

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

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

	2023	Budget as at 2024 September 30				2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	Proposed Adjusted Budget		
		2024	2025	2026	2024			2025	2026	
BUILDING, PLANNING AND BUSINESS										
Appeals & Tribunals										
Expenditures	4,529	4,593	4,647	4,702	(507)	-	4,593	4,140	4,194	
Recoveries	(5)	(5)	(5)	(5)	-	-	(5)	(5)	(5)	
Revenues	(667)	(668)	(667)	(667)	-	-	(668)	(667)	(667)	
Net budget	3,856	3,920	3,974	4,029	(507)	-	3,920	3,467	3,521	
Building Safety										
Expenditures	48,032	51,501	53,028	54,103	6,935	-	51,501	59,963	61,038	
Recoveries	(2,600)	(2,600)	(3,088)	(3,088)	-	-	(2,600)	(3,088)	(3,088)	
Revenues	(45,432)	(48,901)	(49,940)	(51,015)	(6,935)	-	(48,901)	(56,875)	(57,950)	
Net budget	(0)	0	0	0	0	-	0	0	0	
Business Licensing										
Expenditures	12,775	13,395	13,394	13,602	(2,987)	-	13,295	10,407	10,515	
Recoveries	(3,751)	(4,052)	(3,952)	(3,952)	3,711	-	(4,052)	(241)	(241)	
Revenues	(9,023)	(9,343)	(9,443)	(9,651)	(723)	-	(9,243)	(10,166)	(10,274)	
Net budget	0	0	0	0	-	-	0	0	0	
City Planning & Policy										
Expenditures	45,391	243,433	48,695	45,064	188,873	(4,215)	55,329	233,353	41,617	
Recoveries	(997)	(813)	(813)	(813)	(876)	-	(813)	(1,689)	(1,689)	
Revenues	(2,594)	(40,670)	(670)	(670)	(40,000)	-	(670)	(40,670)	(670)	
Net budget	41,799	201,949	47,211	43,580	147,997	(4,215)	53,845	190,993	39,257	
Development Approvals										
Expenditures	56,038	71,597	65,759	66,916	6,261	5,701	67,390	77,721	74,671	
Recoveries	(735)	(735)	(1,094)	(1,094)	-	(35)	(735)	(1,129)	(1,129)	
Revenues	(55,298)	(70,848)	(64,650)	(65,807)	(6,261)	(5,666)	(66,641)	(76,576)	(73,527)	
Net budget	5	14	16	16	(0)	-	14	16	16	
Economic Development & Tourism										
Expenditures	48,036	50,353	51,496	52,620	725	-	50,353	52,221	53,337	
Recoveries	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	
Net budget	48,036	50,353	51,496	52,620	725	-	50,353	52,221	53,337	
Land Development & Sales										
Expenditures	47,388	47,564	47,670	47,765	-	-	47,564	47,670	47,765	
Recoveries	(9,541)	(9,541)	(9,541)	(9,541)	-	-	(9,541)	(9,541)	(9,541)	
Revenues	(37,001)	(37,001)	(37,001)	(37,001)	-	-	(37,001)	(37,001)	(37,001)	
Net budget	846	1,022	1,128	1,223	-	-	1,022	1,128	1,223	
Real Estate										
Expenditures	52,395	50,271	48,418	45,514	-	(15)	50,271	48,403	45,499	
Recoveries	(8,062)	(8,002)	(7,942)	(7,852)	-	-	(8,002)	(7,942)	(7,852)	
Revenues	(41,202)	(38,802)	(36,802)	(33,802)	-	-	(38,802)	(36,802)	(33,802)	
Net budget	3,131	3,468	3,675	3,861	-	(15)	3,468	3,660	3,846	

	2023	2024	2025	2026	2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	2024	2025	2026
TOTAL - Building, Planning and Business									
Expenditures	314,582	532,708	333,107	330,286	199,301	1,471	340,297	533,879	338,638
Recoveries	(25,692)	(25,748)	(26,435)	(26,345)	2,835	(35)	(25,748)	(23,636)	(23,546)
Revenues	(191,217)	(246,232)	(199,172)	(198,612)	(53,920)	(5,666)	(201,926)	(258,758)	(213,891)
Net budget	97,673	260,727	107,500	105,328	148,215	(4,230)	112,623	251,485	101,201
CITY AUDITOR'S OFFICE									
City Auditor's Office									
Expenditures	3,400	3,655	3,825	3,825	-	-	3,655	3,825	3,825
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net budget	3,400	3,655	3,825	3,825	-	-	3,655	3,825	3,825
TOTAL - City Auditor's Office									
Expenditures	3,400	3,655	3,825	3,825	-	-	3,655	3,825	3,825
Recoveries	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-
Net budget	3,400	3,655	3,825	3,825	-	-	3,655	3,825	3,825
INFORMATION AND COMMUNICATION									
Citizen Engagement & Insights									
Expenditures	5,462	5,779	5,935	6,088	(337)	-	5,779	5,598	5,752
Recoveries	(1,385)	(1,591)	(1,669)	(1,752)	(102)	-	(1,591)	(1,771)	(1,854)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	4,077	4,188	4,266	4,337	(439)	-	4,188	3,827	3,898
Citizen Information & Services									
Expenditures	13,703	14,140	14,532	14,936	(526)	-	14,140	14,006	14,410
Recoveries	(239)	(239)	(239)	(239)	-	-	(239)	(239)	(239)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	13,464	13,900	14,293	14,697	(526)	-	13,900	13,767	14,171
Records Management, Access & Privacy									
Expenditures	4,458	4,612	4,732	4,844	773	-	4,612	5,505	5,617
Recoveries	(5)	(5)	(5)	(5)	-	-	(5)	(5)	(5)
Revenues	(3)	(3)	(3)	(3)	-	-	(3)	(3)	(3)
Net budget	4,449	4,604	4,724	4,836	773	-	4,604	5,497	5,609
Strategic Marketing & Communications									
Expenditures	32,894	35,104	35,933	36,764	3,812	(194)	35,104	39,552	40,460
Recoveries	(22,502)	(24,305)	(24,963)	(25,661)	(3,491)	-	(24,305)	(28,454)	(29,230)
Revenues	-	-	-	-	-	-	-	-	-
Net budget	10,393	10,799	10,970	11,103	321	(194)	10,799	11,098	11,231

		2023	2024	2025	2026	2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	2024	2025	2026
TOTAL - Information and Communication										
	Expenditures	56,517	59,635	61,132	62,633	3,722	(194)	59,635	64,660	66,239
	Recoveries	(24,131)	(26,140)	(26,876)	(27,657)	(3,593)	-	(26,140)	(30,469)	(31,328)
	Revenues	(3)	(3)	(3)	(3)	-	-	(3)	(3)	(3)
	Net budget	32,383	33,492	34,253	34,973	129	(194)	33,492	34,188	34,908
MAYOR AND COUNCIL										
Mayor & Council										
	Expenditures	11,577	13,353	13,500	13,633	(166)	(143)	13,353	13,190	13,324
	Recoveries	-	-	-	-	-	-	-	-	-
	Revenues	-	-	-	-	-	-	-	-	-
	Net budget	11,577	13,353	13,500	13,633	(166)	(143)	13,353	13,190	13,324
TOTAL - Mayor and Council										
	Expenditures	11,577	13,353	13,500	13,633	(166)	(143)	13,353	13,190	13,324
	Recoveries	-	-	-	-	-	-	-	-	-
	Revenues	-	-	-	-	-	-	-	-	-
	Net budget	11,577	13,353	13,500	13,633	(166)	(143)	13,353	13,190	13,324
PARKS, RECREATION AND CULTURE										
Arts & Culture										
	Expenditures	32,602	34,095	35,071	36,311	1,076	-	34,095	36,146	37,387
	Recoveries	(154)	(154)	(154)	(154)	-	-	(154)	(154)	(154)
	Revenues	(560)	(560)	(560)	(560)	(700)	-	(560)	(1,260)	(1,260)
	Net budget	31,888	33,381	34,357	35,597	376	-	33,381	34,733	35,973
City Cemeteries										
	Expenditures	9,851	9,955	10,126	10,298	(20)	-	9,955	10,106	10,279
	Recoveries	(76)	(1)	(1)	(1)	-	-	(1)	(1)	(1)
	Revenues	(8,458)	(8,458)	(8,458)	(8,458)	-	-	(8,458)	(8,458)	(8,458)
	Net budget	1,317	1,496	1,667	1,840	(20)	-	1,496	1,647	1,820
Library Services										
	Expenditures	57,374	58,018	59,046	61,761	(0)	-	58,018	59,046	61,761
	Recoveries	-	-	-	-	-	-	-	-	-
	Revenues	-	-	-	-	-	-	-	-	-
	Net budget	57,374	58,018	59,046	61,761	(0)	-	58,018	59,046	61,761
Parks & Open Spaces										
	Expenditures	87,131	92,926	97,363	102,357	1,776	(964)	92,046	98,175	102,289
	Recoveries	(7,965)	(7,965)	(7,965)	(7,965)	(426)	-	(7,965)	(8,391)	(8,391)
	Revenues	(4,561)	(3,991)	(3,991)	(3,991)	-	0	(3,991)	(3,991)	(3,991)
	Net budget	74,605	80,970	85,406	90,400	1,350	(964)	80,090	85,793	89,907
Recreation Opportunities										
	Expenditures	85,400	88,627	90,601	92,522	(420)	(534)	88,627	89,647	91,568
	Recoveries	(3,217)	(3,217)	(3,217)	(3,217)	-	-	(3,217)	(3,217)	(3,217)
	Revenues	(44,023)	(44,023)	(44,023)	(44,023)	239	-	(44,023)	(43,784)	(43,784)
	Net budget	38,160	41,387	43,361	45,282	(181)	(534)	41,387	42,646	44,567

		2023	2024	2025	2026	2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	2024	2025	2026
TOTAL - Parks, Recreation and Culture										
	Expenditures	272,359	283,622	292,206	303,250	2,412	(1,498)	282,742	293,120	303,284
	Recoveries	(11,413)	(11,338)	(11,338)	(11,338)	(426)	-	(11,338)	(11,764)	(11,764)
	Revenues	(57,602)	(57,032)	(57,032)	(57,032)	(461)	0	(57,032)	(57,493)	(57,493)
	Net budget	203,344	215,252	223,837	234,880	1,525	(1,498)	214,372	223,863	234,027
PUBLIC SAFETY AND BYLAWS										
Bylaw Education & Compliance										
	Expenditures	12,505	15,693	16,154	16,614	8	(96)	15,693	16,065	16,525
	Recoveries	(1,720)	(1,720)	(1,720)	(1,720)	(320)	-	(1,720)	(2,040)	(2,040)
	Revenues	(485)	(485)	(485)	(485)	-	-	(485)	(485)	(485)
	Net budget	10,300	13,487	13,949	14,408	(312)	(96)	13,487	13,540	14,000
Calgary 9-1-1										
	Expenditures	48,268	48,555	50,341	52,471	142	(274)	48,555	50,209	52,339
	Recoveries	(970)	(970)	(970)	(970)	-	-	(970)	(970)	(970)
	Revenues	(12,209)	(8,334)	(8,334)	(8,334)	-	-	(8,334)	(8,334)	(8,334)
	Net budget	35,089	39,251	41,037	43,167	142	(274)	39,251	40,905	43,035
Emergency Management & Business Continuity										
	Expenditures	16,734	5,371	5,404	5,421	424	-	5,371	5,828	5,844
	Recoveries	(85)	(85)	(85)	(85)	-	-	(85)	(85)	(85)
	Revenues	-	-	-	-	(400)	-	-	(400)	(400)
	Net budget	16,649	5,286	5,319	5,336	24	-	5,286	5,343	5,359
Fire & Emergency Response										
	Expenditures	246,339	279,943	295,281	303,659	1,652	1,348	278,243	298,282	306,860
	Recoveries	(1,705)	(810)	(810)	(810)	-	-	(810)	(810)	(810)
	Revenues	(3,748)	(3,748)	(3,748)	(3,748)	-	-	(3,748)	(3,748)	(3,748)
	Net budget	240,886	275,384	290,723	299,100	1,652	1,348	273,684	293,723	302,301
Fire Inspection & Enforcement										
	Expenditures	10,485	11,399	11,441	11,479	745	(101)	11,399	12,085	12,123
	Recoveries	(63)	(63)	(63)	(63)	-	-	(63)	(63)	(63)
	Revenues	(3,041)	(3,041)	(3,041)	(3,041)	(390)	-	(3,041)	(3,431)	(3,431)
	Net budget	7,381	8,295	8,337	8,375	355	(101)	8,295	8,591	8,629
Fire Safety Education										
	Expenditures	1,140	1,205	1,207	1,209	-	(15)	1,205	1,193	1,195
	Recoveries	-	-	-	-	-	-	-	-	-
	Revenues	-	-	-	-	-	-	-	-	-
	Net budget	1,140	1,205	1,207	1,209	-	(15)	1,205	1,193	1,195
Pet Ownership & Licensing										
	Expenditures	9,725	10,132	10,622	10,889	14	-	10,132	10,637	10,903
	Recoveries	-	-	-	-	-	-	-	-	-
	Revenues	(5,704)	(5,704)	(5,704)	(5,704)	-	-	(5,704)	(5,704)	(5,704)
	Net budget	4,021	4,428	4,919	5,185	14	-	4,428	4,933	5,199

		2023	2024	2025	2026	2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	2024	2025	2026
Police Services										
	Expenditures	599,804	607,100	612,438	621,518	-	-	607,100	612,438	621,518
	Recoveries	(3,850)	(3,850)	(3,850)	(3,850)	-	-	(3,850)	(3,850)	(3,850)
	Revenues	(111,324)	(109,092)	(106,819)	(106,120)	-	-	(109,092)	(106,819)	(106,120)
	Net budget	484,630	494,158	501,769	511,548	-	-	494,158	501,769	511,548
TOTAL - Public Safety and Bylaws										
	Expenditures	945,000	979,397	1,002,888	1,023,260	2,985	863	977,697	1,006,736	1,027,308
	Recoveries	(8,393)	(7,498)	(7,498)	(7,498)	(320)	-	(7,498)	(7,818)	(7,818)
	Revenues	(136,511)	(130,405)	(128,131)	(127,432)	(790)	-	(130,405)	(128,921)	(128,222)
	Net budget	800,096	841,494	867,259	888,330	1,875	863	839,794	869,997	891,267
SOCIAL PROGRAMS AND SERVICES										
Affordable Housing										
	Expenditures	23,006	104,932	50,738	51,078	34,811	-	100,432	85,549	82,139
	Recoveries	0	-	-	-	(30,250)	-	-	(30,250)	(31,000)
	Revenues	(5,935)	(5,735)	(5,694)	(5,694)	-	-	(5,735)	(5,694)	(5,694)
	Net budget	17,071	99,197	45,044	45,384	4,561	-	94,697	49,605	45,445
Community Strategies										
	Expenditures	71,902	88,995	76,059	75,447	10,178	8,194	79,430	94,431	82,179
	Recoveries	(3,431)	(3,431)	(3,431)	(3,431)	(338)	-	(3,431)	(3,769)	(3,769)
	Revenues	(29,703)	(29,703)	(29,703)	(29,703)	(1,337)	-	(29,703)	(31,040)	(31,040)
	Net budget	38,768	55,861	42,925	42,313	8,503	8,194	46,296	59,622	47,370
Neighbourhood Support										
	Expenditures	8,619	8,871	9,098	9,329	63	-	8,871	9,161	9,400
	Recoveries	(2,800)	(2,800)	(2,800)	(2,800)	-	-	(2,800)	(2,800)	(2,800)
	Revenues	-	-	-	-	-	-	-	-	-
	Net budget	5,819	6,072	6,298	6,530	63	-	6,072	6,361	6,601
Social Programs										
	Expenditures	11,837	15,310	15,666	16,005	78	-	15,310	15,743	16,083
	Recoveries	(611)	(611)	(611)	(611)	(19)	-	(611)	(630)	(630)
	Revenues	(1,326)	(1,326)	(1,326)	(1,326)	-	-	(1,326)	(1,326)	(1,326)
	Net budget	9,900	13,373	13,728	14,068	59	-	13,373	13,787	14,126
TOTAL - Social programs and services										
	Expenditures	115,364	218,108	151,560	151,860	45,129	8,194	204,043	204,883	189,801
	Recoveries	(6,842)	(6,842)	(6,842)	(6,842)	(30,607)	-	(6,842)	(37,449)	(38,199)
	Revenues	(36,964)	(36,764)	(36,723)	(36,723)	(1,337)	-	(36,764)	(38,060)	(38,060)
	Net budget	71,558	174,502	107,995	108,295	13,185	8,194	160,437	129,374	113,542

		2023	2024	2025	2026	2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	2024	2025	2026
TAX AND PROPERTY ASSESSMENT										
	Property Assessment									
	Expenditures	22,366	23,471	24,490	25,519	-	(140)	23,471	24,350	25,379
	Recoveries	-	-	-	-	-	-	-	-	-
	Revenues	(0)	-	(0)	(0)	-	-	-	(0)	(0)
	Net budget	22,366	23,471	24,490	25,519	-	(140)	23,471	24,350	25,379
Taxation										
	Expenditures	5,950	6,330	6,633	6,807	800	(45)	6,330	7,388	7,562
	Recoveries	-	-	-	-	-	-	-	-	-
	Revenues	(275)	(275)	(275)	(275)	(800)	-	(275)	(1,075)	(1,075)
	Net budget	5,675	6,055	6,358	6,531	-	(45)	6,055	6,313	6,486
TOTAL - Tax and Property Assessment										
	Expenditures	28,316	29,801	31,123	32,326	800	(185)	29,801	31,738	32,941
	Recoveries	-	-	-	-	-	-	-	-	-
	Revenues	(275)	(275)	(275)	(275)	(800)	-	(275)	(1,075)	(1,075)
	Net budget	28,041	29,526	30,848	32,050	-	(185)	29,526	30,663	31,865
TRANSPORTATION										
	Parking									
	Expenditures	73,881	77,883	81,666	85,612	(3,545)	(22)	77,883	78,099	82,045
	Recoveries	(3,687)	(3,689)	(3,691)	(3,693)	3,014	-	(3,689)	(678)	(680)
	Revenues	(74,425)	(78,066)	(81,889)	(85,903)	-	0	(78,066)	(81,889)	(85,903)
	Net budget	(4,231)	(3,872)	(3,914)	(3,983)	(531)	(22)	(3,872)	(4,468)	(4,537)
	Public Transit									
	Expenditures	488,542	535,917	535,711	539,299	3,949	6,651	532,658	546,311	555,225
	Recoveries	(11,066)	(44,121)	(11,135)	(11,140)	(4,745)	-	(41,121)	(15,880)	(12,885)
	Revenues	(187,687)	(156,122)	(189,997)	(191,047)	3,558	32,000	(159,122)	(154,439)	(177,489)
	Net budget	289,790	335,674	334,579	337,112	2,761	38,651	332,415	375,992	364,850
	Sidewalks & Pathways									
	Expenditures	62,119	64,644	66,162	67,711	(622)	(396)	64,644	65,144	66,694
	Recoveries	(5,842)	(5,867)	(5,881)	(5,891)	-	4	(5,867)	(5,878)	(5,888)
	Revenues	(2,702)	(2,902)	(3,102)	(3,302)	-	329	(2,902)	(2,774)	(2,974)
	Net budget	53,574	55,875	57,178	58,518	(622)	(63)	55,875	56,493	57,833
	Specialized Transit									
	Expenditures	48,441	49,299	49,815	50,203	-	(31)	49,299	49,785	50,173
	Recoveries	-	-	-	-	-	-	-	-	-
	Revenues	(2,947)	(2,947)	(2,947)	(2,947)	-	-	(2,947)	(2,947)	(2,947)
	Net budget	45,493	46,351	46,868	47,256	-	(31)	46,351	46,838	47,225
	Streets									
	Expenditures	234,252	246,070	250,810	255,570	1,088	(2,109)	246,070	249,789	254,549
	Recoveries	(46,460)	(46,535)	(46,583)	(46,623)	472	32	(46,535)	(46,080)	(46,120)
	Revenues	(25,839)	(26,371)	(26,371)	(26,371)	(1,718)	581	(26,371)	(27,507)	(27,507)
	Net budget	161,953	173,163	177,856	182,575	(158)	(1,496)	173,163	176,202	180,921

	2023	2024	2025	2026	2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	2024	2025	2026
Taxi, Limousine & Vehicles-for-Hire									
Expenditures	4,689	4,792	4,898	5,040	1,539	-	4,792	6,437	6,579
Recoveries	-	-	-	-	(39)	-	-	(39)	(39)
Revenues	(4,690)	(4,792)	(4,898)	(5,040)	(1,500)	-	(4,792)	(6,398)	(6,540)
Net budget	(0)	(0)	(0)	(0)	0	-	(0)	(0)	(0)
TOTAL - Transportation									
Expenditures	911,924	978,604	989,061	1,003,436	2,410	4,093	975,345	995,564	1,015,265
Recoveries	(67,055)	(100,212)	(67,290)	(67,347)	(1,299)	35	(97,212)	(68,554)	(65,611)
Revenues	(298,290)	(271,201)	(309,204)	(314,611)	340	32,910	(274,201)	(275,954)	(303,360)
Net budget	546,579	607,191	612,567	621,478	1,451	37,038	603,932	651,056	646,293
UTILITIES & ENVIRONMENT									
Climate & Environmental Management									
Expenditures	13,903	25,245	25,844	30,387	4,964	-	20,279	30,808	30,385
Recoveries	(1,000)	(1,000)	(1,000)	(1,000)	1	-	(1,000)	(999)	(999)
Revenues	(108)	(108)	(108)	(108)	-	-	(108)	(108)	(108)
Net budget	12,795	24,136	24,736	29,278	4,965	-	19,170	29,701	29,277
Stormwater Management									
Expenditures	90,315	93,151	92,915	93,000	20,309	-	93,151	113,224	117,078
Recoveries	(3,638)	(3,725)	(3,809)	(3,895)	(5,453)	-	(3,725)	(9,262)	(9,602)
Revenues	(86,810)	(89,559)	(89,239)	(89,238)	(14,856)	-	(89,559)	(104,095)	(107,609)
Net budget	(133)	(133)	(133)	(133)	-	-	(133)	(133)	(133)
Urban Forestry									
Expenditures	18,564	19,863	20,331	20,801	2,240	400	19,863	22,971	23,841
Recoveries	(1,315)	(1,315)	(1,315)	(1,315)	(2,300)	-	(1,315)	(3,615)	(3,615)
Revenues	(1,291)	(1,291)	(1,291)	(1,291)	-	-	(1,291)	(1,291)	(1,291)
Net budget	15,958	17,256	17,725	18,194	(60)	400	17,256	18,065	18,934
Waste & Recycling									
Expenditures	174,616	185,587	191,246	197,173	17,407	(45)	185,587	208,608	232,042
Recoveries	(16,472)	(16,701)	(17,045)	(17,257)	(3,169)	-	(16,701)	(20,214)	(20,859)
Revenues	(150,024)	(160,382)	(165,406)	(170,845)	(14,238)	-	(160,382)	(179,644)	(202,157)
Net budget	8,121	8,504	8,795	9,071	-	(45)	8,504	8,750	9,026
Wastewater Collection & Treatment									
Expenditures	516,988	534,237	544,295	554,347	44,842	-	534,237	589,137	610,059
Recoveries	(10,807)	(11,061)	(11,304)	(11,552)	1,242	-	(11,061)	(10,062)	(10,432)
Revenues	(506,125)	(523,119)	(532,934)	(542,738)	(46,084)	-	(523,119)	(579,018)	(599,570)
Net budget	57	58	58	58	-	-	58	58	58
Water Treatment & Supply									
Expenditures	328,024	337,389	337,257	337,572	36,023	-	337,389	373,280	400,803
Recoveries	(10,799)	(11,059)	(11,307)	(11,562)	(6,034)	-	(11,059)	(17,341)	(17,978)
Revenues	(317,344)	(326,434)	(326,051)	(326,111)	(29,989)	-	(326,434)	(356,039)	(382,926)
Net budget	(119)	(104)	(101)	(101)	-	-	(104)	(101)	(101)

		2023	2024	2025	2026	2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	2024	2025	2026
TOTAL - Utilities & Environment										
	Expenditures	1,142,411	1,195,471	1,211,889	1,233,280	125,784	355	1,190,505	1,338,028	1,414,208
	Recoveries	(44,031)	(44,862)	(45,780)	(46,581)	(15,713)	-	(44,862)	(61,493)	(63,485)
	Revenues	(1,061,702)	(1,100,893)	(1,115,030)	(1,130,331)	(105,166)	-	(1,100,893)	(1,220,196)	(1,293,661)
	Net budget	36,678	49,716	51,079	56,367	4,905	355	44,750	56,339	57,061
ENABLING SERVICES										
Corporate Governance										
	Expenditures	19,261	20,642	20,614	20,544	(456)	(10)	20,287	20,148	19,722
	Recoveries	(4,933)	(5,194)	(5,303)	(5,410)	74	-	(5,194)	(5,229)	(5,336)
	Revenues	(103)	(103)	(103)	(103)	(107)	-	(103)	(210)	(210)
	Net budget	14,225	15,345	15,208	15,031	(489)	(10)	14,990	14,709	14,177
Corporate Security										
	Expenditures	33,216	32,022	33,485	34,237	880	(148)	32,022	34,217	34,969
	Recoveries	(4,701)	(1,501)	(1,501)	(1,501)	-	-	(1,501)	(1,501)	(1,501)
	Revenues	(130)	(130)	(130)	(130)	-	-	(130)	(130)	(130)
	Net budget	28,385	30,391	31,855	32,606	880	(148)	30,391	32,587	33,338
Council & Committee Support										
	Expenditures	3,925	3,795	3,789	3,879	(249)	383	3,795	3,923	5,127
	Recoveries	(23)	(23)	(23)	(23)	(425)	-	(23)	(448)	(462)
	Revenues	(19)	(19)	(19)	(19)	-	-	(19)	(19)	(19)
	Net budget	3,883	3,753	3,747	3,837	(674)	383	3,753	3,456	4,646
Data, Analytics & Information Access										
	Expenditures	22,924	24,565	25,175	25,777	2,023	(73)	24,565	27,125	27,770
	Recoveries	(7,703)	(8,478)	(8,478)	(8,478)	(1,390)	-	(8,478)	(9,868)	(9,910)
	Revenues	(640)	(640)	(640)	(640)	(43)	-	(640)	(683)	(683)
	Net budget	14,581	15,448	16,058	16,660	590	(73)	15,448	16,574	17,177
Executive Leadership										
	Expenditures	17,938	18,861	19,047	19,281	895	(144)	18,861	19,798	20,032
	Recoveries	(69)	(69)	(69)	(69)	(269)	-	(69)	(338)	(338)
	Revenues	-	-	-	-	-	-	-	-	-
	Net budget	17,869	18,792	18,978	19,211	626	(144)	18,792	19,460	19,693
Facility Management										
	Expenditures	98,041	99,752	101,354	102,572	2,917	(128)	99,752	104,143	105,361
	Recoveries	(22,680)	(22,702)	(22,706)	(22,706)	(2,729)	-	(22,702)	(25,435)	(25,435)
	Revenues	(2,380)	(2,380)	(2,380)	(2,380)	-	-	(2,380)	(2,380)	(2,380)
	Net budget	72,981	74,670	76,268	77,486	188	(128)	74,670	76,329	77,547
Financial Support										
	Expenditures	46,917	48,607	49,665	50,655	3,400	(188)	48,607	52,878	53,925
	Recoveries	(15,430)	(15,571)	(15,571)	(15,571)	(2,755)	-	(15,571)	(18,326)	(18,384)
	Revenues	(169)	(169)	(169)	(169)	-	-	(169)	(169)	(169)
	Net budget	31,318	32,867	33,925	34,914	645	(188)	32,867	34,382	35,372

		2023	2024	2025	2026	2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	2024	2025	2026
Fleet Management										
	Expenditures	96,245	114,073	115,368	116,643	9,769	-	114,073	125,137	127,441
	Recoveries	(93,759)	(111,587)	(112,882)	(114,157)	(9,769)	-	(111,587)	(122,651)	(124,955)
	Revenues	(2,773)	(2,773)	(2,773)	(2,773)	-	-	(2,773)	(2,773)	(2,773)
	Net budget	(287)	(287)	(287)	(287)	-	-	(287)	(287)	(287)
Human Resources Support										
	Expenditures	36,025	39,734	40,419	40,983	771	(195)	39,734	40,995	41,559
	Recoveries	(3,318)	(3,974)	(3,998)	(4,022)	(327)	-	(3,974)	(4,325)	(4,349)
	Revenues	-	-	-	-	(164)	-	-	(164)	(164)
	Net budget	32,707	35,760	36,421	36,961	280	(195)	35,760	36,506	37,046
Infrastructure & Engineering										
	Expenditures	18,942	19,563	19,825	20,199	2,366	9	19,488	22,200	22,504
	Recoveries	(11,915)	(12,082)	(12,116)	(12,279)	(1,744)	-	(12,007)	(13,860)	(13,948)
	Revenues	(930)	(930)	(930)	(930)	748	-	(930)	(182)	(182)
	Net budget	6,096	6,551	6,780	6,991	1,370	9	6,551	8,158	8,375
Insurance & Claims										
	Expenditures	39,242	40,997	42,569	44,134	-	-	40,997	42,569	44,134
	Recoveries	(33,066)	(34,701)	(36,201)	(37,701)	-	-	(34,701)	(36,201)	(37,701)
	Revenues	(5,108)	(5,108)	(5,108)	(5,108)	-	-	(5,108)	(5,108)	(5,108)
	Net budget	1,068	1,189	1,261	1,326	-	-	1,189	1,261	1,326
IT Solutions & Support										
	Expenditures	127,941	133,416	137,286	140,317	1,556	(305)	133,416	138,537	141,573
	Recoveries	(60,371)	(60,371)	(60,371)	(60,371)	(1,656)	-	(60,371)	(62,027)	(62,032)
	Revenues	(1,107)	(1,107)	(1,107)	(1,107)	-	-	(1,107)	(1,107)	(1,107)
	Net budget	66,463	71,938	75,808	78,839	(100)	(305)	71,938	75,403	78,434
Legal Services										
	Expenditures	18,070	19,448	19,764	19,876	689	(80)	19,448	20,373	20,485
	Recoveries	(5,961)	(6,159)	(6,159)	(6,159)	(689)	-	(6,159)	(6,847)	(6,847)
	Revenues	(17)	(17)	(17)	(17)	-	-	(17)	(17)	(17)
	Net budget	12,092	13,272	13,588	13,700	-	(80)	13,272	13,508	13,620
Municipal Elections										
	Expenditures	2,669	2,925	12,254	2,346	1,074	-	2,425	13,328	2,920
	Recoveries	(5)	(5)	(5)	(5)	-	-	(5)	(5)	(5)
	Revenues	(390)	(503)	(2,636)	(390)	-	-	(503)	(2,636)	(390)
	Net budget	2,274	2,417	9,613	1,951	1,074	-	1,917	10,688	2,526
Organizational Health, Safety & Wellness										
	Expenditures	21,029	21,904	22,668	23,005	(16)	(63)	21,904	22,589	22,930
	Recoveries	(2,104)	(2,609)	(2,614)	(2,619)	(294)	-	(2,609)	(2,908)	(2,917)
	Revenues	(2,185)	(1,835)	(1,835)	(1,835)	150	-	(1,835)	(1,685)	(1,685)
	Net budget	16,739	17,460	18,219	18,551	(160)	(63)	17,460	17,996	18,328

		2023	2024	2025	2026	2025 Technical Adjustments (Atts 6,7)	2025 New Investments (Att 3)	2024	2025	2026
Procurement & Warehousing										
	Expenditures	29,730	31,180	31,430	32,035	6,402	(138)	31,180	37,693	38,415
	Recoveries	(12,742)	(13,120)	(13,332)	(13,553)	(6,402)	-	(13,120)	(19,734)	(20,071)
	Revenues	(5,498)	(5,498)	(5,498)	(5,498)	-	-	(5,498)	(5,498)	(5,498)
	Net budget	11,491	12,563	12,600	12,984	-	(138)	12,563	12,462	12,846
TOTAL - Enabling Services										
	Expenditures	632,113	671,482	694,714	696,483	32,021	(1,081)	670,552	725,654	728,867
	Recoveries	(278,780)	(298,145)	(301,328)	(304,623)	(28,374)	-	(298,070)	(329,702)	(334,191)
	Revenues	(21,447)	(21,210)	(23,343)	(21,097)	584	-	(21,210)	(22,759)	(20,513)
	Net budget	331,886	352,126	370,042	370,762	4,232	(1,081)	351,271	373,193	374,163
CORPORATE PROGRAMS										
Corporate Programs - Common Revenues										
	Expenditures	99,681	89,681	89,681	89,681	57,165	-	89,681	146,846	147,078
	Recoveries	(2,000)	(2,000)	(2,000)	(2,000)	-	-	(2,000)	(2,000)	(2,000)
	Revenues	(2,712,483)	(3,140,752)	(3,023,733)	(3,119,163)	(229,872)	(86,774)	(2,963,920)	(3,340,379)	(3,253,003)
	Net budget	(2,614,802)	(3,053,071)	(2,936,052)	(3,031,482)	(172,707)	(86,774)	(2,876,239)	(3,195,533)	(3,107,926)
Corporate Programs - Corporate Costs & Debt Servicing										
	Expenditures	505,797	519,040	556,406	601,262	(2,853)	47,656	516,037	601,209	645,711
	Recoveries	(4,205)	(4,210)	(4,214)	(4,218)	14	-	(4,210)	(4,200)	(4,204)
	Revenues	(50,003)	(42,794)	(38,844)	(35,483)	195	-	(42,794)	(38,649)	(35,056)
	Net budget	451,589	472,036	513,348	561,561	(2,644)	47,656	469,033	558,360	606,451
TOTAL - Corporate Programs										
	Expenditures	605,478	608,721	646,087	690,943	54,312	47,656	605,718	748,055	792,788
	Recoveries	(6,205)	(6,210)	(6,214)	(6,218)	14	-	(6,210)	(6,200)	(6,204)
	Revenues	(2,762,485)	(3,183,546)	(3,062,577)	(3,154,646)	(229,677)	(86,774)	(3,006,714)	(3,379,028)	(3,288,060)
	Net budget	(2,163,213)	(2,581,035)	(2,422,704)	(2,469,921)	(175,351)	(39,118)	(2,407,206)	(2,637,173)	(2,501,475)
TOTAL CITY										
	Expenditures	5,039,040	5,574,555	5,431,092	5,545,213	468,711	59,530	5,353,341	5,959,333	5,926,486
	Recoveries	(472,543)	(526,994)	(499,601)	(504,450)	(77,483)	-	(523,919)	(577,084)	(582,146)
	Revenues	(4,566,497)	(5,047,561)	(4,931,491)	(5,040,763)	(391,227)	(59,529)	(4,829,423)	(5,382,248)	(5,344,339)
	Net budget	-	-	-	-	-	-	-	-	-

Notes: Figures may not add due to rounding.
The impact of Provincial Education Requisition is excluded from all figures.