

**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 2021 July 1 to 2021 December 31 to maintain continuity and transparency.

Explanation for common types of changes in the schedule:

Approved budget for new staffing resources are centralized in Corporate Programs and redistributed to services as required. This ensures that any savings from salary and wage can be captured centrally.

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

Changes to employee benefit charges are due to a percentage increase in the employee benefit rates.

SAVE allocations are costs held centrally in Corporate Programs and allocated to services during business case implementation.

	2021 Budget (2021 June 30) (PFC2021-1215)	2021 Change (Incremental) ¹	2021 Budget (2021 Dec 31) ¹	2022 Budget (2021 June 30) (PFC2021-1215)	2022 Change (Incremental) ¹	2022 Budget (2021 Dec 31) ¹	Comments
A PROSPEROUS CITY							
Affordable Housing							Net budget change of (\$202) in 2021 and \$2,598 2022 due to: - One-time carry-forward of (\$200) in 2021 and \$200 in 2022 (C2021-1436) - Council approved 2022 Adjustments \$2,400 in 2022 - SAVE allocation - External Membership (\$2) in 2021 and 2022
Expenditures	22,567	(534)	22,033	20,802	4,980	25,782	
Recoveries	(187)	-	(187)	(187)	-	(187)	
Revenues	(8,498)	332	(8,166)	(7,501)	(2,382)	(9,883)	
Net budget	13,881	(202)	13,679	13,114	2,598	15,712	
Arts & Culture							Net budget change of (\$13) in 2021 and \$2,837 in 2022 due to: - Council approved 2022 Adjustments \$3,200 in 2022 - SAVE allocation - Business Meeting and Travel (\$13) in 2021 and (\$363) 2022
Expenditures	27,563	(13)	27,549	29,118	2,837	31,954	
Recoveries	(864)	-	(864)	(864)	-	(864)	
Revenues	(1,669)	-	(1,669)	(1,669)	-	(1,669)	
Net budget	25,030	(13)	25,016	26,585	2,837	29,421	
Business Licensing							Net budget change of (\$6) in 2021 and 2022 due to: - SAVE allocation - Fleet Utilization, Business Meeting and Travel (\$6) in 2021 and 2022
Expenditures	10,627	(6)	10,621	10,885	(6)	10,879	
Recoveries	(2,879)	-	(2,879)	(2,950)	-	(2,950)	
Revenues	(7,748)	-	(7,748)	(7,935)	-	(7,935)	
Net budget	-	(6)	(6)	-	(6)	(6)	
Community Strategies							Net budget change of \$113 in 2021 and \$10,628 in 2022 due to: - Council approved 2022 Adjustments \$8,000 in 2022 - 2022 Adjustment approved New Investment \$2,428 in 2022 - Salary and wage budget of \$113 in 2021 and \$200 in 2022 redistributed from corporate programs
Expenditures	5,786	113	5,899	6,010	10,628	16,638	
Recoveries	(744)	-	(744)	(744)	-	(744)	
Revenues	-	-	-	-	-	-	
Net budget	5,042	113	5,155	5,267	10,628	15,894	
Economic Development & Tourism							Net budget change of \$828 in 2021 and \$2,444 in 2022 due to: - One-time SAVE allocation for Civic Funding Partnership case \$2,000 in 2021 - One-time carry-forward of (\$1,140) in 2021 and \$1,140 in 2022 (C2021-1436) - One-time adjustment of (\$32) in 2021 and \$32 in 2022 - 2022 Adjustment approved New Investment \$1,272 in 2022
Expenditures	38,058	828	38,886	40,527	2,444	42,971	
Recoveries	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	
Net budget	38,058	828	38,886	40,527	2,444	42,971	
Land Development & Sales							Net budget change of (\$3) in 2021 and 2022 due to: - SAVE allocation External Membership (\$3) in 2021 and 2022
Expenditures	53,991	(3)	53,988	56,566	(3)	56,563	
Recoveries	(8,271)	-	(8,271)	(8,271)	-	(8,271)	
Revenues	(45,321)	-	(45,321)	(47,896)	-	(47,896)	
Net budget	400	(3)	396	400	(3)	396	
Library Services							
Expenditures	53,994	-	53,994	54,244	-	54,244	
Recoveries	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	
Net budget	53,994	-	53,994	54,244	-	54,244	
Social Programs							Net budget change of (\$2,437) in 2021 and \$2,411 in 2022 due to: - One-time carry-forward of (\$2,450) in 2021 and \$2,450 in 2022 (C2021-1436) - One-time adjustment of \$26 in 2021 and (\$26) in 2022 - SAVE allocation Business Meeting and Travel (\$13) in 2021 and 2022
Expenditures	72,445	(2,437)	70,008	63,560	(483)	63,076	
Recoveries	(2,971)	-	(2,971)	(2,971)	-	(2,971)	
Revenues	(33,924)	-	(33,924)	(33,924)	2,894	(31,029)	
Net budget	35,550	(2,437)	33,113	26,665	2,411	29,076	
TOTAL - A PROSPEROUS CITY							
Expenditures	285,029	(2,052)	282,977	281,712	20,395	302,108	
Recoveries	(15,916)	-	(15,916)	(15,987)	-	(15,987)	
Revenues	(97,160)	332	(96,828)	(98,925)	512	(98,412)	
Net budget	171,954	(1,720)	170,234	166,801	20,908	187,709	

	2021 Budget (2021 June 30) (PFC2021-1215)	2021 Change (Incremental) ¹	2021 Budget (2021 Dec 31) ¹	2022 Budget (2021 June 30) (PFC2021-1215)	2022 Change (Incremental) ¹	2022 Budget (2021 Dec 31) ¹	Comments
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS							Net budget change of (\$449) in 2021 and \$3,699 in 2022 due to: - One-time carry-forward of (\$190) in 2021 and \$190 in 2022 (C2021-1436) - One-time adjustment of (\$259) in 2021 and \$259 in 2022 - 2022 Adjustment approved New Investment \$3,250 in 2022
Building Safety							
Expenditures	39,443	(449)	38,994	38,428	5,691	44,118	
Recoveries	(2,472)	-	(2,472)	(2,472)	(16)	(2,488)	
Revenues	(34,796)	-	(34,796)	(35,956)	(1,976)	(37,932)	
Net budget	2,175	(449)	1,726	0	3,699	3,699	
Bylaw Education & Compliance							Net budget change of (\$811) in 2021 and \$604 2022 due to: - One-time carry-forward of (\$785) in 2021 and \$785 in 2022 (C2021-1436) - One-time adjustment of \$20 in 2021 and (\$20) in 2022 - SAVE allocation - Business Meeting and Travel, External Membership, and Bylaw Enforcement (\$46) in 2021 and (\$161) in 2022
Expenditures	13,088	(811)	12,277	12,126	604	12,730	
Recoveries	(1,770)	-	(1,770)	(1,770)	-	(1,770)	
Revenues	(485)	-	(485)	(485)	-	(485)	
Net budget	10,833	(811)	10,022	9,870	604	10,475	
Calgary 9-1-1							Net budget change of (\$425) in 2021 and \$346 in 2022 due to: - One-time carry-forward of (\$380) in 2021 and \$380 in 2022 (C2021-1436) - One-time adjustment of (\$6) in 2021 and \$6 in 2022 - SAVE allocation - Business Meeting and Travel, External Membership, and Fleet Utilization (\$39) in 2021 and (\$40) in 2022
Expenditures	42,380	(425)	41,955	42,295	3,196	45,490	
Recoveries	(995)	-	(995)	(995)	-	(995)	
Revenues	(8,259)	-	(8,259)	(8,259)	(2,850)	(11,109)	
Net budget	33,126	(425)	32,700	33,040	346	33,386	
City Cemeteries							Net budget change of \$39 in 2021 and \$ 51 in 2022 due to: - SAVE allocation - Business Meeting and Travel, External Membership, and Fleet Utilization (\$3) in 2021 and 2022 - Net zero transfer of \$42 in 2021 and \$54 in 2022 from Park and Open Spaces
Expenditures	8,632	39	8,670	8,632	51	8,683	
Recoveries	-	-	-	-	-	-	
Revenues	(7,358)	-	(7,358)	(7,358)	-	(7,358)	
Net budget	1,274	39	1,312	1,275	51	1,325	
City Planning & Policy							Net budget change of (\$4,355) in 2021 and \$62,019 in 2022 due to: - One-time carry-forward of (\$4,629) in 2021 and \$4,629 in 2022 (C2021-1436) - One-time adjustment of \$57 in 2021 and (\$57) in 2022 - SAVE allocation - Business Meeting and Travel, and External Membership (\$13) in 2021 and 2022 - Council approved one-time budget increase of \$150 in 2021, \$1,500 in 2022 and \$850 in 2023 for the Downtown Community Safety Initiatives funded by FSR (C2021-1381) - Council approved one-time budget increase of \$80 in 2021, \$150 in 2022 for Minimizing Negative Impacts of Waste and Recycling Sites funded by BSA (UCS2021-0903) - Council motion in 2022 Adjustment \$54,950 in 2022 - 2022 Adjustment approved New Investment \$860 in 2022
Expenditures	30,693	(4,355)	26,338	87,951	62,690	150,641	
Recoveries	(318)	-	(318)	(318)	(671)	(989)	
Revenues	(2,705)	-	(2,705)	(2,676)	-	(2,676)	
Net budget	27,671	(4,355)	23,315	84,957	62,019	146,976	
Development Approvals							
Expenditures	40,886	-	40,886	41,892	1,786	43,678	
Recoveries	(161)	-	(161)	(161)	(103)	(264)	
Revenues	(40,725)	-	(40,725)	(41,731)	(1,684)	(43,415)	
Net budget	-	-	-	-	0	-	
Emergency Management & Business Continuity							Net budget change of (\$24) in 2021 and 2022 due to: - SAVE allocation - Business Meeting and Travel, and External Membership of (\$38) in 2021 and 2022 - Fire union settlement (2018 - 2019 Collective Agreement) of \$14 in 2021 and 2022
Expenditures	4,809	(24)	4,784	4,810	(24)	4,785	
Recoveries	(85)	-	(85)	(85)	-	(85)	
Revenues	-	-	-	-	-	-	
Net budget	4,724	(24)	4,699	4,725	(24)	4,700	
Fire & Emergency Response							Net budget change of \$6,754 in 2021 and \$15,568 in 2022 due to: - Council approved one-time budget increase of \$3,850 in 2021 to fund leases for temporary fire stations - SAVE allocation - Business Meeting and Travel, External Membership, Insource Maintenance, and Fitness/Nutrition for Firefighter of (\$49) in 2021 and (\$92) in 2022 - Fire union settlement (2018 - 2019 Collective Agreement) of \$2,953 in 2021 and \$2,960 in 2022 - 2022 Adjustment approved New Investment \$2,700 in 2022 - Council approved 2022 Adjustments \$10,000 in 2022
Expenditures	227,658	6,754	234,412	227,995	15,953	243,948	
Recoveries	(1,705)	-	(1,705)	(1,705)	-	(1,705)	
Revenues	(3,363)	-	(3,363)	(3,363)	(385)	(3,748)	
Net budget	222,590	6,754	229,344	222,927	15,568	238,495	
Fire Inspection & Enforcement							Net budget change of \$11 in 2021 and \$213 in 2022 due to: - One-time carry-forward of (\$100) in 2021 and \$100 in 2022 (C2021-1436) - SAVE allocation - Business Meeting and Travel, and External Membership of (\$5) in 2021 and 2022 - Fire union settlement (2018 - 2019 Collective Agreement) of \$116 in 2021 and \$118 in 2022
Expenditures	10,037	11	10,048	9,983	53	10,036	
Recoveries	(63)	-	(63)	(63)	-	(63)	
Revenues	(3,041)	-	(3,041)	(3,201)	160	(3,041)	
Net budget	6,934	11	6,945	6,719	213	6,932	

	2021 Budget (2021 June 30) (PFC2021-1215)	2021 Change (Incremental) ¹	2021 Budget (2021 Dec 31) ¹	2022 Budget (2021 June 30) (PFC2021-1215)	2022 Change (Incremental) ¹	2022 Budget (2021 Dec 31) ¹	Comments
Fire Safety Education							Net budget change of \$9 in 2021 and 2022 due to: - SAVE allocation - Business Meeting and Travel of (\$1) in 2021 and 2022 - Fire union settlement (2018 - 2019 Collective Agreement) of \$10 in 2021 and 2022
Expenditures	1,176	9	1,186	1,179	9	1,188	
Recoveries	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	
Net budget	1,176	9	1,186	1,179	9	1,188	
Neighbourhood Support							
Expenditures	9,248	-	9,248	9,248	-	9,248	
Recoveries	(3,001)	-	(3,001)	(3,001)	-	(3,001)	
Revenues	-	-	-	-	-	-	
Net budget	6,247	-	6,247	6,247	-	6,247	
Pet Ownership & Licensing							Net budget change of (\$286) in 2021 and \$286 in 2022 due to: - One-time carry-forward of (\$256) in 2021 and \$256 in 2022 (C2021-1436) - One-time adjustment of (\$30) in 2021 and \$30 in 2022
Expenditures	10,405	(286)	10,119	10,083	286	10,368	
Recoveries	(50)	-	(50)	(50)	-	(50)	
Revenues	(5,687)	-	(5,687)	(5,704)	-	(5,704)	
Net budget	4,668	(286)	4,382	4,328	286	4,614	
Police Services							Net budget change of \$6,080 in 2022 due to: - 2022 Adjustment approved New Investment \$6,080 in 2022
Expenditures	518,673	-	518,673	518,856	15,780	534,636	
Recoveries	(2,600)	-	(2,600)	(2,600)	-	(2,600)	
Revenues	(100,618)	-	(100,618)	(100,618)	(9,700)	(110,318)	
Net budget	415,455	-	415,455	415,638	6,080	421,718	
TOTAL - A CITY OF SAFE & INSPIRING							
Expenditures	957,129	461	957,590	1,013,477	106,075	1,119,552	
Recoveries	(13,221)	-	(13,221)	(13,221)	(790)	(14,011)	
Revenues	(207,036)	-	(207,036)	(209,351)	(16,434)	(225,786)	
Net budget	736,871	461	737,332	790,905	88,850	879,755	
A CITY THAT MOVES							
Parking							
Expenditures	2,976	-	2,976	2,978	-	2,978	
Recoveries	(1,362)	-	(1,362)	(1,362)	-	(1,362)	
Revenues	(1,605)	-	(1,605)	(1,605)	-	(1,605)	
Net budget	9	-	9	11	-	11	
Public Transit							Net budget change of \$30 in 2021 and \$2,654 in 2022 due to: - Council approved 2022 Adjustments \$1,250 in 2022 - SAVE allocation - Business Meeting and Travel, and External Membership of (\$96) in 2021 and 2022 - Net zero transfer of \$12 in 2021 and 2022 from Sidewalks and Pathways - CWP return of centralized budget of \$114 in 2021 and \$1,488 in 2022
Expenditures	447,934	30	447,964	453,996	1,809	455,804	
Recoveries	(12,825)	-	(12,825)	(12,825)	845	(11,980)	
Revenues	(189,868)	-	(189,868)	(193,687)	-	(193,687)	
Net budget	245,242	30	245,272	247,485	2,654	250,138	
Sidewalks & Pathways							Net budget change of (\$2,422) in 2021 and \$9,503 in 2022 due to: - Council approved 2022 Adjustments \$7,250 in 2022 - One-time carry-forward of (\$2,600) in 2021 and \$2,600 in 2022 (C2021-1436) - One-time adjustment of \$265 in 2021 and (\$265) in 2022 - SAVE allocation - Business Meeting and Travel, and External Membership of (\$55) in 2021 and 2022 - Net zero transfer of (\$49) in 2021 and (\$44) in 2022 to Streets and Public Transit - CWP return of centralized budget of \$17 in 2021 and 2022
Expenditures	54,227	(2,422)	51,805	53,683	9,503	63,186	
Recoveries	(6,578)	-	(6,578)	(6,578)	-	(6,578)	
Revenues	(2,900)	-	(2,900)	(2,949)	-	(2,949)	
Net budget	44,749	(2,422)	42,327	44,156	9,503	53,659	
Specialized Transit							
Expenditures	44,466	-	44,466	46,143	-	46,143	
Recoveries	-	-	-	-	-	-	
Revenues	(2,671)	-	(2,671)	(2,947)	-	(2,947)	
Net budget	41,795	-	41,795	43,196	-	43,196	
Streets							Net budget change of (\$993) in 2021 and \$9,681 2022 due to: - Council approved 2022 Adjustments \$9,200 in 2022 - One-time carry-forward of (\$1,410) in 2021 and \$1,410 in 2022 (C2021-1436) - One-time adjustment of \$534 in 2021 and (\$534) in 2022 - SAVE allocation - Business Meeting and Travel, External Membership, Fleet Utilization, and Corporate-Wide Route Planning of (\$257) in 2021 and (\$535) 2022 - Net zero transfer of \$82 in 2021 and 2022 from Park and Open Spaces - CWP return of centralized budget of \$58 in 2021 and 2022
Expenditures	206,151	(993)	205,157	208,372	8,896	217,268	
Recoveries	(46,275)	-	(46,275)	(46,275)	-	(46,275)	
Revenues	(26,902)	-	(26,902)	(27,417)	785	(26,632)	
Net budget	132,974	(993)	131,980	134,680	9,681	144,361	

	2021 Budget (2021 June 30) (PFC2021-1215)	2021 Change (Incremental) ¹	2021 Budget (2021 Dec 31) ¹	2022 Budget (2021 June 30) (PFC2021-1215)	2022 Change (Incremental) ¹	2022 Budget (2021 Dec 31) ¹	Comments
Taxi, Limousine & Vehicles-for-Hire							Net budget change of (\$4) in 2021 and 2022 due to: - SAVE allocation - Business Meeting and Travel, and Fleet Utilization of (\$4) in 2021 and 2022
Expenditures	4,812	(4)	4,809	4,547	(4)	4,544	
Recoveries	-	-	-	-	-	-	
Revenues	(4,462)	-	(4,462)	(4,547)	-	(4,547)	
Net budget	350	(4)	346	(0)	(4)	(4)	
TOTAL - A CITY THAT MOVES							
Expenditures	760,568	(3,390)	757,178	769,719	20,204	789,924	
Recoveries	(67,040)	-	(67,040)	(67,040)	845	(66,195)	
Revenues	(228,408)	-	(228,408)	(233,152)	785	(232,367)	
Net budget	465,119	(3,390)	461,729	469,527	21,834	491,361	
A HEALTHY & GREEN CITY							Net budget change of (\$356) in 2021 and \$3,390 in 2022 due to: - Council approved 2022 Adjustments \$3,050 in 2022 - One-time carry-forward of (\$365) in 2021 and \$365 in 2022 (C2021-1436) - One-time adjustment of \$17 in 2021 and (\$17) in 2022 - SAVE allocation - Business Meeting and Travel of (\$8) in 2021 and 2022
Environmental Management							
Expenditures	8,348	(356)	7,992	8,429	3,390	11,818	
Recoveries	(1,624)	-	(1,624)	(1,625)	0	(1,624)	
Revenues	(108)	-	(108)	(108)	-	(108)	
Net budget	6,615	(356)	6,260	6,696	3,390	10,086	
Parks & Open Spaces							Net budget change of (\$636) in 2021 and \$2,381 in 2022 due to: - Council approved 2022 Adjustments \$800 in 2022 - 2022 Adjustment approved New Investment \$2,060 in 2022 - SAVE allocation - Business Meeting and Travel, External Membership, and Fleet Utilization of (\$138) in 2021 and (\$126) in 2022 - CWP return of centralized budget of \$41 in 2021 and \$241 in 2022 - Net zero transfer of (\$539) in 2021 and (\$594) in 2022 to City Cemeteries, Sidewalks and Pathways, and Urban Forestry
Expenditures	77,832	1,277	79,109	77,953	5,294	83,247	
Recoveries	(4,352)	(2,000)	(6,352)	(4,352)	(3,000)	(7,352)	
Revenues	(4,564)	87	(4,477)	(4,597)	87	(4,510)	
Net budget	68,916	(636)	68,280	69,004	2,381	71,385	
Recreation Opportunities							Net budget change of (\$295) in 2021 and \$860 in 2022 due to: - One-time carry-forward of (\$250) in 2021 and \$250 in 2022 (C2021-1436) - Council approved one-time budget increase of \$800 in 2022 for Beltline and Inglewood Pools Program funded by BSA - 2022 Adjustment approved New Investment \$337 in 2022 - SAVE allocation - Business Meeting and Travel, External Membership, Fleet Utilization, Digital Service Enablement, and Reservoir Safety Funding Model of (\$45) in 2021 and (\$527) in 2022
Expenditures	79,472	(295)	79,178	78,240	1,391	79,631	
Recoveries	(2,944)	-	(2,944)	(2,938)	(6)	(2,944)	
Revenues	(43,818)	-	(43,818)	(43,343)	(525)	(43,868)	
Net budget	32,711	(295)	32,416	31,959	860	32,819	
Stormwater Management							
Expenditures	84,287	-	84,287	86,925	377	87,302	
Recoveries	(3,487)	-	(3,487)	(3,487)	-	(3,487)	
Revenues	(80,800)	-	(80,800)	(83,438)	(377)	(83,815)	
Net budget	-	-	-	-	-	-	
Urban Forestry							Net budget change of \$440 in 2021 and \$1,677 in 2022 due to: - Council approved 2022 Adjustments \$1,200 in 2022 - SAVE allocation - Business Meeting and Travel, External Membership, and Fleet Utilization of (\$13) in 2021 and 2022 - Net zero transfer of \$453 in 2021 and \$490 in 2022 from Parks and Open Spaces
Expenditures	15,033	1,196	16,229	15,537	3,158	18,695	
Recoveries	-	(156)	(156)	-	(156)	(156)	
Revenues	(883)	(599)	(1,482)	(883)	(1,324)	(2,207)	
Net budget	14,150	440	14,591	14,654	1,677	16,331	
Waste & Recycling							Net budget change of (\$31) in 2021 and (\$6,531) in 2022 due to: - SAVE allocation - Business Meeting and Travel of (\$31) in 2021 and 2022 - Council approved reduction of tax support (\$6,500) in 2022
Expenditures	163,771	(31)	163,740	165,889	(3,297)	162,592	
Recoveries	(14,234)	-	(14,234)	(14,252)	(1,061)	(15,313)	
Revenues	(135,136)	-	(135,136)	(137,616)	(2,173)	(139,789)	
Net budget	14,401	(31)	14,370	14,021	(6,531)	7,490	
Wastewater Collection & Treatment							
Expenditures	482,352	-	482,352	495,200	21,257	516,458	
Recoveries	(10,057)	-	(10,057)	(10,057)	-	(10,057)	
Revenues	(472,295)	-	(472,295)	(485,143)	(21,257)	(506,401)	
Net budget	-	-	-	-	-	-	
Water Treatment & Supply							
Expenditures	316,445	-	316,445	315,935	10,081	326,016	
Recoveries	(10,304)	-	(10,304)	(10,304)	-	(10,304)	
Revenues	(306,141)	-	(306,141)	(305,631)	(10,081)	(315,712)	
Net budget	-	-	-	-	-	-	

	2021 Budget (2021 June 30) (PFC2021-1215)	2021 Change (Incremental) ¹	2021 Budget (2021 Dec 31) ¹	2022 Budget (2021 June 30) (PFC2021-1215)	2022 Change (Incremental) ¹	2022 Budget (2021 Dec 31) ¹	Comments
TOTAL - A HEALTHY & GREEN CITY							
Expenditures	1,227,541	1,792	1,229,332	1,244,109	41,650	1,285,759	
Recoveries	(47,002)	(2,156)	(49,159)	(47,014)	(4,223)	(51,238)	
Revenues	(1,043,745)	(512)	(1,044,258)	(1,060,760)	(35,650)	(1,096,410)	
Net budget	136,793	(877)	135,916	136,335	1,777	138,112	
A WELL-RUN CITY							
Appeals & Tribunals							Net budget change of (\$9) in 2021 and (\$309) in 2022 due to: - SAVE allocation - Business Meeting and Travel , and External Membership of (\$9) in 2021 and 2022 - 2022 Adjustment net zero transfer of (\$300) in 2022 to Municipal Election
Expenditures	4,748	(9)	4,739	4,748	(309)	4,439	
Recoveries	(5)	-	(5)	(5)	-	(5)	
Revenues	(667)	-	(667)	(668)	-	(668)	
Net budget	4,075	(9)	4,066	4,075	(309)	3,766	
Citizen Engagement & Insights							Net budget change of (\$3) in 2021 and 2022 due to: - SAVE allocation - Business Meeting and Travel of (\$3) in 2021 and 2022
Expenditures	5,072	(3)	5,069	5,021	(3)	5,018	
Recoveries	(1,002)	-	(1,002)	(1,002)	-	(1,002)	
Revenues	-	-	-	-	-	-	
Net budget	4,070	(3)	4,067	4,019	(3)	4,016	
Citizen Information & Services							Net budget change of (\$4) in 2021 and 2022 due to: - SAVE allocation - Business Meeting and Travel of (\$4) in 2021 and 2022
Expenditures	12,439	(4)	12,435	12,391	(4)	12,387	
Recoveries	(239)	-	(239)	(239)	-	(239)	
Revenues	-	-	-	-	-	-	
Net budget	12,200	(4)	12,196	12,152	(4)	12,148	
City Auditor's Office							Net budget change of (\$1) in 2021 and 2022 due to: - SAVE allocation - External Membership of (\$1) in 2021 and 2022
Expenditures	3,063	(1)	3,062	3,064	(1)	3,063	
Recoveries	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	
Net budget	3,063	(1)	3,062	3,064	(1)	3,063	
Corporate Governance							Net budget change of (\$34) in 2021 and \$1,071 in 2022 due to: - Council approved 2022 Adjustments \$1,000 in 2022 - 2022 Adjustment approved New Investment \$152 in 2022 - SAVE allocation - Business Meeting and Travel , External Membership, and Data Sales of (\$25) in 2021 and (\$44) in 2022 - Net zero transfer of (\$9) in 2021 and (\$37) in 2022 to Infrastructure Support
Expenditures	16,045	(34)	16,010	15,825	1,090	16,915	
Recoveries	(4,528)	-	(4,528)	(4,528)	-	(4,528)	
Revenues	(84)	-	(84)	(234)	(19)	(253)	
Net budget	11,433	(34)	11,398	11,062	1,071	12,134	
Corporate Security							Net budget change of (\$13) in 2021 and \$48 in 2022 due to: - SAVE allocation - Business Meeting and Travel , and External Membership of (\$23) in 2021 and 2022 - CWP return of centralized budget of \$45 in 2021 and \$106 in 2022 - Net zero transfer of (\$35) in 2021 and 2022 to Facility Management
Expenditures	24,072	(13)	24,059	24,201	48	24,249	
Recoveries	(4,869)	-	(4,869)	(4,869)	-	(4,869)	
Revenues	(130)	-	(130)	(130)	-	(130)	
Net budget	19,073	(13)	19,060	19,201	48	19,250	
Council & Committee Support							Net budget change of (\$3) in 2021 and 2022 due to: - SAVE allocation - Business Meeting and Travel of (\$3) in 2021 and 2022
Expenditures	3,978	(3)	3,975	3,727	(3)	3,724	
Recoveries	(23)	-	(23)	(23)	-	(23)	
Revenues	(19)	-	(19)	(19)	-	(19)	
Net budget	3,936	(3)	3,933	3,685	(3)	3,682	
Data Analytics & Information Access							Net budget change of (\$562) in 2021 and \$1,389 in 2022 due to: - One-time carry-forward of (\$536) in 2021 and \$536 in 2022 (C2021-1436) - One-time adjustment of (\$13) in 2021 and \$13 in 2022 - 2022 Adjustment approved New Investment \$905 in 2022 - SAVE allocation - Business Meeting and Travel , and Data Sales of (\$5) in 2021 and (\$33) in 2022 - Net zero transfer of (\$8) in 2021 and (\$32) in 2022 to Infrastructure Support
Expenditures	10,359	(562)	9,797	9,630	1,417	11,047	
Recoveries	(1,298)	-	(1,298)	(1,298)	-	(1,298)	
Revenues	(40)	-	(40)	(40)	(28)	(68)	
Net budget	9,021	(562)	8,458	8,291	1,389	9,680	
Executive Leadership							Net budget change of (\$367) in 2021 and \$3,143 in 2022 due to: - One-time carry-forward of (\$300) in 2021 and \$300 in 2022 (C2021-1436) - One-time adjustment of (\$22) in 2021 and \$22 in 2022 - Council approved 2022 Adjustments \$333 in 2022 - 2022 Adjustment approved New Investment \$2,533 in 2022 - SAVE allocation - Business Meeting and Travel of (\$45) in 2021 and 2022
Expenditures	12,545	(367)	12,178	11,920	3,143	15,063	
Recoveries	(451)	-	(451)	(451)	-	(451)	
Revenues	-	-	-	-	-	-	
Net budget	12,094	(367)	11,727	11,469	3,143	14,612	

	2021 Budget (2021 June 30) (PFC2021-1215)	2021 Change (Incremental) ¹	2021 Budget (2021 Dec 31) ¹	2022 Budget (2021 June 30) (PFC2021-1215)	2022 Change (Incremental) ¹	2022 Budget (2021 Dec 31) ¹	Comments
Facility Management							Net budget change of (\$1,200) in 2021 and \$1,544 in 2022 due to:
Expenditures	89,261	(1,200)	88,060	88,954	1,544	90,498	- One-time carry-forward of (\$500) in 2021 and \$500 in 2022 (C2021-1436)
Recoveries	(21,922)	-	(21,922)	(21,922)	-	(21,922)	- One-time adjustment of (\$714) in 2021 and \$714 in 2022
Revenues	(2,195)	-	(2,195)	(2,195)	-	(2,195)	- Council approved 2022 Adjustments \$350 in 2022
Net budget	65,144	(1,200)	63,943	64,837	1,544	66,381	- SAVE allocation - Business Meeting and Travel, Fleet Utilization, Energy Budgeting, and Manchester Shuttle Service of (\$21) in 2021 and (\$55) 2022 - Net zero transfer of \$35 in 2021 and 2022 from Corporate Security
Financial Support							Net budget change of (\$1,175) in 2021 and \$3,634 in 2022 due to:
Expenditures	40,033	(1,175)	38,859	38,246	3,634	41,880	- One-time carry-forward of (\$1,139) in 2021 and \$1,139 in 2022 (C2021-1436)
Recoveries	(15,025)	-	(15,025)	(15,025)	-	(15,025)	- One-time adjustment of (\$17) in 2021 and \$17 in 2022
Revenues	(102)	-	(102)	(102)	-	(102)	- Council approved 2022 Adjustments \$167 in 2022
Net budget	24,906	(1,175)	23,731	23,119	3,634	26,753	- SAVE allocation - Business Meeting and Travel of (\$19) in 2021 and 2022 - 2022 Adjustment approved New Investment \$2,330 in 2022
Fleet Management							
Expenditures	93,589	-	93,589	93,074	-	93,074	
Recoveries	(90,863)	-	(90,863)	(90,301)	-	(90,301)	
Revenues	(2,726)	-	(2,726)	(2,773)	-	(2,773)	
Net budget	-	-	-	-	-	-	
Human Resources Support							Net budget change of (\$385) in 2021 and \$337 in 2022 due to:
Expenditures	34,156	(385)	33,771	33,796	337	34,133	- One-time carry-forward of (\$361) in 2021 and \$361 in 2022 (C2021-1436)
Recoveries	(9,482)	-	(9,482)	(9,482)	-	(9,482)	- SAVE allocation - Business Meeting and Travel and External Membership of (\$24) in 2021 and 2022
Revenues	-	-	-	-	-	-	
Net budget	24,674	(385)	24,289	24,314	337	24,651	
Infrastructure Support							Net budget change of (\$465) in 2021 and \$508 in 2022 due to:
Expenditures	26,305	(465)	25,840	24,604	508	25,112	- One-time carry-forward of (\$1,200) in 2021 and \$1,200 in 2022 (C2021-1436)
Recoveries	(13,967)	-	(13,967)	(13,967)	-	(13,967)	- One-time adjustment of \$740 in 2021 and (\$740) in 2022
Revenues	(1,501)	-	(1,501)	(1,501)	-	(1,501)	- SAVE allocation - Business Meeting and Travel of (\$22) in 2021 and (\$21) in 2022
Net budget	10,836	(465)	10,371	9,135	508	9,644	- Net zero transfer of \$17 in 2021 and \$69 in 2022 from Corporate Governance,
Insurance & Claims							Net budget change of (\$4) in 2021 and 2022 due to:
Expenditures	35,624	(4)	35,620	37,338	(4)	37,334	- SAVE allocation - Business Meeting and Travel of (\$4) in 2021 and 2022
Recoveries	(29,462)	-	(29,462)	(31,086)	-	(31,086)	
Revenues	(5,018)	-	(5,018)	(5,108)	-	(5,108)	
Net budget	1,145	(4)	1,141	1,145	(4)	1,141	
IT Solutions & Support							Net budget change of (\$46) in 2021 and 2022 due to:
Expenditures	119,523	(46)	119,476	119,802	(46)	119,756	- SAVE allocation - Business Meeting and Travel, and External Membership of (\$46) in 2021 and 2022
Recoveries	(59,036)	-	(59,036)	(59,605)	-	(59,605)	
Revenues	(1,107)	-	(1,107)	(1,107)	-	(1,107)	
Net budget	59,380	(46)	59,333	59,090	(46)	59,044	
Legal Counsel & Advocacy							Net budget change of (\$11) in 2021 and \$239 2022 due to:
Expenditures	15,027	(11)	15,016	15,028	239	15,267	- SAVE allocation - Business Meeting and Travel, and External Membership of (\$11) in 2021 and 2022
Recoveries	(5,763)	-	(5,763)	(5,763)	-	(5,763)	- Council approved 2022 Adjustments \$250 in 2022
Revenues	(17)	-	(17)	(17)	-	(17)	
Net budget	9,248	(11)	9,236	9,249	239	9,487	
Mayor & Council							Net budget change of \$262 in 2021 and (\$1) 2022 due to:
Expenditures	12,283	262	12,545	11,444	(1)	11,443	- SAVE allocation - External Membership of (\$1) in 2021 and 2022
Recoveries	-	-	-	-	-	-	- Council approved one-time budget increase of \$263 in 2021 for Off-Site Levies Assurance Procedures external auditor expenses funded by Corporate Cost (AC2021-0661)
Revenues	-	-	-	-	-	-	
Net budget	12,283	262	12,545	11,444	(1)	11,443	
Municipal Elections							Net budget change of (\$1,501) in 2021 and \$2,204 in 2022 due to:
Expenditures	5,035	(1,501)	3,534	835	2,199	3,034	- One-time carry-forward of (\$315) in 2021 and \$315 in 2022 (C2021-1436)
Recoveries	(5)	-	(5)	(5)	-	(5)	- One-time adjustment of (\$1,185) in 2021 and \$1,185 in 2022
Revenues	(190)	-	(190)	(190)	5	(185)	- SAVE allocation - Business Meeting and Travel and Civic Censes of (\$1) in 2021 and \$4 in 2022
Net budget	4,840	(1,501)	3,339	640	2,204	2,844	- Net zero transfer of \$300 in 2022 from Appeals and Tribunals - 2022 Adjustment approved New Investment \$400 in 2022

	2021 Budget (2021 June 30) (PFC2021-1215)	2021 Change (Incremental) ¹	2021 Budget (2021 Dec 31) ¹	2022 Budget (2021 June 30) (PFC2021-1215)	2022 Change (Incremental) ¹	2022 Budget (2021 Dec 31) ¹	Comments
Organizational Health, Safety & Wellness							Net budget change of (\$11) in 2021 and \$1,478 in 2022 due to: - SAVE allocation - Business Meeting and Travel of (\$11) in 2021 and 2022 - 2022 Adjustment approved New Investment \$1,489 in 2022
Expenditures	13,188	(11)	13,177	13,323	1,478	14,801	
Recoveries	(2,113)	-	(2,113)	(2,113)	-	(2,113)	
Revenues	(2,535)	-	(2,535)	(2,535)	-	(2,535)	
Net budget	8,541	(11)	8,530	8,675	1,478	10,153	
Procurement & Warehousing							Net budget change of \$90 in 2021 and \$1,135 in 2022 due to: - One-time carry-forward of (\$272) in 2021 and \$272 in 2022 (C2021-1436) - One-time adjustment of (\$225) in 2021 and \$225 in 2022 - SAVE allocation - Business Meeting and Travel, External Membership, Fleet Utilization, and Category Management and Strategic Sourcing of \$587 in 2021 and (\$13) in 2022 - 2022 Adjustment approved New Investment \$651 in 2022
Expenditures	25,926	90	26,016	25,373	1,135	26,508	
Recoveries	(11,891)	-	(11,891)	(11,891)	-	(11,891)	
Revenues	(5,490)	-	(5,490)	(5,490)	-	(5,490)	
Net budget	8,545	90	8,635	7,992	1,135	9,127	
Property Assessment							Net budget change of (\$36) in 2021 and (\$56) in 2022 due to: - SAVE allocation - Business Meeting and Travel, External Membership, and Digital Service Enablement of (\$36) in 2021 and (\$56) in 2022
Expenditures	20,959	(36)	20,923	21,011	(56)	20,955	
Recoveries	-	-	-	-	-	-	
Revenues	(50)	-	(50)	(50)	-	(50)	
Net budget	20,909	(36)	20,873	20,961	(56)	20,905	
Real Estate							Net budget change of (\$9) in 2021 and 2022 due to: - SAVE allocation - Business Meeting and Travel, and External Membership of (\$9) in 2021 and 2022
Expenditures	63,907	(9)	63,898	68,610	199	68,809	
Recoveries	(4,984)	-	(4,984)	(4,984)	-	(4,984)	
Revenues	(56,163)	-	(56,163)	(60,863)	(208)	(61,071)	
Net budget	2,760	(9)	2,752	2,763	(9)	2,755	
Records Management, Access & Privacy							Net budget change of (\$7) in 2021 and \$125 in 2022 due to: - SAVE allocation - Business Meeting and Travel of (\$7) in 2021 and 2022 - 2022 Adjustment approved New Investment \$132 in 2022
Expenditures	3,912	(7)	3,905	3,957	125	4,082	
Recoveries	(5)	-	(5)	(5)	-	(5)	
Revenues	(3)	-	(3)	(3)	-	(3)	
Net budget	3,903	(7)	3,897	3,948	125	4,074	
Strategic Marketing & Communications							Net budget change of (\$18) in 2021 and 2022 due to: - SAVE allocation - Business Meeting and Travel of (\$18) in 2021 and 2022
Expenditures	30,147	(18)	30,130	30,163	(18)	30,145	
Recoveries	(21,938)	-	(21,938)	(22,009)	-	(22,009)	
Revenues	-	-	-	-	-	-	
Net budget	8,209	(18)	8,192	8,154	(18)	8,136	
Taxation							Net budget change of (\$1) in 2021 and 2022 due to: - SAVE allocation - Business Meeting and Travel of (\$1) in 2021 and 2022
Expenditures	6,735	(1)	6,734	6,735	(1)	6,734	
Recoveries	-	-	-	-	-	-	
Revenues	(342)	-	(342)	(342)	-	(342)	
Net budget	6,393	(1)	6,392	6,393	(1)	6,392	
TOTAL - A WELL-RUN CITY							
Expenditures	727,930	(5,514)	722,417	722,820	16,650	739,470	
Recoveries	(298,872)	-	(298,872)	(300,575)	-	(300,575)	
Revenues	(78,379)	-	(78,379)	(83,366)	(250)	(83,616)	
Net budget	350,679	(5,514)	345,166	338,879	16,400	355,279	

	2021 Budget (2021 June 30) (PFC2021-1215)	2021 Change (Incremental) ¹	2021 Budget (2021 Dec 31) ¹	2022 Budget (2021 June 30) (PFC2021-1215)	2022 Change (Incremental) ¹	2022 Budget (2021 Dec 31) ¹	Comments
Corporate Programs - Common Revenues							
Expenditures	81,068	0	81,068	81,480	6,802	88,282	Net budget change of \$29,076 in 2021 and (\$98,597) in 2022 due to: - One-time carry-forward of \$28,447 in 2021 and (\$28,447) in 2022 (C2021-1436) - Carry forward adjustment of \$859 in 2021 and (\$859) in 2022 - Council approved one-time budget increase of (\$150) in 2021, (\$1,500) in 2022 and (\$850) in 2023 for the Downtown Community Safety Initiatives funded by FSR (C2021-1381) - Council approved one-time budget increase of (\$80) in 2021, (\$150) in 2022 for Minimizing Negative Impacts of Waste and Recycling Sites funded by BSA (UCS2021-0903) - Council approved one-time budget increase of (\$800) in 2022 for Beltline and Inglewood Pools Program funded by BSA - Reduction in Utilities Return On Equity revenue offset by reduction in Corporate Contingency \$6,692 in 2022 - SAVE business cases combined savings \$53,246 in 2022 - Council approved for 2022 one-time funding of new investment from Fiscal Stability Reserve through General Revenue (\$53,650) and additional tax revenue approved during November 2021 budget deliberation (\$49,750) - 2022 approved adjustment to increase in Investment Income (\$5,000), General Revenue (\$7,848), Taxation (\$17,031) - Council approved reduction in tax revenue absorbed by Utilities user fees \$6,500 in 2022
Recoveries	(2,000)	-	(2,000)	(2,000)	-	(2,000)	
Revenues	(2,478,644)	29,076	(2,449,568)	(2,581,338)	(105,399)	(2,686,738)	
Net budget	(2,399,575)	29,076	(2,370,499)	(2,501,858)	(98,597)	(2,600,455)	
Corporate Programs - Corporate Costs & Debt Servicing							
Expenditures	601,691	(18,037)	583,654	661,698	(51,172)	610,526	Net budget change of (\$18,037) in 2021 and (\$51,172) in 2022 due to: - One-time carry-forward of (\$8,719) in 2021 and \$8,719 in 2022 (C2021-1436) - Carry forward adjustment of (\$367) in 2021 and \$367 in 2022 - Council approved one-time budget increase of (\$263) in 2021 for Off-Site Levies Assurance Procedures external auditor expenses funded by Corporate Cost (AC2021-0661) - Council approved one-time budget increase of (\$3,850) in 2021 to fund leases for temporary fire stations - Fire union settlement (2018 - 2019 Collective Agreement) of (\$3,093) in 2021 and (\$3,103) in 2022 - CWP allocation of (\$388) in 2021 and (\$2,109) in 2022 - Reduction in Utilities Return On Equity revenue offset by reduction in Corporate Contingency of (\$6,692) in 2022 - 2022 Adjustment approved New Investment \$2,300 in 2022 - 2021 SAVE budget allocated to business units offset by one-time implementation costs (\$1,357) and 2022 approved SAVE business cases centralized in corporate (\$50,654)
Recoveries	(1,782)	-	(1,782)	(1,791)	-	(1,791)	
Revenues	(61,750)	-	(61,750)	(60,496)	-	(60,496)	
Net budget	538,159	(18,037)	520,122	599,411	(51,172)	548,239	
TOTAL CITY							
Expenditures	4,640,956	(26,740)	4,614,216	4,775,016	160,605	4,935,621	
Recoveries	(445,833)	(2,156)	(447,990)	(447,628)	(4,168)	(451,797)	
Revenues	(4,195,123)	28,896	(4,166,227)	(4,327,389)	(156,436)	(4,483,825)	
Net budget	0	(0)	(0)	0	0	0	
Parking - Calgary Parking Authority							
Expenditures	60,986	-	60,986	61,773	-	61,773	
Recoveries	(50)	-	(50)	(50)	-	(50)	
Revenues	(91,686)	-	(91,686)	(92,995)	-	(92,995)	
Net budget	(30,750)	-	(30,750)	(31,272)	-	(31,272)	
TOTAL CITY (with CPA)							
Expenditures	4,701,942	(26,740)	4,675,202	4,836,789	160,605	4,997,394	
Recoveries	(445,883)	(2,156)	(448,040)	(447,678)	(4,168)	(451,847)	
Revenues	(4,286,809)	28,896	(4,257,913)	(4,420,384)	(156,436)	(4,576,820)	
Net budget	(30,750)	(0)	(30,750)	(31,272)	0	(31,272)	

Notes:
1. Figures may not add due to rounding