)	(6,571)	-	-	-	(6,571)	(6,571)
Revenues	(3,902)	(3,502)	(3,599)	(3,670)	-	-	770	(2,900)	(2,949)
Net budget	34,957	35,407	52,365	44,747	-	-	1,598	46,345	45,443
Specialized Transit									
Expenditures	43,269	41,772	43,541	45,209	-	(500)	-	44,709	46,385
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	(2,043)	(2,319)	(2,395)	(2,671)	-	-	-	(2,671)	(2,947)
Net budget	41,226	39,453	41,146	42,538	-	(500)	-	42,038	43,438
Streets									
Expenditures	199,870	201,615	207,510	211,899	-	(500)	(3,999)	207,400	209,363
Recoveries	(41,384)	(45,499)	(45,637)	(45,637)	-	(621)	-	(46,258)	(46,258)
Revenues	(28,422)	(30,921)	(31,501)	(32,098)	-	-	5,196	(26,902)	(27,417)
Net budget	130,063	125,195	130,372	134,164	-	(1,121)	1,197	134,240	135,688
Taxi, Limousine & Vehicles-for-Hire									
Expenditures	4,486	4,576	5,021	4,595	-	-	217	4,812	4,547
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	(4,486)	(4,393)	(4,503)	(4,595)	-	-	133	(4,462)	(4,547)
Net budget	-	183	517	(0)	-	-	350	350	-
TOTAL - A CITY THAT MOVES									
Expenditures	722,313	732,640	765,683	769,776	3,000	(2,412)	(8,018)	762,346	770,923
Recoveries	(63,428)	(65,534)	(66,393)	(66,393)	-	(621)	-	(67,014)	(67,014)
Revenues	(228,328)	(229,948)	(233,277)	(237,892)	-	-	9,484	(228,408)	(233,152)
Net budget	430,556	437,159	466,013	465,491	3,000	(3,033)	1,466	466,924	470,756

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
A HEALTHY & GREEN CITY									
Environmental Management									
Expenditures	7,831	7,509	8,063	8,099	-	480	(521)	8,058	8,058
Recoveries	(2,172)	(1,848)	(2,138)	(2,138)	-	-	513	(1,625)	(1,625)
Revenues	(324)	(324)	(108)	(108)	-	-	-	(108)	(108)
Net budget	5,336	5,337	5,818	5,853	-	480	(8)	6,325	6,325
Parks & Open Spaces									
Expenditures	75,295	76,018	77,220	77,966	-	(600)	(236)	77,130	77,752
Recoveries	(2,970)	(3,009)	(4,352)	(4,352)	-	-	-	(4,352)	(4,352)
Revenues	(3,819)	(3,735)	(4,528)	(4,564)	-	-	-	(4,564)	(4,597)
Net budget	68,506	69,274	68,340	69,050	-	(600)	(236)	68,214	68,802
Recreation Opportunities									
Expenditures	104,422	93,178	89,596	90,373	-	(860)	(2,397)	87,117	86,702
Recoveries	(3,203)	(2,294)	(2,294)	(2,294)	-	-	(650)	(2,944)	(2,938)
Revenues	(46,619)	(45,931)	(45,931)	(45,931)	-	(150)	2,263	(43,818)	(43,343)
Net budget	54,599	44,953	41,372	42,148	-	(1,010)	(784)	40,355	40,422
Stormwater Management									
Expenditures	76,050	77,158	78,497	81,470	-	-	2,817	84,287	86,925
Recoveries	(3,487)	(3,487)	(3,487)	(3,487)	-	-	-	(3,487)	(3,487)
Revenues	(72,563)	(73,671)	(75,011)	(77,983)	-	-	(2,817)	(80,800)	(83,438)
Net budget	-	-	-	-	-	-	-	-	-
Urban Forestry									
Expenditures	14,735	13,195	14,530	15,035	-	-	(24)	15,011	15,515
Recoveries	(169)	(130)	-	-	-	-	-	-	-
Revenues	-	-	(883)	(883)	-	-	-	(883)	(883)
Net budget	14,566	13,065	13,646	14,151	-	-	(24)	14,127	14,631
Waste & Recycling									
Expenditures	171,414	172,042	168,760	169,888	-	(4,289)	(1,760)	163,839	165,957
Recoveries	(15,130)	(15,405)	(14,217)	(14,234)	-	-	-	(14,234)	(14,252)
Revenues	(111,684)	(136,715)	(135,820)	(137,311)	-	415	1,760	(135,136)	(137,616)
Net budget	44,600	19,922	18,724	18,344	-	(3,874)	-	14,470	14,090
Wastewater Collection & Treatment									
Expenditures	375,056	408,889	434,072	469,079	-	-	13,273	482,352	495,200
Recoveries	(10,057)	(10,057)	(10,057)	(10,057)	-	-	-	(10,057)	(10,057)
Revenues	(365,479)	(398,832)	(424,015)	(459,022)	-	-	(13,273)	(472,295)	(485,143)
Net budget	(480)	-	(0)	-	-	-	-	-	-

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
Water Treatment & Supply									
Expenditures	320,276	330,675	319,073	322,385	-	-	(5,940)	316,445	315,935
Recoveries	(10,304)	(10,304)	(10,304)	(10,304)	-	-	-	(10,304)	(10,304)
Revenues	(309,972)	(320,371)	(308,769)	(312,081)	-	-	5,940	(306,141)	(305,631)
Net budget	-	-	(0)	-	-	-	-	-	-
TOTAL - A HEALTHY & GREEN CITY									
Expenditures	1,145,078	1,178,662	1,189,812	1,234,295	-	(5,269)	5,212	1,234,239	1,252,045
Recoveries	(47,492)	(46,534)	(46,848)	(46,865)	-	-	(137)	(47,002)	(47,014)
Revenues	(910,459)	(979,578)	(995,065)	(1,037,883)	-	265	(6,127)	(1,043,745)	(1,060,760)
Net budget	187,128	152,550	147,899	149,547	-	(5,004)	(1,052)	143,491	144,270
A WELL-RUN CITY									
Appeals & Tribunals									
Expenditures	5,356	4,859	4,773	4,773	-	-	(29)	4,744	4,744
Recoveries	-	(5)	(5)	(5)	-	-	-	(5)	(5)
Revenues	(758)	(668)	(668)	(668)	-	-	-	(668)	(668)
Net budget	4,598	4,186	4,100	4,100	-	-	(29)	4,071	4,071
Citizen Engagement & Insights									
Expenditures	6,486	4,975	5,371	5,049	-	-	(7)	5,042	4,991
Recoveries	(306)	(150)	(1,002)	(1,002)	-	-	-	(1,002)	(1,002)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	6,180	4,826	4,368	4,047	-	-	(7)	4,040	3,989
Citizen Information & Services									
Expenditures	11,376	13,956	12,972	12,973	-	(518)	(7)	12,448	12,399
Recoveries	(857)	(1,651)	(239)	(239)	-	-	-	(239)	(239)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	10,519	12,304	12,733	12,734	-	(518)	(7)	12,209	12,160
City Auditor's Office									
Expenditures	2,914	2,934	3,024	3,056	-	-	-	3,056	3,057
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net budget	2,914	2,934	3,024	3,056	-	-	-	3,056	3,057
Corporate Governance									
Expenditures	16,949	16,667	16,064	16,066	-	(51)	(15)	16,000	16,152
Recoveries	(4,513)	(4,528)	(4,528)	(4,528)	-	-	-	(4,528)	(4,528)
Revenues	(215)	(215)	(65)	(65)	-	(19)	-	(84)	(234)
Net budget	12,221	11,924	11,471	11,473	-	(70)	(15)	11,388	11,390
Corporate Security									
Expenditures	21,065	23,230	23,814	24,033	-	(60)	(64)	23,909	24,038
Recoveries	(11,833)	(14,744)	(14,744)	(14,744)	-	-	9,875	(4,869)	(4,869)
Revenues	(130)	(130)	(130)	(130)	-	-	-	(130)	(130)
Net budget	9,102	8,356	8,939	9,159	-	(60)	9,811	18,910	19,038

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
Council & Committee Support									
Expenditures	3,886	3,667	4,381	3,730	-	(90)	694	4,334	3,683
Recoveries	(71)	(55)	(55)	(55)	-	-	-	(55)	(55)
Revenues	(27)	(19)	(19)	(19)	-	-	-	(19)	(19)
Net budget	3,788	3,593	4,307	3,656	-	(90)	694	4,260	3,609
Data Analytics & Information Access									
Expenditures	9,242	9,748	9,671	9,671	-	(60)	(3)	9,608	9,608
Recoveries	(1,216)	(1,213)	(1,298)	(1,298)	-	-	-	(1,298)	(1,298)
Revenues	(12)	(12)	(12)	(12)	-	(28)	-	(40)	(40)
Net budget	8,014	8,523	8,361	8,361	-	(88)	(3)	8,270	8,270
Executive Leadership									
Expenditures	12,706	12,101	11,374	11,376	-	222	-	11,598	11,500
Recoveries	(881)	(863)	(451)	(451)	-	-	-	(451)	(451)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	11,825	11,238	10,923	10,925	-	222	-	11,147	11,049
Facility Management									
Expenditures	72,449	76,134	82,697	83,432	-	(382)	(5,242)	77,808	77,246
Recoveries	(19,061)	(21,821)	(22,263)	(22,263)	-	-	350	(21,913)	(21,913)
Revenues	(4,245)	(2,195)	(2,195)	(2,195)	-	-	-	(2,195)	(2,195)
Net budget	49,143	52,118	58,239	58,973	-	(382)	(4,892)	53,699	53,138
Financial Support									
Expenditures	39,823	38,586	38,231	38,032	-	50	(48)	38,034	38,010
Recoveries	(14,532)	(14,688)	(14,822)	(14,822)	-	(203)	-	(15,025)	(15,025)
Revenues	(916)	(102)	(102)	(102)	-	-	-	(102)	(102)
Net budget	24,375	23,795	23,307	23,108	-	(153)	(48)	22,907	22,883
Fleet Management									
Expenditures	83,620	93,755	93,148	92,727	-	-	731	93,458	92,945
Recoveries	(81,536)	(91,466)	(90,814)	(90,347)	-	-	(385)	(90,732)	(90,172)
Revenues	(2,084)	(2,289)	(2,334)	(2,380)	-	-	(346)	(2,726)	(2,773)
Net budget	-	-	-	(0)	-	-	-	(0)	-
Human Resources Support									
Expenditures	35,035	33,408	33,789	33,790	-	(192)	88	33,686	33,387
Recoveries	(8,357)	(8,357)	(9,482)	(9,482)	-	-	-	(9,482)	(9,482)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	26,678	25,051	24,307	24,308	-	(192)	88	24,204	23,905
Infrastructure Support									
Expenditures	23,442	24,346	25,494	24,870	-	(53)	1,167	25,983	24,554
Recoveries	(13,538)	(13,767)	(13,967)	(13,967)	-	-	-	(13,967)	(13,967)
Revenues	(1,459)	(1,459)	(1,501)	(1,501)	-	-	-	(1,501)	(1,501)
Net budget	8,445	9,120	10,025	9,401	-	(53)	1,167	10,515	9,086

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
Insurance & Claims									
Expenditures	31,078	32,483	33,984	35,617	-	-	-	35,617	37,331
Recoveries	(25,033)	(26,434)	(27,909)	(29,462)	-	-	-	(29,462)	(31,086)
Revenues	(4,778)	(4,858)	(4,938)	(5,018)	-	-	-	(5,018)	(5,108)
Net budget	1,268	1,191	1,138	1,138	-	-	-	1,138	1,138
IT Solutions & Support									
Expenditures	121,154	118,421	122,331	120,241	-	168	(542)	119,867	119,599
Recoveries	(56,478)	(57,006)	(58,980)	(59,536)	-	-	500	(59,036)	(59,605)
Revenues	(907)	(907)	(1,107)	(1,107)	-	(570)	-	(1,677)	(1,137)
Net budget	63,769	60,508	62,244	59,598	-	(402)	(42)	59,154	58,857
Legal Counsel & Advocacy									
Expenditures	14,144	13,950	14,289	14,290	-	(76)	(322)	13,892	13,893
Recoveries	(4,518)	(4,518)	(4,664)	(4,664)	-	-	-	(4,664)	(4,664)
Revenues	(17)	(17)	(17)	(17)	-	-	-	(17)	(17)
Net budget	9,609	9,415	9,607	9,608	-	(76)	(322)	9,210	9,211
Mayor & Council									
Expenditures	12,217	11,728	11,585	11,549	-	(70)	95	11,574	11,435
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net budget	12,217	11,728	11,585	11,549	-	(70)	95	11,574	11,435
Municipal Elections									
Expenditures	1,993	1,927	1,960	4,660	-	409	(37)	5,033	833
Recoveries	(0)	(5)	(5)	(5)	-	-	-	(5)	(5)
Revenues	(240)	(339)	(339)	(339)	-	149	-	(190)	(190)
Net budget	1,752	1,583	1,616	4,316	-	558	(37)	4,838	638
Organizational Health, Safety & Wellness									
Expenditures	12,244	12,597	12,404	12,469	-	-	105	12,574	12,639
Recoveries	(2,167)	(2,277)	(1,988)	(1,988)	-	-	(120)	(2,108)	(2,108)
Revenues	(1,894)	(2,400)	(2,535)	(2,535)	-	-	-	(2,535)	(2,535)
Net budget	8,183	7,920	7,881	7,946	-	-	(15)	7,931	7,996
Procurement & Warehousing									
Expenditures	24,959	25,127	24,797	24,794	-	968	516	26,278	26,125
Recoveries	(11,464)	(11,464)	(11,364)	(11,364)	-	-	(527)	(11,891)	(11,891)
Revenues	(4,850)	(5,480)	(5,490)	(5,490)	-	-	-	(5,490)	(5,490)
Net budget	8,645	8,183	7,943	7,940	-	968	(11)	8,897	8,744
Property Assessment									
Expenditures	21,703	20,778	20,571	20,572	-	379	(17)	20,934	20,935
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	(128)	(50)	(50)	(50)	-	-	-	(50)	(50)
Net budget	21,575	20,728	20,521	20,522	-	379	(17)	20,884	20,885

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
Real Estate									
Expenditures	45,494	45,821	54,587	64,290	-	(13)	(388)	63,889	68,592
Recoveries	(6,407)	(6,473)	(6,473)	(5,473)	-	-	489	(4,984)	(4,984)
Revenues	(35,979)	(36,391)	(45,362)	(56,062)	-	-	(101)	(56,163)	(60,863)
Net budget	3,108	2,957	2,752	2,755	-	(13)	-	2,742	2,745
Records Management, Access & Privacy									
Expenditures	3,392	3,690	3,781	3,913	-	-	(8)	3,905	3,950
Recoveries	-	(5)	(5)	(5)	-	-	-	(5)	(5)
Revenues	(3)	(3)	(3)	(3)	-	-	-	(3)	(3)
Net budget	3,389	3,682	3,773	3,904	-	-	(8)	3,896	3,941
Strategic Marketing & Communications									
Expenditures	28,557	28,933	31,987	32,115	-	(123)	(2,107)	29,885	29,956
Recoveries	(21,057)	(20,485)	(23,969)	(24,038)	-	-	2,100	(21,938)	(22,009)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	7,500	8,448	8,018	8,077	-	(123)	(7)	7,947	7,947
Taxation									
Expenditures	6,340	6,885	6,772	6,752	-	-	-	6,752	6,752
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	(317)	(342)	(342)	(342)	-	-	-	(342)	(342)
Net budget	6,023	6,542	6,430	6,410	-	-	-	6,410	6,410
TOTAL - A WELL-RUN CITY									
Expenditures	667,624	680,704	703,850	714,840	-	508	(5,440)	709,908	708,354
Recoveries	(283,824)	(301,976)	(309,029)	(309,740)	-	(203)	12,282	(297,661)	(299,365)
Revenues	(58,959)	(57,875)	(67,208)	(78,034)	-	(468)	(447)	(78,949)	(83,396)
Net budget	324,840	320,853	327,613	327,065	-	(163)	6,395	333,297	325,592
Corporate Programs - Common Revenues									
Expenditures	67,772	77,129	78,440	79,068	-	-	2,000	81,068	81,480
Recoveries	(300)	(2,000)	(2,000)	(2,000)	-	-	-	(2,000)	(2,000)
Revenues	(2,349,996)	(2,348,982)	(2,449,864)	(2,514,691)	-	62,333	(16,211)	(2,468,569)	(2,519,638)
Net budget	(2,282,524)	(2,273,853)	(2,373,424)	(2,437,623)	-	62,333	(14,211)	(2,389,501)	(2,440,158)
Corporate Programs - Corporate Costs & Debt Servicing									
Expenditures	555,984	581,515	609,329	659,855	(3,235)	(48,740)	3,829	611,709	670,459
Recoveries	(3,592)	(1,768)	(1,774)	(1,782)	-	-	-	(1,782)	(1,791)
Revenues	(79,200)	(70,167)	(65,975)	(61,750)	-	-	-	(61,750)	(60,496)
Net budget	473,194	509,580	541,580	596,323	(3,235)	(48,740)	3,829	548,177	608,172

	2018 Budget (2018 December 31 PFC2019-0390) ¹	2019 Budget (2019 December 31 PFC2020-0607) ¹	2020 Budget (2020 June 30 PFC2020-1075) ¹	2021 Budget (2020 June 30 PFC2020-1075) ¹	Centralized Budget ^{1,2}	Base Reductions, SAVE Adjustments and New Investments (Att 7a) ¹	Other Operating Adjustments (Att 8, 9) ¹	2021 Adjusted Budget ¹	2022 Adjusted Budget ¹
TOTAL CITY									
Expenditures	4,369,952	4,492,351	4,614,210	4,735,525	-	(60,356)	(44,901)	4,630,268	4,712,284
Recoveries	(424,963)	(443,901)	(453,026)	(453,833)	-	(1,654)	11,020	(444,467)	(446,263)
Revenues	(3,944,991)	(4,048,450)	(4,161,183)	(4,281,692)	-	62,010	33,881	(4,185,801)	(4,266,021)
Net budget	-	-	-	-	-	-	-	-	-
Parking - Calgary Parking Authority									
Expenditures	62,382	57,074	63,421	60,986	-	-	-	60,986	61,773
Recoveries	(319)	(26)	(50)	(50)	-	-	-	(50)	(50)
Revenues	(90,318)	(87,066)	(91,945)	(91,686)	-	-	-	(91,686)	(92,995)
Net budget	(28,255)	(30,018)	(28,574)	(30,750)	-	-	-	(30,750)	(31,272)
TOTAL CITY (with CPA)									
Expenditures	4,432,334	4,549,425	4,677,631	4,796,511	-	(60,356)	(44,901)	4,691,254	4,774,057
Recoveries	(425,282)	(443,927)	(453,076)	(453,883)	-	(1,654)	11,020	(444,517)	(446,313)
Revenues	(4,035,309)	(4,135,516)	(4,253,128)	(4,373,378)	-	62,010	33,881	(4,277,487)	(4,359,016)
Net budget	(28,255)	(30,018)	(28,574)	(30,750)	-	-	-	(30,750)	(31,272)

Notes:

1. Figures may not add due to rounding
2. Budget approved in One Calgary for Actively Developing/New Communities or position growth was centralized in Corporate Programs to manage resources. This budget has been returned to services if it was used in base budget adjustments.