

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

Purpose: The purpose of this schedule is to provide a summary of operating changes from 2020 July 1 to December 31 to maintain continuity and transparency.

Explanation for common types of changes in the schedule:

Corporate Workforce Planning (CWP) revisions are to intentionally manage staffing resources. Staffing resources are centralized in Corporate Programs and redistributed to services as required.

Net zero transfers between services are due to reorganizations or to refine the operating budget to align with business needs and service requirements.

	2020 Budget (2020 July 1) (PFC2020-1075) ¹	2020 Change (Incremental) ¹	2020 Budget (2020 December 31) ¹	2021 Budget (2020 November 30) (C2020-1215) ¹ <small>(includes one-time carry-forward from 2020 approved in C2020-1215)</small>	2021 Change (Incremental) ¹	2021 Budget (2020 December 31) ¹	2022 Budget (2020 November 30) (C2020-1215) ¹	2022 Change (Incremental) ¹	2022 Budget (2020 December 31) ¹	Comments ¹
A PROSPEROUS CITY										
Affordable Housing										
Expenditures	23,528	(2,423)	21,104	22,087	474	22,561	20,796	-	20,796	Net budget change of (\$1,426) in 2020 and \$377 in 2021 due to: -One-time carry-forward of (\$1,049) in 2020 (C2020-1215) -One-time adjustment of (\$377) in 2020 and \$377 in 2021
Recoveries	(187)	-	(187)	(187)	-	(187)	(187)	-	(187)	
Revenues	(9,246)	997	(8,249)	(8,401)	(97)	(8,498)	(7,501)	-	(7,501)	
Net budget	14,095	(1,426)	12,669	13,499	377	13,876	13,108	-	13,108	
Arts & Culture										
Expenditures	26,231	1	26,231	27,626	(76)	27,550	29,181	(76)	29,105	Net base budget change of \$1 in 2020 and (\$76) in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$1 in 2020 to 2022 -Net zero transfer of (\$77) in 2021 to 2022 to Facility Management
Recoveries	(864)	-	(864)	(864)	-	(864)	(864)	-	(864)	
Revenues	(1,669)	-	(1,669)	(1,669)	-	(1,669)	(1,669)	-	(1,669)	
Net budget	23,697	1	23,698	25,092	(76)	25,017	26,647	(76)	26,572	
Business Licensing										
Expenditures	10,747	10	10,757	10,607	15	10,622	10,866	15	10,880	
Recoveries	(2,989)	(1)	(2,990)	(2,878)	(1)	(2,879)	(2,949)	(1)	(2,950)	
Revenues	(7,758)	(9)	(7,768)	(7,729)	(14)	(7,744)	(7,916)	(14)	(7,931)	
Net budget	0	0	0	0	0	-	0	0	-	
Community Strategies										
Expenditures	3,636	4	3,640	6,140	(886)	5,255	6,144	(886)	5,259	Net base budget change of \$4 in 2020 and (\$886) in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$4 in 2020 and \$6 in 2021 to 2022 -CWP centralization of salary & wage budget approved for New Investments of (\$1,050) in 2021 to 2022 (C2020-1215) and CWP return of centralized budget of \$158 in 2021 to 2022
Recoveries	(744)	-	(744)	(744)	-	(744)	(744)	-	(744)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	2,892	4	2,897	5,396	(886)	4,511	5,400	(886)	4,515	
Economic Development & Tourism										
Expenditures	37,632	(1,172)	36,460	38,056	-	38,056	40,526	-	40,526	Net budget change of (\$1,172) in 2020 due to: -One-time carry-forward of (\$1,172) in 2020 (C2020-1215)
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	37,632	(1,172)	36,460	38,056	-	38,056	40,526	-	40,526	
Land Development & Sales										
Expenditures	52,571	-	52,571	53,980	-	53,980	56,555	-	56,555	
Recoveries	(7,782)	-	(7,782)	(8,271)	-	(8,271)	(8,271)	-	(8,271)	
Revenues	(44,392)	-	(44,392)	(45,321)	-	(45,321)	(47,896)	-	(47,896)	
Net budget	397	-	397	388	-	388	388	-	388	

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Library Services										
Expenditures	53,693	-	53,693	53,993	-	53,993	54,243	-	54,243	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	53,693	-	53,693	53,993	-	53,993	54,243	-	54,243	
Social Programs										Net base budget change of \$5 in 2020 and \$7 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$5 in 2020 and \$7 in 2021 to 2022
Expenditures	65,518	(403)	65,116	72,850	(450)	72,400	63,966	(450)	63,516	
Recoveries	(2,971)	-	(2,971)	(2,971)	-	(2,971)	(2,971)	-	(2,971)	
Revenues	(34,261)	407	(33,854)	(34,381)	457	(33,924)	(34,381)	457	(33,924)	
Net budget	28,286	5	28,291	35,498	7	35,505	26,614	7	26,621	
TOTAL - A PROSPEROUS CITY										
Expenditures	273,556	(3,983)	269,573	285,339	(922)	284,417	282,277	(1,397)	280,880	
Recoveries	(15,537)	(1)	(15,538)	(15,915)	(1)	(15,915)	(15,986)	(1)	(15,987)	
Revenues	(97,326)	1,395	(95,931)	(97,501)	346	(97,155)	(99,363)	443	(98,920)	
Net budget	160,693	(2,588)	158,104	171,923	(577)	171,346	166,927	(954)	165,973	
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS										
Building Safety										
Expenditures	82,308	(914)	81,394	38,213	(907)	37,306	39,371	(907)	38,464	
Recoveries	(2,472)	-	(2,472)	(2,472)	-	(2,472)	(2,472)	-	(2,472)	
Revenues	(77,210)	914	(76,296)	(35,741)	907	(34,834)	(36,899)	907	(35,992)	
Net budget	2,625	(0)	2,625	0	(0)	-	0	(0)	-	
Bylaw Education & Compliance										Net budget change of (\$876) in 2020, \$127 in 2021, and \$3 in 2022 due to: -One-time carry-forward of (\$875) in 2020 (C2020-1215) -One-time adjustment (\$3) in 2020 and \$3 in 2021 -Transfer of funds from Corporate Programs to services of \$2 in 2020 and \$3 in 2021 to 2022 -Council approved one-time budget for Financial Task Force \$121 in 2021 (C2020-0815)
Expenditures	12,633	(876)	11,757	12,889	127	13,016	12,051	3	12,054	
Recoveries	(1,250)	-	(1,250)	(1,720)	-	(1,720)	(1,720)	-	(1,720)	
Revenues	(435)	-	(435)	(485)	-	(485)	(485)	-	(485)	
Net budget	10,948	(876)	10,072	10,684	127	10,811	9,846	3	9,849	
Calgary 9-1-1										Net budget change of \$26 in 2020, \$98 in 2021, and \$38 in 2022 due to: -Transfer of funds from Corporate Programs to services of \$26 in 2020 and \$38 in 2021 to 2022 -Council approved one-time budget for Financial Task Force \$60 in 2021 (C2020-0815)
Expenditures	47,683	26	47,708	42,168	98	42,267	42,143	38	42,181	
Recoveries	(715)	-	(715)	(967)	-	(967)	(967)	-	(967)	
Revenues	(13,812)	-	(13,812)	(8,259)	-	(8,259)	(8,259)	-	(8,259)	
Net budget	33,156	26	33,181	32,943	98	33,041	32,918	38	32,955	
City Cemeteries										
Expenditures	8,675	-	8,675	8,623	-	8,623	8,624	-	8,624	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(7,358)	-	(7,358)	(7,358)	-	(7,358)	(7,358)	-	(7,358)	
Net budget	1,318	-	1,318	1,266	-	1,266	1,266	-	1,266	
City Planning & Policy										Net budget change of (\$275) in 2020, \$5 in 2021, and \$6 in 2022 due to: -One-time carry-forward of (\$281) in 2020 (C2020-1215) -One-time adjustment of \$2 in 2020 and (\$2) in 2021 -Transfer of funds from Corporate Programs to services of \$4 in 2020 and \$6 in 2021 to 2022
Expenditures	25,891	(323)	25,568	26,773	(43)	26,730	26,406	(42)	26,364	
Recoveries	(318)	0	(318)	(318)	-	(318)	(318)	-	(318)	
Revenues	(2,961)	48	(2,913)	(2,727)	48	(2,679)	(2,724)	48	(2,676)	
Net budget	22,611	(275)	22,337	23,728	5	23,733	23,364	6	23,370	

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Development Approvals										
Expenditures	37,895	952	38,847	39,780	957	40,717	40,765	957	41,721	
Recoveries	(161)	-	(161)	(161)	-	(161)	(161)	-	(161)	
Revenues	(37,734)	(952)	(38,686)	(39,599)	(957)	(40,556)	(40,604)	(957)	(41,560)	
Net budget	-	(0)	-	(0)	(0)	-	(0)	(0)	-	
Emergency Management & Business Continuity										Net base budget change of \$4 in 2020 and \$6 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$4 in 2020 and \$6 in 2021 to 2022
Expenditures	4,922	4	4,926	4,803	6	4,809	4,804	6	4,810	
Recoveries	(85)	-	(85)	(85)	-	(85)	(85)	-	(85)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	4,837	4	4,841	4,718	6	4,724	4,719	6	4,725	
Fire & Emergency Response										Net base budget change of \$29 in 2020 and \$43 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$29 in 2020 and \$43 in 2021 to 2022
Expenditures	225,251	29	225,280	224,441	43	224,484	224,632	43	224,675	
Recoveries	(780)	-	(780)	(1,705)	-	(1,705)	(1,705)	-	(1,705)	
Revenues	(3,628)	-	(3,628)	(3,363)	-	(3,363)	(3,363)	-	(3,363)	
Net budget	220,843	29	220,871	219,373	43	219,416	219,564	43	219,607	
Fire Inspection & Enforcement										Net budget change of (\$240) in 2020 due to: -One-time carry-forward of (\$240) in 2020 (C2020-1215)
Expenditures	10,145	(240)	9,905	10,037	-	10,037	9,983	-	9,983	
Recoveries	(63)	-	(63)	(63)	-	(63)	(63)	-	(63)	
Revenues	(3,041)	-	(3,041)	(3,041)	-	(3,041)	(3,201)	-	(3,201)	
Net budget	7,041	(240)	6,801	6,934	-	6,934	6,719	-	6,719	
Fire Safety Education										
Expenditures	1,180	-	1,180	1,176	-	1,176	1,179	-	1,179	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	1,180	-	1,180	1,176	-	1,176	1,179	-	1,179	
Neighbourhood Support										
Expenditures	9,230	75	9,305	9,230	-	9,230	9,230	-	9,230	
Recoveries	(3,001)	-	(3,001)	(3,001)	-	(3,001)	(3,001)	-	(3,001)	
Revenues	-	(75)	(75)	-	-	-	-	-	-	
Net budget	6,229	-	6,229	6,229	-	6,229	6,229	-	6,229	
Pet Ownership & Licensing										Net budget change of (\$176) in 2020, \$405 in 2021, and \$250 in 2022 due to: -One-time carry-forward of (\$185) in 2020 (C2020-1215) -One-time adjustment of (\$34) in 2020 and \$34 in 2021 -CWP return of centralized budget of \$29 in 2020 and \$229 from 2021 to 2022 -Transfer of funds from Corporate Programs to services of \$14 in 2020 and \$21 in 2021 to 2022 -Council approved one-time budget for Financial Task Force \$121 in 2021 (C2020-0815)
Expenditures	10,155	(176)	9,979	9,931	405	10,336	9,763	250	10,013	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(5,670)	-	(5,670)	(5,687)	-	(5,687)	(5,704)	-	(5,704)	
Net budget	4,485	(176)	4,309	4,244	405	4,649	4,059	250	4,309	
Police Services										
Expenditures	517,570	-	517,570	517,612	-	517,612	517,795	-	517,795	
Recoveries	(2,600)	-	(2,600)	(2,600)	-	(2,600)	(2,600)	-	(2,600)	
Revenues	(100,618)	-	(100,618)	(100,618)	-	(100,618)	(100,618)	-	(100,618)	
Net budget	414,352	-	414,352	414,394	-	414,394	414,577	-	414,577	

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TOTAL - A CITY OF SAFE & INSPIRING NEIGHBOURHOODS										
Expenditures	993,538	(1,444)	992,094	945,659	685	946,344	946,746	347	947,094	
Recoveries	(11,445)	0	(11,445)	(13,092)	-	(13,092)	(13,092)	-	(13,092)	
Revenues	(252,468)	(65)	(252,533)	(206,878)	(2)	(206,880)	(209,215)	(2)	(209,217)	
Net budget	729,625	(1,509)	728,117	725,689	683	726,372	724,439	345	724,784	
A CITY THAT MOVES										
Parking										Net base budget change of \$6 in 2020 and \$7 in 2021 to 2022 due to: -Net zero transfer of \$6 in 2020 to 2022 from Sidewalks and Pathways -Transfer of funds from Corporate Programs to services of \$1 in 2021 to 2022
Expenditures	2,968	6	2,974	2,970	7	2,976	2,972	7	2,978	
Recoveries	(1,362)	-	(1,362)	(1,362)	-	(1,362)	(1,362)	-	(1,362)	
Revenues	(1,605)	-	(1,605)	(1,605)	-	(1,605)	(1,605)	-	(1,605)	
Net budget	1	6	7	3	7	9	5	7	11	
Public Transit										Net base budget change of \$135 in 2020 and \$199 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$135 in 2020 and \$199 in 2021 to 2022
Expenditures	444,109	135	444,243	446,638	199	446,837	452,693	199	452,892	
Recoveries	(12,822)	-	(12,822)	(12,822)	-	(12,822)	(12,822)	-	(12,822)	
Revenues	(189,674)	0	(189,674)	(189,868)	-	(189,868)	(193,687)	-	(193,687)	
Net budget	241,613	135	241,747	243,948	199	244,147	246,184	199	246,383	
Sidewalks & Pathways										Net budget change of (\$1,135) in 2020, (\$264) in 2021 and \$192 in 2022 due to: -One-time carry-forward of (\$1,676) in 2020 (C2020-1215) -One-time adjustment of \$455 in 2020 and (\$455) in 2021 -Transfer of funds from Corporate Programs to services of \$21 in 2020 and \$31 in 2021 to 2022 -CWP return of centralized budgets of \$76 in 2020, \$171 in 2021 and \$172 in 2022 -Net zero transfer of (\$11) from 2020 to 2022 to Parking and Streets
Expenditures	62,535	(1,133)	61,403	55,817	(260)	55,556	54,963	196	55,159	
Recoveries	(6,571)	(3)	(6,574)	(6,571)	(4)	(6,575)	(6,571)	(4)	(6,575)	
Revenues	(3,599)	-	(3,599)	(2,900)	-	(2,900)	(2,949)	-	(2,949)	
Net budget	52,365	(1,135)	51,230	46,345	(264)	46,081	45,443	192	45,634	
Specialized Transit										Net base budget change of \$13 in 2020 and \$19 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$13 in 2020 and \$19 in 2021 to 2022
Expenditures	43,541	13	43,553	44,709	19	44,727	46,385	19	46,403	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(2,395)	-	(2,395)	(2,671)	-	(2,671)	(2,947)	-	(2,947)	
Net budget	41,146	13	41,158	42,038	19	42,056	43,438	19	43,456	
Streets										Net budget change of (\$1,182) in 2020, (\$65) in 2021, and \$128 in 2022 due to: -One-time carry-forward of (\$1,490) in 2020 (C2020-1215) -One-time adjustment of \$193 in 2020 and (\$193) in 2021 -Transfer of funds from Corporate Programs to services of \$27 in 2020 and \$40 in 2021 to 2022 -CWP return of centralized budget of \$83 in 2020 to 2022 -Net zero transfer of \$5 in 2020 to 2022 from Sidewalks & Pathways
Expenditures	207,510	(1,180)	206,330	207,400	(61)	207,338	209,363	132	209,494	
Recoveries	(45,637)	(3)	(45,640)	(46,258)	(4)	(46,262)	(46,258)	(4)	(46,262)	
Revenues	(31,501)	-	(31,501)	(26,902)	-	(26,902)	(27,417)	-	(27,417)	
Net budget	130,372	(1,182)	129,190	134,240	(65)	134,175	135,688	128	135,815	
Taxi, Limousine & Vehicles-for-Hire										Net budget change of (\$350) in 2020 due to: -One-time carry-forward of (\$350) in 2020 (C2020-1215)
Expenditures	5,021	(350)	4,671	4,812	-	4,812	4,547	-	4,547	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(4,503)	-	(4,503)	(4,462)	-	(4,462)	(4,547)	-	(4,547)	
Net budget	517	(350)	167	350	-	-	(0)	-	-	
TOTAL - A CITY THAT MOVES										
Expenditures	765,683	(2,509)	763,175	762,346	(98)	762,248	770,923	551	771,474	
Recoveries	(66,393)	(5)	(66,398)	(67,014)	(8)	(67,022)	(67,014)	(8)	(67,022)	
Revenues	(233,277)	0	(233,277)	(228,408)	-	(228,408)	(233,152)	-	(233,152)	
Net budget	466,013	(2,514)	463,499	466,924	(106)	466,818	470,756	543	471,300	

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A HEALTHY & GREEN CITY										
Environmental Management										
Expenditures	8,063	61	8,124	8,058	119	8,177	8,058	119	8,177	Net base budget change of \$61 in 2020 and \$119 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$6 in 2020 and \$9 in 2021 to 2022 -CWP return of centralized budget of \$55 in 2020 and \$110 in 2021 to 2022
Recoveries	(2,138)	-	(2,138)	(1,625)	-	(1,625)	(1,625)	-	(1,625)	
Revenues	(108)	-	(108)	(108)	-	(108)	(108)	-	(108)	
Net budget	5,818	61	5,879	6,325	119	6,445	6,325	119	6,445	
Parks & Open Spaces										
Expenditures	77,220	67	77,287	77,130	99	77,229	77,752	99	77,851	Net base budget change of \$67 in 2020 and \$99 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$67 in 2020 and \$99 in 2021 to 2022
Recoveries	(4,352)	(0)	(4,352)	(4,352)	-	(4,352)	(4,352)	-	(4,352)	
Revenues	(4,528)	-	(4,528)	(4,564)	-	(4,564)	(4,597)	-	(4,597)	
Net budget	68,340	67	68,407	68,214	99	68,313	68,802	99	68,901	
Recreation Opportunities										
Expenditures	89,596	(247)	89,350	87,117	(7,770)	79,346	86,702	(8,588)	78,114	Net budget change of (\$247) in 2020, (\$7,770) in 2021, and (\$8,588) in 2022 due to: -Transfer of funds from Corporate Programs to services of \$53 in 2020 and \$79 in 2021 to 2022 -Net zero transfer of (\$300) in 2020, (\$8,454) in 2021 and (\$8,667) in 2022 to Facility Management -Council approved one-time budget for Financial Task Force \$605 in 2021 (C2020-0815)
Recoveries	(2,294)	-	(2,294)	(2,944)	-	(2,944)	(2,938)	-	(2,938)	
Revenues	(45,931)	-	(45,931)	(43,818)	-	(43,818)	(43,343)	-	(43,343)	
Net budget	41,372	(247)	41,125	40,355	(7,770)	32,585	40,422	(8,588)	31,833	
Stormwater Management										
Expenditures	78,497	-	78,497	84,287	-	84,287	86,925	-	86,925	
Recoveries	(3,487)	-	(3,487)	(3,487)	-	(3,487)	(3,487)	-	(3,487)	
Revenues	(75,011)	-	(75,011)	(80,800)	-	(80,800)	(83,438)	-	(83,438)	
Net budget	-	-	-	-	-	-	-	-	-	
Urban Forestry										
Expenditures	14,530	2	14,531	15,011	3	15,013	15,515	3	15,517	Net base budget change of \$2 in 2020 and \$3 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$2 in 2020 and \$3 in 2021 to 2022
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(883)	-	(883)	(883)	-	(883)	(883)	-	(883)	
Net budget	13,646	2	13,648	14,127	3	14,130	14,631	3	14,634	
Waste & Recycling										
Expenditures	168,760	38	168,798	163,839	56	163,895	165,957	56	166,013	Net base budget change of \$38 in 2020 and \$56 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$38 in 2020 and \$56 in 2021 to 2022
Recoveries	(14,217)	-	(14,217)	(14,234)	-	(14,234)	(14,252)	-	(14,252)	
Revenues	(135,820)	-	(135,820)	(135,136)	-	(135,136)	(137,616)	-	(137,616)	
Net budget	18,724	38	18,762	14,470	56	14,526	14,090	56	14,146	
Wastewater Collection & Treatment										
Expenditures	434,072	-	434,072	482,352	-	482,352	495,200	-	495,200	
Recoveries	(10,057)	-	(10,057)	(10,057)	-	(10,057)	(10,057)	-	(10,057)	
Revenues	(424,015)	-	(424,015)	(472,295)	-	(472,295)	(485,143)	-	(485,143)	
Net budget	(0)	-	(0)	-	-	-	-	-	-	
Water Treatment & Supply										
Expenditures	319,073	-	319,073	316,445	-	316,445	315,935	-	315,935	
Recoveries	(10,304)	-	(10,304)	(10,304)	-	(10,304)	(10,304)	-	(10,304)	
Revenues	(308,769)	-	(308,769)	(306,141)	-	(306,141)	(305,631)	-	(305,631)	
Net budget	(0)	-	(0)	-	-	-	-	-	-	
TOTAL - A HEALTHY & GREEN CITY										
Expenditures	1,189,812	(79)	1,189,733	1,234,239	(7,493)	1,226,746	1,252,045	(8,311)	1,243,733	
Recoveries	(46,848)	(0)	(46,848)	(47,002)	-	(47,002)	(47,014)	-	(47,014)	
Revenues	(995,065)	-	(995,065)	(1,043,745)	-	(1,043,745)	(1,060,760)	-	(1,060,760)	
Net budget	147,899	(79)	147,820	143,491	(7,493)	135,998	144,270	(8,311)	135,959	
A WELL-RUN CITY										
Appeals & Tribunals										
Expenditures	4,773	-	4,773	4,744	-	4,744	4,744	-	4,744	
Recoveries	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)	
Revenues	(668)	-	(668)	(668)	-	(668)	(668)	-	(668)	
Net budget	4,100	-	4,100	4,071	-	4,071	4,071	-	4,071	

	2020 Budget (2020 July 1) (PFC2020-1075) ¹	2020 Change (Incremental) ¹	2020 Budget (2020 December 31) ¹	2021 Budget (2020 November 30) (C2020-1215) ¹ <small>(includes one-time carry-forward from 2020 approved in C2020-1215)</small>	2021 Change (Incremental) ¹	2021 Budget (2020 December 31) ¹	2022 Budget (2020 November 30) (C2020-1215) ¹	2022 Change (Incremental) ¹	2022 Budget (2020 December 31) ¹	Comments ¹
Citizen Engagement & Insights										Net base budget change of \$14 in 2020 and \$20 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$14 in 2020 and \$20 in 2021 to 2022
Expenditures	5,371	14	5,384	5,042	20	5,063	4,991	20	5,012	
Recoveries	(1,002)	-	(1,002)	(1,002)	-	(1,002)	(1,002)	-	(1,002)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	4,368	14	4,382	4,040	20	4,061	3,989	20	4,010	
Citizen Information & Services										Net base budget change of \$2 in 2020 and \$4 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$2 in 2020 \$4 in 2021 to 2022
Expenditures	12,972	2	12,975	12,448	4	12,452	12,399	4	12,403	
Recoveries	(239)	-	(239)	(239)	-	(239)	(239)	-	(239)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	12,733	2	12,736	12,209	4	12,213	12,160	4	12,164	
City Auditor's Office										
Expenditures	3,024	-	3,024	3,056	-	3,056	3,057	-	3,057	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	3,024	-	3,024	3,056	-	3,056	3,057	-	3,057	
Corporate Governance										Net budget change of \$6 in 2020, \$311 in 2021, and \$9 in 2022 due to: -Transfer of funds from Corporate Programs to services of \$6 in 2020 and \$9 in 2021 to 2022 -Council approved one-time budget for Financial Task Force \$302 in 2021 (C2020-0815)
Expenditures	16,064	6	16,070	16,000	311	16,311	16,152	9	16,161	
Recoveries	(4,528)	-	(4,528)	(4,528)	-	(4,528)	(4,528)	-	(4,528)	
Revenues	(65)	-	(65)	(84)	-	(84)	(234)	-	(234)	
Net budget	11,471	6	11,477	11,388	311	11,699	11,390	9	11,398	
Corporate Security										
Expenditures	23,814	-	23,814	23,909	-	23,909	24,038	-	24,038	
Recoveries	(14,744)	-	(14,744)	(4,869)	-	(4,869)	(4,869)	-	(4,869)	
Revenues	(130)	-	(130)	(130)	-	(130)	(130)	-	(130)	
Net budget	8,939	-	8,939	18,910	-	18,910	19,038	-	19,038	
Council & Committee Support										Net budget change of (\$300) in 2020 and (\$400) in 2021 due to: -One-time carry-forward of (\$700) in 2020 (C2020-1215) -One-time adjustment of \$400 in 2020 and (\$400) in 2021
Expenditures	4,381	(300)	4,081	4,334	(400)	3,934	3,683	-	3,683	
Recoveries	(55)	-	(55)	(55)	-	(55)	(55)	-	(55)	
Revenues	(19)	-	(19)	(19)	-	(19)	(19)	-	(19)	
Net budget	4,307	(300)	4,007	4,260	(400)	3,860	3,609	-	3,609	
Data Analytics & Information Access										Net budget change of \$1 in 2020, \$731 in 2021, and \$2 in 2022 due to: -Transfer of funds from Corporate Programs to services of \$1 in 2020 and \$2 in 2021 to 2022 -Council approved one-time budget for Financial Task Force \$729 in 2021 (C2020-0815)
Expenditures	9,671	1	9,673	9,608	731	10,340	9,608	2	9,610	
Recoveries	(1,298)	-	(1,298)	(1,298)	-	(1,298)	(1,298)	-	(1,298)	
Revenues	(12)	-	(12)	(40)	-	(40)	(40)	-	(40)	
Net budget	8,361	1	8,362	8,270	731	9,001	8,270	2	8,272	
Executive Leadership										Net budget change of \$8 in 2020, \$540 in 2021, and \$12 in 2022 due to: -Transfer of funds from Corporate Programs to services of \$8 in 2020 and \$12 in 2021 to 2022 -Council approved one-time budget for Financial Task Force \$528 in 2021 (C2020-0815)
Expenditures	11,374	8	11,383	11,598	540	12,138	11,500	12	11,513	
Recoveries	(451)	-	(451)	(451)	-	(451)	(451)	-	(451)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	10,923	8	10,931	11,147	540	11,687	11,049	12	11,061	
Facility Management										Net budget change of (\$695) in 2020, \$8,634 in 2021, and \$8,808 in 2022 due to: -One-time carry-forward of (\$1,000) in 2020 (C2020-1215) -One-time adjustment of (\$39) in 2020 and \$39 in 2021 -Net zero transfer of \$300 in 2020, \$8,530 in 2021 and \$8,743 in 2022 from Recreation Opportunities and Arts and Culture -Transfer of funds from Corporate Programs to services of \$44 in 2020 and \$65 in 2021 to 2022
Expenditures	82,697	(695)	82,002	77,808	8,634	86,442	77,246	8,808	86,054	
Recoveries	(22,263)	-	(22,263)	(21,913)	-	(21,913)	(21,913)	-	(21,913)	
Revenues	(2,195)	-	(2,195)	(2,195)	-	(2,195)	(2,195)	-	(2,195)	
Net budget	58,239	(695)	57,544	53,699	8,634	62,334	53,138	8,808	61,946	
Financial Support										Net budget change of \$30 in 2020, \$1,517 in 2021, and \$44 in 2022 due to: -Transfer of funds from Corporate Programs to services of \$30 in 2020 and \$44 in 2021 to 2022 -Council approved one-time budget for Financial Task Force \$1,473 in 2021 (C2020-0815)
Expenditures	38,231	30	38,261	38,034	1,517	39,551	38,010	44	38,054	
Recoveries	(14,822)	-	(14,822)	(15,025)	-	(15,025)	(15,025)	-	(15,025)	
Revenues	(102)	-	(102)	(102)	-	(102)	(102)	-	(102)	
Net budget	23,307	30	23,337	22,907	1,517	24,423	22,883	44	22,927	

	2020 Budget (2020 July 1) (PFC2020-1075) ¹	2020 Change (Incremental) ¹	2020 Budget (2020 December 31) ¹	2021 Budget (2020 November 30) (C2020-1215) ¹ <small>(includes one-time carry-forward from 2020 approved in C2020-1215)</small>	2021 Change (Incremental) ¹	2021 Budget (2020 December 31) ¹	2022 Budget (2020 November 30) (C2020-1215) ¹	2022 Change (Incremental) ¹	2022 Budget (2020 December 31) ¹	Comments ¹
Fleet Management										
Expenditures	93,148	43	93,191	93,458	63	93,521	92,945	63	93,008	
Recoveries	(90,814)	(43)	(90,857)	(90,732)	(63)	(90,795)	(90,172)	(63)	(90,235)	
Revenues	(2,334)	-	(2,334)	(2,726)	-	(2,726)	(2,773)	-	(2,773)	
Net budget	-	-	-	(0)	0	-	0	-	-	
Human Resources Support										
Expenditures	33,789	169	33,958	33,686	405	34,091	33,387	344	33,731	
Recoveries	(9,482)	-	(9,482)	(9,482)	-	(9,482)	(9,482)	-	(9,482)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	24,307	169	24,476	24,204	405	24,609	23,905	344	24,249	Net budget change of \$169 in 2020, \$405 in 2021, and \$344 in 2022 due to: -One-time carry-forward of (\$100) in 2020 (C2020-1215) -One-time adjustment of (\$61) in 2020 and \$61 in 2021 -Transfer of funds from Corporate Programs to services of \$30 in 2020 and \$44 in 2021 to 2022 -CWP return of centralized budget of \$300 in 2020 to 2022
Infrastructure Support										
Expenditures	25,494	(1,348)	24,145	25,983	182	26,165	24,554	2	24,557	
Recoveries	(13,967)	-	(13,967)	(13,967)	-	(13,967)	(13,967)	-	(13,967)	
Revenues	(1,501)	-	(1,501)	(1,501)	-	(1,501)	(1,501)	-	(1,501)	
Net budget	10,025	(1,348)	8,677	10,515	182	10,697	9,086	2	9,088	Net budget change of (\$1,348) in 2020, \$182 in 2021, and \$2 in 2022 due to: -One-time carry-forward of (\$1,170) in 2020 (C2020-1215) -One-time adjustment of (\$179) in 2020 and \$179 in 2021 -Transfer of funds from Corporate Programs to services of \$1 in 2020 and \$2 in 2021 to 2022
Insurance & Claims										
Expenditures	33,984	-	33,984	35,617	-	35,617	37,331	-	37,331	
Recoveries	(27,909)	-	(27,909)	(29,462)	-	(29,462)	(31,086)	-	(31,086)	
Revenues	(4,938)	-	(4,938)	(5,018)	-	(5,018)	(5,108)	-	(5,108)	
Net budget	1,138	-	1,138	1,138	-	1,138	1,138	-	1,138	
IT Solutions & Support										
Expenditures	122,331	52	122,383	119,867	77	119,944	119,599	77	119,676	
Recoveries	(58,980)	-	(58,980)	(59,036)	-	(59,036)	(59,605)	-	(59,605)	
Revenues	(1,107)	-	(1,107)	(1,677)	-	(1,677)	(1,137)	-	(1,137)	
Net budget	62,244	52	62,296	59,154	77	59,231	58,857	77	58,934	Net base budget change of \$52 in 2020 and \$77 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$52 in 2020 and \$77 in 2021 to 2022
Legal Counsel & Advocacy										
Expenditures	14,289	1,099	15,387	13,892	1,099	14,990	13,893	1,099	14,991	
Recoveries	(4,664)	(1,099)	(5,763)	(4,664)	(1,099)	(5,763)	(4,664)	(1,099)	(5,763)	
Revenues	(17)	-	(17)	(17)	-	(17)	(17)	-	(17)	
Net budget	9,607	0	9,607	9,210	0	9,210	9,211	0	9,211	

	2020 Budget (2020 July 1) (PFC2020-1075) ¹	2020 Change (Incremental) ¹	2020 Budget (2020 December 31) ¹	2021 Budget (2020 November 30) (C2020-1215) ¹ <small>(includes one-time carry-forward from 2020 approved in C2020-1215)</small>	2021 Change (Incremental) ¹	2021 Budget (2020 December 31) ¹	2022 Budget (2020 November 30) (C2020-1215) ¹	2022 Change (Incremental) ¹	2022 Budget (2020 December 31) ¹	Comments ¹
Mayor & Council										Net budget change of (\$95) in 2020 due to: -One-time carry-forward of (\$95) in 2020 (C2020-1215)
Expenditures	11,585	(95)	11,490	11,574	-	11,574	11,435	-	11,435	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	11,585	(95)	11,490	11,574	-	11,574	11,435	-	11,435	
Municipal Elections										
Expenditures	1,960	-	1,960	5,033	(0)	5,032	833	(0)	832	
Recoveries	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)	
Revenues	(339)	-	(339)	(190)	(0)	(190)	(190)	(0)	(190)	
Net budget	1,616	-	1,616	4,838	(0)	4,837	638	(0)	637	
Organizational Health, Safety & Wellness										Net base budget change of \$32 in 2020 and \$109 in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$8 in 2020 and \$12 in 2021 to 2022 -CWP return of centralized budget of \$24 in 2020 and \$97 in 2021 to 2022
Expenditures	12,404	32	12,437	12,574	109	12,683	12,639	109	12,748	
Recoveries	(1,988)	-	(1,988)	(2,108)	-	(2,108)	(2,108)	-	(2,108)	
Revenues	(2,535)	-	(2,535)	(2,535)	-	(2,535)	(2,535)	-	(2,535)	
Net budget	7,881	32	7,914	7,931	109	8,041	7,996	109	8,106	
Procurement & Warehousing										Net base budget change of \$29 in 2020 and (\$793) in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$29 in 2020 and \$43 in 2021 to 2022 -CWP centralization of salary & wage budget approved for New Investments (\$836) in 2021 to 2022 (C2020-1215)
Expenditures	24,797	29	24,826	26,278	(793)	25,485	26,125	(793)	25,332	
Recoveries	(11,364)	-	(11,364)	(11,891)	-	(11,891)	(11,891)	-	(11,891)	
Revenues	(5,490)	-	(5,490)	(5,490)	-	(5,490)	(5,490)	-	(5,490)	
Net budget	7,943	29	7,972	8,897	(793)	8,104	8,744	(793)	7,951	
Property Assessment										Net base budget change of \$6 in 2020 and (\$509) in 2021 to 2022 due to: -Transfer of funds from Corporate Programs to services of \$6 in 2020 and \$9 in 2021 to 2022 -CWP centralization of salary & wage budget approved for New Investments of (\$518) in 2021 to 2022 (C2020-1215)
Expenditures	20,571	6	20,578	20,934	(509)	20,425	20,935	(509)	20,426	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(50)	-	(50)	(50)	-	(50)	(50)	-	(50)	
Net budget	20,521	6	20,528	20,884	(509)	20,375	20,885	(509)	20,376	
Real Estate										
Expenditures	54,587	-	54,587	63,889	-	63,889	68,592	-	68,592	
Recoveries	(6,473)	-	(6,473)	(4,984)	-	(4,984)	(4,984)	-	(4,984)	
Revenues	(45,362)	-	(45,362)	(56,163)	-	(56,163)	(60,863)	-	(60,863)	
Net budget	2,752	-	2,752	2,742	-	2,742	2,745	-	2,745	
Records Management, Access & Privacy										
Expenditures	3,781	-	3,781	3,905	-	3,905	3,950	-	3,950	
Recoveries	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)	
Revenues	(3)	-	(3)	(3)	-	(3)	(3)	-	(3)	
Net budget	3,773	-	3,773	3,896	-	3,896	3,941	-	3,941	
Strategic Marketing & Communications										Net budget change of \$72 in 2020, \$166 in 2021, and \$106 in 2022 due to: -Transfer of funds from Corporate Programs to services of \$72 in 2020 and \$106 in 2021 to 2022 -Council approved one-time budget for Financial Task Force \$60 in 2021 (C2020-0815)
Expenditures	31,987	72	32,058	29,885	166	30,051	29,956	106	30,062	
Recoveries	(23,969)	-	(23,969)	(21,938)	-	(21,938)	(22,009)	-	(22,009)	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	8,018	72	8,089	7,947	166	8,113	7,947	106	8,053	
Taxation										
Expenditures	6,772	-	6,772	6,752	-	6,752	6,752	-	6,752	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	(342)	-	(342)	(342)	-	(342)	(342)	-	(342)	
Net budget	6,430	-	6,430	6,410	-	6,410	6,410	-	6,410	
TOTAL - A WELL-RUN CITY										
Expenditures	703,850	(874)	702,976	709,908	12,157	722,064	708,354	9,398	717,752	
Recoveries	(309,029)	(1,141)	(310,170)	(297,661)	(1,162)	(298,823)	(299,365)	(1,162)	(300,527)	
Revenues	(67,208)	-	(67,208)	(78,949)	(0)	(78,949)	(83,396)	(0)	(83,396)	
Net budget	327,613	(2,016)	325,598	333,297	10,995	344,292	325,592	8,236	333,828	

	2020 Budget (2020 July 1) (PFC2020-1075) ¹	2020 Change (Incremental) ¹	2020 Budget (2020 December 31) ¹	2021 Budget (2020 November 30) (C2020-1215) ¹ <small>(includes one-time carry-forward from 2020 approved in C2020-1215)</small>	2021 Change (Incremental) ¹	2021 Budget (2020 December 31) ¹	2022 Budget (2020 November 30) (C2020-1215) ¹	2022 Change (Incremental) ¹	2022 Budget (2020 December 31) ¹	Comments ¹
Corporate Programs - Common Revenues										
Expenditures	78,440	-	78,440	81,068	-	81,068	81,480	-	81,480	Net budget change of \$15,610 in 2020 and (\$3,399) in 2021 due to: -One-time carry-forward of \$16,212 in 2020 (C2020-1215) -One-time adjustment of (\$602) in 2020 and \$602 in 2021 -Council approved one-time budget for Financial Task Force (\$4,000) funded by the Fiscal Stability Reserve in 2021 (C2020-0815)
Recoveries	(2,000)	-	(2,000)	(2,000)	-	(2,000)	(2,000)	-	(2,000)	
Revenues	(2,449,864)	15,610	(2,434,254)	(2,468,569)	(3,399)	(2,471,969)	(2,519,638)	-	(2,519,638)	
Net budget	(2,373,424)	15,610	(2,357,814)	(2,389,501)	(3,399)	(2,392,900)	(2,440,158)	-	(2,440,158)	
Corporate Programs - Corporate Costs & Debt Servicing										
Expenditures	609,329	(6,905)	602,424	611,709	(103)	611,606	670,459	142	670,600	Net budget change of (\$6,905) in 2020, (\$103) in 2021, and \$142 in 2022 due to: -Transfer of funds from Corporate Programs to service budgets of (\$754) in 2020 and (\$1,115) in 2021 to 2022 -One-time carry-forward of (\$5,829) in 2020 (C2020-1215) -One-time adjustment of \$245 in 2020 and (\$245) in 2021 -CWP return of centralized budget of (\$567) in 2020 and (\$990) in 2021 to 2022 -CWP centralization of base salary & wage budget approved for New Investments of \$2,247 in 2021 to 2022 (C2020-1215)
Recoveries	(1,774)	-	(1,774)	(1,782)	-	(1,782)	(1,791)	-	(1,791)	
Revenues	(65,975)	-	(65,975)	(61,750)	-	(61,750)	(60,496)	-	(60,496)	
Net budget	541,580	(6,905)	534,675	548,177	(103)	548,074	608,172	142	608,313	
TOTAL CITY										
Expenditures	4,614,210	(15,793)	4,598,417	4,630,268	4,226	4,634,494	4,712,284	729	4,713,013	
Recoveries	(453,026)	(1,147)	(454,174)	(444,467)	(1,170)	(445,637)	(446,263)	(1,170)	(447,433)	
Revenues	(4,161,183)	16,940	(4,144,243)	(4,185,801)	(3,056)	(4,188,857)	(4,266,021)	441	(4,265,580)	
Net budget	0	(0)	0	-	-	-	-	-	-	
Parking - Calgary Parking Authority										
Expenditures	63,421	-	63,421	60,986	-	60,986	61,773	-	61,773	
Recoveries	(50)	-	(50)	(50)	-	(50)	(50)	-	(50)	
Revenues	(91,945)	-	(91,945)	(91,686)	-	(91,686)	(92,995)	-	(92,995)	
Net budget	(28,574)	-	(28,574)	(30,750)	-	(30,750)	(31,272)	-	(31,272)	
TOTAL CITY (with CPA)										
Expenditures	4,677,631	(15,793)	4,661,838	4,691,254	4,226	4,695,480	4,774,057	729	4,774,786	
Recoveries	(453,076)	(1,147)	(454,224)	(444,517)	(1,170)	(445,687)	(446,313)	(1,170)	(447,483)	
Revenues	(4,253,128)	16,940	(4,236,188)	(4,277,487)	(3,056)	(4,280,543)	(4,359,016)	441	(4,358,575)	
Net budget	(28,574)	(0)	(28,574)	(30,750)	-	(30,750)	(31,272)	-	(31,272)	

Notes:

1. Figures may not add due to rounding