

2016 Net Operating Budget Changes between 2015 June 30 and 2016 March 31 (\$000s)

Business Unit	2016 Net Budget as at 2015 June 30	2016 Net Budget as at 2016 March 31	Change	Comments
UTILITIES & ENVIRONMENTAL PROTECTION				
Environmental & Safety Management	10,916	10,792	(124)	<ul style="list-style-type: none"> ● Due to Council approved tax rate increase reduction ● Administration approved net zero adjustments resulting in an increase to expenditures, recoveries and revenues to better align with operational work plans
Waste & Recycling Services	40,069	39,671	(398)	<ul style="list-style-type: none"> ● (\$496) due to Council approved tax rate increase reduction ● Administration approved allocations of: <ul style="list-style-type: none"> * \$10 for utilities * \$88 for fleet charges * Net zero adjustment resulting in a decrease in expenditures and revenues to reflect lower activity
Utilities (Water Resources and Water Services)	-	-	-	<ul style="list-style-type: none"> ● Administration approved net zero adjustments resulting in decrease in recoveries and; an increase in expenditures and revenues to reflect the following: <ul style="list-style-type: none"> * Change in approach within Utilities in applying overhead to capital projects * Changes in the offsite levy bylaw * Increased sales of goods & services and to better align with operational needs
GM - Utilities & Environmental Protection	408	404	(4)	<ul style="list-style-type: none"> ● Due to Council approved tax rate increase reduction
TOTAL UTILITIES & ENVIRONMENTAL PROTECTION	51,393	50,867	(526)	
TRANSPORTATION				
Calgary Transit	244,611	242,377	(2,234)	<ul style="list-style-type: none"> ● (\$2,778) due to Council approved tax rate increase reduction ● Administration approved: <ul style="list-style-type: none"> * \$314 allocation for utilities * \$344 offset by an equivalent decrease in General Manager Transportation program for communication expenses * (\$114) offset by an equivalent increase in Facility Management program for Handibus Lease
Roads	152,697	152,694	(3)	<ul style="list-style-type: none"> ● (\$1,773) due to Council approved tax rate increase reduction ● Council approved \$600 one-time for Dandelion Control ● Administration approved allocations of: <ul style="list-style-type: none"> * \$278 for utilities * \$149 for fleet charges * \$743 offset by an equivalent decrease in General Manager Transportation program for communication expenses * Net zero adjustment resulting in an increase in revenues and a decrease in recoveries to better reflect operational experience

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Transportation Infrastructure	-	-	-	
Transportation Planning	11,439	11,981	542	<ul style="list-style-type: none"> • (\$158) due to Council approved tax rate increase reduction • Council approved \$700 carry-forward from 2015 to 2016 • Administration approved net zero adjustments resulting in a decrease in recoveries and; an increase in expenditures and revenues to better align with operational needs
GM - Transportation	2,205	1,118	(1,087)	<ul style="list-style-type: none"> • Administration approved: * (1,087) decrease offset by an equivalent increase in Roads and Calgary Transit for communication expenses * Net zero adjustment resulting in a decrease in expenditures and recoveries to better align with operational needs
TOTAL TRANSPORTATION	410,953	408,171	(2,782)	
COMMUNITY SERVICES (former COMMUNITY SERVICES & PROTECTIVE SERVICES)				
Calgary Community Standards (former Animal & Bylaw Services)	18,697	49,588	30,891	<ul style="list-style-type: none"> • (\$1,500) due to Council approved tax rate increase reduction • Council approved \$85 carry forward from 2015 to 2016 • Administration approved: * \$32,304 increase due to reorganization * allocation of \$2 for utilities * Net zero adjustments resulting in a decrease in recoveries; and an increase in expenditures and revenues to better align with operational needs
Public Safety Communications	32,442	-	(32,442)	<ul style="list-style-type: none"> • Administration approved due to reorganization
Calgary Emergency Management Agency (CEMA)	4,852	4,902	50	<ul style="list-style-type: none"> • Administration approved due to the reorganization
Calgary Fire Department	216,353	212,467	(3,886)	<ul style="list-style-type: none"> • (\$3,100) due to Council approved tax rate increase reduction • Administration approved: * \$30 allocation for utilities * \$28 for benefits from Corporate Costs program * (\$844) due to reorganization * Net zero adjustment resulting in a decrease in expenditures and revenues to reflect lower anticipated revenues
Calgary Neighbourhoods (former Community & Neighbourhood Services)	35,064	36,093	1,029	<ul style="list-style-type: none"> • (\$260) due to Council approved tax rate increase reduction • Council approved: * \$350 one-time for Advisory Committee on Accessibility Goals * \$135 carry-forward from 2015 to 2016 • Administration approved: * \$804 due to reorganization * Net zero adjustments resulting in an increase in expenditures, recoveries and revenues to reflect increase in the Family Community Support Services grant and to better align with operational needs

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Calgary Parks	99,513	101,484	1,971	<ul style="list-style-type: none"> ● Council approved: <ul style="list-style-type: none"> * \$1,100 one-time for Dandelion Control * \$816 carry forward from 2015 to 2016 ● Administration approved allocations of : <ul style="list-style-type: none"> * \$11 for utilities * \$44 for fleet charges * Net zero adjustment resulting in an increase in expenditures and revenues to reflect increased demand for park services
Calgary Recreation	50,534	50,207	(327)	<ul style="list-style-type: none"> ● (\$310) due to Council approved tax rate increase reduction ● Council approved \$50 carry forward from 2015 to 2016 ● Administration approved: <ul style="list-style-type: none"> * allocations of \$90 for utilities * (\$157) due to reorganization * Net zero adjustment resulting in an increase in expenditures, recoveries and revenues to reflect increased demand for recreational services
Calgary Housing	233	10,967	10,734	<ul style="list-style-type: none"> ● Council approved \$7,400 one-time for Affordable Housing ● Administration approved \$3,334 due to reorganization
GM - Community Services	801	801	-	
TOTAL COMMUNITY SERVICES	458,490	466,510	8,020	
CIVIC PARTNERS	80,568	87,556	6,988	<ul style="list-style-type: none"> ● (\$484) due to Council approved tax rate increase reduction ● Council approved: <ul style="list-style-type: none"> * \$472 carry-forward from 2015 to 2016 * \$7,000 one-time for Calgary Economic Development
CALGARY POLICE SERVICE	357,886	377,900	20,014	<ul style="list-style-type: none"> ● (\$4,037) due to Council approved tax rate increase reduction ● Administration approved \$24,051 transfer from Corporate Cost for Salary and Wages
PLANNING & DEVELOPMENT (former PLANNING DEVELOPMENT & ASSESSMENT)				
Calgary Approvals Coordination	-	-	-	Administration approved net zero adjustment resulting in an increase in expenditures and recoveries due to increased growth and to better align with operational needs
Calgary Growth Strategies (former City Wide Policy & Integration)	7,318	8,096	778	<ul style="list-style-type: none"> ● (\$84) due to Council approved tax rate increase reduction ● Council approved: <ul style="list-style-type: none"> * \$101 carry-forward from 2015 to 2016 * \$1,599 one-time for historic Bank of Montreal building ● Administration approved: <ul style="list-style-type: none"> * \$1 allocation for utilities * (\$839) due to reorganization * Net zero adjustments resulting in a decrease in recoveries and; an increase in expenditures and revenues due to increased growth and to better align with operational needs

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Calgary Building Services (former Inspections & Permit Services)	-	-	-	<ul style="list-style-type: none"> Administration approved net zero adjustments resulting in an increase in expenditures, recoveries and revenues to fund increased growth and to align with operational needs
Community Planning (former Local Area Planning & Implementation)	13,854	11,761	(2,093)	<ul style="list-style-type: none"> (\$160) due to Council approved tax rate increase reduction Council approved \$291 carry-forward from 2015 to 2016 Administration approved (\$2,224) due to reorganization
GM - Planning & Development	893	883	(10)	<ul style="list-style-type: none"> Due to Council approved tax rate increase reduction Administration approved net zero adjustment resulting in an increase in expenditures and recoveries due to increased growth and to better align with operational needs
TOTAL PLANNING & DEVELOPMENT	22,066	20,741	(1,325)	
DEPUTY CITY MANAGER'S OFFICE				
Corporate Analytics & Innovation (former Infrastructure & Information Services)	18,766	18,623	(143)	<ul style="list-style-type: none"> (\$255) due to Council approved tax rate increase reduction Administration approved: <ul style="list-style-type: none"> * \$112 due to reorganization * Net zero adjustment resulting in a decrease in expenditures and recoveries driven by improved energy reporting systems
Facility Management (former Corporate Properties & Buildings)	40,477	39,589	(888)	<ul style="list-style-type: none"> (\$496) due to Council approved tax rate increase reduction Council approved \$50 carry-forward from 2015 to 2016 Administration approved: <ul style="list-style-type: none"> * allocations of \$99 for utilities * (\$655) due to reorganization * \$114 offset by an equivalent decrease in Calgary Transit program for Handibus Lease * Net zero adjustments resulting in a decrease in recoveries and; an increase in expenditures and revenues to reflect additional lease revenues and to better align with operational needs
Fleet Services	-	-	-	
Real Estate & Development Services (former Office of Land Servicing & Housing)	5,793	3,065	(2,728)	<ul style="list-style-type: none"> (\$91) due to Council approved tax rate increase reduction Administration approved: <ul style="list-style-type: none"> * (\$2,637) due to reorganization * Net zero adjustments resulting in one-time increase in expenditures and revenues due to anticipated net higher land sales in 2016
GM - Deputy City Manager's Office	2,628	11,564	8,936	<ul style="list-style-type: none"> Administration approved due to reorganization
TOTAL DEPUTY CITY MANAGER'S OFFICE	67,664	72,841	5,177	
URBAN STRATEGY	-	2,397	2,397	<ul style="list-style-type: none"> Administration approved: <ul style="list-style-type: none"> * \$2,397 due to reorganization * Net zero adjustment resulting in an increase in expenditures and recoveries due to increased growth and to better align with operational needs

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CORPORATE ADMINISTRATION				
City Clerk's Office	13,480	13,439	(41)	<ul style="list-style-type: none"> • (\$151) due to Council approved tax rate increase reduction • Council approved \$110 carry-forward from 2015 to 2016 • Administration approved net zero adjustments resulting in an increase in expenditures and recoveries to better align with operational needs
City Manager's Office	2,068	2,045	(23)	<ul style="list-style-type: none"> • Due to Council approved tax rate increase reduction
Law	19,132	18,902	(230)	<ul style="list-style-type: none"> • Due to Council approved tax rate increase reduction • Administration approved net zero adjustments resulting in an increase in expenditures and revenues to better align with operational needs
TOTAL CORPORATE ADMINISTRATION	34,679	34,385	(294)	
CHIEF FINANCIAL OFFICER'S DEPARTMENT				
Assessment	21,964	21,711	(253)	<ul style="list-style-type: none"> • Due to Council approved tax rate increase reduction
Customer Service & Communications	22,227	23,108	881	<ul style="list-style-type: none"> • (\$249) due to the Council approved tax rate increase reduction • \$1,130 for research - net zero transfers from BUs • Administration approved: <ul style="list-style-type: none"> * Net zero adjustment resulting in an increase in expenditures and recoveries to better align the structure of communication services
Finance (formerly Finance & Supply)	41,478	33,011	(8,467)	<ul style="list-style-type: none"> • (\$478) due to Council approved tax rate increase reduction • Council approved \$150 carry-forward from 2015 to 2016 • Administration approved: <ul style="list-style-type: none"> * (\$8,139) due to reorganization * Net zero adjustments resulting in an increase in recoveries and; a decrease in expenditures and revenues to reflect lower activity in Supply and to better align with operational needs. As a part of the reorganization, Supply was transferred to the Deputy City Manager's Office
Human Resources	30,925	30,576	(349)	<ul style="list-style-type: none"> • Due to Council approved tax rate increase reduction
Information Technology	63,608	62,876	(732)	<ul style="list-style-type: none"> • Due to Council approved tax rate increase reduction • Administration approved net zero adjustments resulting in an increase in expenditures and recoveries to reflect larger demand for IT services
GM - CFOD	808	799	(9)	<ul style="list-style-type: none"> • Due to Council approved tax rate increase reduction
TOTAL CHIEF FINANCIAL OFFICER'S DEPARTMENT	181,010	172,081	(8,929)	
CORPORATE PROGRAMS - COMMON REVENUES				
Franchise Fees	(249,070)	(229,070)	20,000	<ul style="list-style-type: none"> • Council approved \$20,000 reduction in Franchise Fees revenues as part of resiliency budget approval

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General Revenue	(124,015)	(148,809)	(24,794)	<ul style="list-style-type: none"> • Council approved: * (\$6,115) carry-forward from 2015 to 2016 * one-time draws from Fiscal Stability Reserve: <ul style="list-style-type: none"> (\$350) for City Auditor's Office (\$350) for Advisory Committee on Accessibility Goals (\$1,700) for dandelion control (\$1,599) for historic Bank of Montreal building (\$280) for Corporate Costs * one-time funding: <ul style="list-style-type: none"> (\$7,000) for Calgary Economic Development from Community Economic Resiliency Fund (\$7,400) for Affordable Housing from Community Economic Resiliency Fund
Investment Income & Financial Charges	(28,500)	(28,500)	-	
Taxation	(1,792,826)	(1,753,697)	39,129	• Council approved reduction in tax revenue
TOTAL CORPORATE PROGRAMS - COMMON REVENUES	(2,194,411)	(2,160,076)	34,335	
CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING				
Capital Financing Costs	306,300	306,300	-	
Civic & Intergovernmental Affairs	387	387	-	
Corporate Costs	214,969	151,544	(63,425)	<ul style="list-style-type: none"> • Council approved: * (59,129) to fund reductions in taxation and franchise fees revenues * \$3,155 carry-forward from 2015 to 2016 * \$280 one-time to Corporate Costs • Administration approved allocations of : <ul style="list-style-type: none"> * (\$835) for utilities * (\$281) for fleet charges * (\$24,079) for Salary & Wages and Benefits * \$17,464 for Council approved tax rate increase reduction to Business Units
Employee Benefits	(6,900)	(6,900)	-	
Gas, Power and Telecom. Committee	900	900	-	
Scholarships	73	73	-	
TOTAL CORPORATE PROGRAMS - CORPORATE COSTS & DEBT SERVICING	515,729	452,304	(63,425)	
COUNCIL				
Audit Committee	748	748	-	
City Auditor's Office	2,472	2,822	350	• Council approved \$350 one-time for City Auditor's Office.
Office of the Councillors	8,845	8,845	-	
Mayor's Office	1,908	1,908	-	
TOTAL COUNCIL	13,973	14,323	350	
TOTAL CITY	-	-	-	