

**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.

	Budget as at 2023 September 30				Technical Adjustments * (Att 9, 10) ¹	New Investments * (Att 5) ¹	Proposed Adjusted Budget			
	2023	2024	2025	2026			2023	2024	2025	2026
BUILDING, PLANNING AND BUSINESS										
Appeals & Tribunals										
Expenditures	4,529	4,529	4,529	4,529	-	-	4,529	4,529	4,529	4,529
Recoveries	(5)	(5)	(5)	(5)	-	-	(5)	(5)	(5)	(5)
Revenues	(667)	(667)	(667)	(667)	-	-	(667)	(667)	(667)	(667)
Net budget	3,856	3,856	3,856	3,856	-	-	3,856	3,856	3,856	3,856
Building Safety										
Expenditures	48,032	48,032	48,520	48,520	2,363	-	48,033	50,396	50,884	50,884
Recoveries	(2,600)	(2,600)	(3,088)	(3,088)	-	-	(2,600)	(2,600)	(3,088)	(3,088)
Revenues	(45,432)	(45,432)	(45,432)	(45,432)	(2,362)	-	(45,433)	(47,795)	(47,795)	(47,795)
Net budget	(0)	(0)	(0)	(0)	1	-	(0)	1	1	1
Business Licensing										
Expenditures	12,775	13,195	12,995	12,995	(6)	-	12,775	13,189	12,989	12,989
Recoveries	(3,751)	(3,961)	(3,861)	(3,861)	(90)	-	(3,751)	(4,051)	(3,951)	(3,951)
Revenues	(9,023)	(9,233)	(9,133)	(9,133)	96	-	(9,023)	(9,137)	(9,037)	(9,037)
Net budget	0	0	0	0	-	-	0	0	0	0
City Planning & Policy										
Expenditures	193,157	89,514	47,234	48,304	142,240	(1,000)	47,785	231,230	43,102	44,172
Recoveries	(997)	(997)	(997)	(997)	184	-	(997)	(813)	(813)	(813)
Revenues	(2,594)	(42,594)	(2,594)	(2,594)	1,924	-	(2,594)	(40,670)	(670)	(670)
Net budget	189,566	45,922	43,643	44,712	144,348	(1,000)	44,194	189,746	41,619	42,688
Development Approvals										
Expenditures	59,533	59,648	55,967	55,976	11,806	-	54,597	71,453	62,987	62,996
Recoveries	(735)	(735)	(1,094)	(1,094)	-	-	(735)	(735)	(1,094)	(1,094)
Revenues	(58,793)	(58,908)	(54,868)	(54,877)	(11,807)	-	(53,857)	(70,714)	(61,889)	(61,898)
Net budget	5	5	5	5	(1)	-	5	4	4	4
Economic Development & Tourism										
Expenditures	47,899	50,161	51,183	52,295	(1)	-	48,135	50,396	51,418	52,530
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	47,899	50,161	51,183	52,295	(1)	-	48,135	50,396	51,418	52,530
Land Development & Sales										
Expenditures	47,388	47,388	47,388	47,388	-	-	47,388	47,388	47,388	47,388
Recoveries	(9,541)	(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)	(37,001)
Net budget	846	846	846	846	-	-	846	846	846	846
Real Estate										
Expenditures	52,395	49,935	47,875	44,785	-	-	52,395	49,935	47,875	44,785
Recoveries	(8,062)	(8,002)	(7,942)	(7,852)	-	-	(8,062)	(8,002)	(7,942)	(7,852)
Revenues	(41,202)	(38,802)	(36,802)	(33,802)	-	-	(41,202)	(38,802)	(36,802)	(33,802)
Net budget	3,131	3,131	3,131	3,131	-	-	3,131	3,131	3,131	3,131

	2023	2024	2025	2026	Technical Adjustments * (Att 9, 10) ¹	New Investments * (Att 5) ¹	2023	2024	2025	2026
TOTAL - Building, Planning and Business										
Expenditures	465,706	362,400	315,689	314,789	156,402	(1,000)	315,635	518,514	321,170	320,270
Recoveries	(25,692)	(25,842)	(26,529)	(26,439)	94	-	(25,692)	(25,748)	(26,435)	(26,345)
Revenues	(194,712)	(232,637)	(186,497)	(183,506)	(12,149)	-	(189,777)	(244,786)	(193,861)	(190,870)
Net budget	245,302	103,921	102,663	104,845	144,347	(1,000)	100,166	247,980	100,874	103,056
CITY AUDITOR'S OFFICE										
City Auditor's Office										
Expenditures	3,400	3,550	3,700	3,700	-	-	3,400	3,550	3,700	3,700
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	3,400	3,550	3,700	3,700	-	-	3,400	3,550	3,700	3,700
TOTAL - City Auditor's Office										
Expenditures	3,400	3,550	3,700	3,700	-	-	3,400	3,550	3,700	3,700
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	3,400	3,550	3,700	3,700	-	-	3,400	3,550	3,700	3,700
INFORMATION AND COMMUNICATION										
Citizen Engagement & Insights										
Expenditures	5,780	5,800	5,822	5,842	136	-	5,462	5,618	5,640	5,660
Recoveries	(1,385)	(1,385)	(1,385)	(1,385)	(136)	-	(1,385)	(1,521)	(1,521)	(1,521)
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	4,395	4,415	4,437	4,457	-	-	4,077	4,097	4,119	4,139
Citizen Information & Services										
Expenditures	14,513	14,546	14,566	14,585	-	-	13,703	13,736	13,756	13,775
Recoveries	(239)	(239)	(239)	(239)	-	-	(239)	(239)	(239)	(239)
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	14,274	14,307	14,327	14,346	-	-	13,464	13,497	13,517	13,536
Records Management, Access & Privacy										
Expenditures	4,458	4,495	4,525	4,550	-	-	4,458	4,495	4,525	4,550
Recoveries	(5)	(5)	(5)	(5)	-	-	(5)	(5)	(5)	(5)
Revenues	(3)	(3)	(3)	(3)	-	-	(3)	(3)	(3)	(3)
Net budget	4,449	4,486	4,516	4,541	-	-	4,449	4,486	4,516	4,541
Strategic Marketing & Communications										
Expenditures	31,766	31,766	31,766	31,766	1,213	-	32,894	34,107	34,107	34,107
Recoveries	(22,502)	(22,502)	(22,502)	(22,502)	(1,213)	-	(22,502)	(23,715)	(23,715)	(23,715)
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	9,265	9,265	9,265	9,265	-	-	10,393	10,393	10,393	10,393
TOTAL - Information and Communication										
Expenditures	56,517	56,607	56,679	56,743	1,349	-	56,517	57,956	58,028	58,092
Recoveries	(24,131)	(24,131)	(24,131)	(24,131)	(1,349)	-	(24,131)	(25,480)	(25,480)	(25,480)
Revenues	(3)	(3)	(3)	(3)	-	-	(3)	(3)	(3)	(3)
Net budget	32,383	32,473	32,545	32,609	-	-	32,383	32,473	32,545	32,609

	2023	2024	2025	2026	Technical Adjustments * (Att 9, 10) ¹	New Investments * (Att 5) ¹	2023	2024	2025	2026
MAYOR AND COUNCIL										
Mayor & Council										
Expenditures	11,577	11,795	11,907	12,006	(109)	1,620	11,577	13,306	13,418	13,517
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	11,577	11,795	11,907	12,006	(109)	1,620	11,577	13,306	13,418	13,517
TOTAL - Mayor and Council										
Expenditures	11,577	11,795	11,907	12,006	(109)	1,620	11,577	13,306	13,418	13,517
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	11,577	11,795	11,907	12,006	(109)	1,620	11,577	13,306	13,418	13,517
PARKS, RECREATION AND CULTURE										
Arts & Culture										
Expenditures	35,569	36,321	37,490	38,626	300	-	32,602	33,954	34,823	35,959
Recoveries	(154)	(154)	(154)	(154)	-	-	(154)	(154)	(154)	(154)
Revenues	(1,669)	(1,669)	(1,669)	(1,669)	-	-	(560)	(560)	(560)	(560)
Net budget	33,746	34,498	35,667	36,803	300	-	31,888	33,240	34,109	35,245
City Cemeteries										
Expenditures	9,851	9,882	9,920	9,952	(75)	-	9,851	9,807	9,845	9,877
Recoveries	(76)	(76)	(76)	(76)	75	-	(76)	(1)	(1)	(1)
Revenues	(8,458)	(8,458)	(8,458)	(8,458)	-	-	(8,458)	(8,458)	(8,458)	(8,458)
Net budget	1,317	1,348	1,386	1,418	-	-	1,317	1,348	1,386	1,418
Library Services										
Expenditures	57,742	58,386	59,413	62,128	-	-	57,373	58,017	59,044	61,759
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	57,742	58,386	59,413	62,128	-	-	57,373	58,017	59,044	61,759
Parks & Open Spaces										
Expenditures	87,339	91,991	94,953	98,350	(570)	50	86,891	91,023	93,985	97,382
Recoveries	(7,965)	(7,965)	(7,965)	(7,965)	-	-	(7,965)	(7,965)	(7,965)	(7,965)
Revenues	(4,561)	(4,561)	(4,561)	(4,561)	570	-	(4,561)	(3,991)	(3,991)	(3,991)
Net budget	74,812	79,465	82,427	85,824	-	50	74,364	79,067	82,029	85,426
Recreation Opportunities										
Expenditures	82,523	83,983	84,434	84,849	-	-	85,402	86,862	87,313	87,728
Recoveries	(3,217)	(3,217)	(3,217)	(3,217)	-	-	(3,217)	(3,217)	(3,217)	(3,217)
Revenues	(42,914)	(42,914)	(42,914)	(42,914)	-	-	(44,023)	(44,023)	(44,023)	(44,023)
Net budget	36,392	37,852	38,303	38,718	-	-	38,162	39,622	40,073	40,488
TOTAL - Parks, Recreation and Culture										
Expenditures	273,024	280,564	286,211	293,905	(345)	50	272,119	279,664	285,011	292,705
Recoveries	(11,413)	(11,413)	(11,413)	(11,413)	75	-	(11,413)	(11,338)	(11,338)	(11,338)
Revenues	(57,602)	(57,602)	(57,602)	(57,602)	570	-	(57,032)	(57,032)	(57,032)	(57,032)
Net budget	204,010	211,549	217,197	224,891	300	50	203,105	211,294	216,642	224,336

	2023	2024	2025	2026	Technical Adjustments * (Att 9, 10) ¹	New Investments * (Att 5) ¹	2023	2024	2025	2026
PUBLIC SAFETY AND BYLAWS										
Bylaw Education & Compliance										
Expenditures	13,909	14,169	14,224	14,262	-	2,509	12,374	15,143	15,198	15,236
Recoveries	(1,770)	(1,770)	(1,770)	(1,770)	-	-	(1,720)	(1,720)	(1,720)	(1,720)
Revenues	(485)	(485)	(485)	(485)	-	-	(485)	(485)	(485)	(485)
Net budget	11,654	11,914	11,969	12,007	-	2,509	10,169	12,938	12,993	13,031
Calgary 9-1-1										
Expenditures	48,469	50,591	52,147	54,037	(3,875)	-	48,267	46,514	48,070	49,960
Recoveries	(995)	(995)	(995)	(995)	-	-	(970)	(970)	(970)	(970)
Revenues	(12,209)	(12,209)	(12,209)	(12,209)	3,875	-	(12,209)	(8,334)	(8,334)	(8,334)
Net budget	35,265	37,387	38,943	40,833	-	-	35,088	37,210	38,766	40,656
Emergency Management & Business Continuity										
Expenditures	16,765	5,221	5,221	5,221	-	-	16,725	5,181	5,181	5,181
Recoveries	(85)	(85)	(85)	(85)	-	-	(85)	(85)	(85)	(85)
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	16,680	5,136	5,136	5,136	-	-	16,640	5,096	5,096	5,096
Fire & Emergency Response										
Expenditures	244,541	251,302	267,809	275,485	1,805	100	240,607	251,973	265,780	273,356
Recoveries	(1,705)	(1,705)	(1,705)	(1,705)	895	-	(1,705)	(810)	(810)	(810)
Revenues	(3,748)	(3,748)	(3,748)	(3,748)	-	-	(3,748)	(3,748)	(3,748)	(3,748)
Net budget	239,088	245,849	262,356	270,032	2,700	100	235,154	247,415	261,222	268,798
Fire Inspection & Enforcement										
Expenditures	10,455	10,655	10,677	10,697	-	-	10,396	10,596	10,618	10,638
Recoveries	(63)	(63)	(63)	(63)	-	-	(63)	(63)	(63)	(63)
Revenues	(3,041)	(3,041)	(3,041)	(3,041)	-	-	(3,041)	(3,041)	(3,041)	(3,041)
Net budget	7,352	7,552	7,574	7,594	-	-	7,293	7,493	7,515	7,535
Fire Safety Education										
Expenditures	1,192	1,192	1,192	1,192	-	-	1,133	1,133	1,133	1,133
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	1,192	1,192	1,192	1,192	-	-	1,133	1,133	1,133	1,133
Pet Ownership & Licensing										
Expenditures	10,595	10,743	10,994	11,014	-	-	9,725	9,873	10,124	10,144
Recoveries	(50)	(50)	(50)	(50)	-	-	(0)	(0)	(0)	(0)
Revenues	(5,704)	(5,704)	(5,704)	(5,704)	-	-	(5,704)	(5,704)	(5,704)	(5,704)
Net budget	4,840	4,988	5,239	5,259	-	-	4,020	4,168	4,419	4,439
Police Services										
Expenditures	597,907	598,602	602,705	609,050	9,566	-	599,804	608,167	603,629	609,050
Recoveries	(3,850)	(3,850)	(3,850)	(3,850)	-	-	(3,850)	(3,850)	(3,850)	(3,850)
Revenues	(109,427)	(105,672)	(105,895)	(106,120)	(9,566)	-	(111,324)	(115,238)	(106,819)	(106,120)
Net budget	484,630	489,080	492,960	499,080	-	-	484,630	489,080	492,960	499,080
TOTAL - Public Safety and Bylaws										
Expenditures	943,833	942,475	964,969	980,958	7,496	2,609	939,031	948,580	959,733	974,698
Recoveries	(8,519)	(8,519)	(8,519)	(8,519)	895	-	(8,394)	(7,499)	(7,499)	(7,499)
Revenues	(134,614)	(130,859)	(131,082)	(131,307)	(5,691)	-	(136,511)	(136,550)	(128,131)	(127,432)
Net budget	800,700	803,097	825,368	841,132	2,700	2,609	794,126	804,532	824,103	839,767

	2023	2024	2025	2026	Technical Adjustments * (Att 9, 10) ¹	New Investments * (Att 5) ¹	2023	2024	2025	2026
SOCIAL PROGRAMS AND SERVICES										
Affordable Housing										
Expenditures	23,178	23,488	23,710	23,966	-	81,500	23,142	104,952	50,674	50,930
Recoveries	(187)	(187)	(187)	(187)	-	-	(187)	(187)	(187)	(187)
Revenues	(5,885)	(5,685)	(5,644)	(5,644)	-	-	(5,885)	(5,644)	(5,644)	(5,644)
Net budget	17,106	17,616	17,879	18,135	-	81,500	17,070	99,080	44,843	45,099
Community Strategies										
Expenditures	68,006	72,533	71,194	71,503	1,500	11,222	72,276	91,025	78,186	77,273
Recoveries	(3,103)	(3,103)	(3,103)	(3,103)	-	-	(3,430)	(3,430)	(3,430)	(3,430)
Revenues	(29,703)	(29,703)	(29,703)	(29,703)	-	-	(29,703)	(29,703)	(29,703)	(29,703)
Net budget	35,199	39,726	38,388	38,696	1,500	11,222	39,142	57,891	45,053	44,139
Neighbourhood Support										
Expenditures	9,860	9,860	9,860	9,860	1	-	8,619	8,620	8,620	8,620
Recoveries	(3,001)	(3,001)	(3,001)	(3,001)	-	-	(2,799)	(2,799)	(2,799)	(2,799)
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	6,859	6,859	6,859	6,859	1	-	5,820	5,821	5,821	5,821
Social Programs										
Expenditures	12,533	12,828	12,828	12,828	-	-	11,836	12,131	12,131	12,131
Recoveries	(611)	(611)	(611)	(611)	-	-	(611)	(611)	(611)	(611)
Revenues	(1,326)	(1,326)	(1,326)	(1,326)	-	-	(1,326)	(1,326)	(1,326)	(1,326)
Net budget	10,596	10,891	10,891	10,891	-	-	9,899	10,194	10,194	10,194
TOTAL - Social programs and services										
Expenditures	113,578	118,710	117,592	118,157	1,501	92,722	115,874	216,729	149,611	148,954
Recoveries	(6,903)	(6,903)	(6,903)	(6,903)	-	-	(7,028)	(7,028)	(7,028)	(7,028)
Revenues	(36,914)	(36,714)	(36,673)	(36,673)	-	-	(36,914)	(36,714)	(36,673)	(36,673)
Net budget	69,761	75,092	74,016	74,581	1,501	92,722	71,932	172,986	105,910	105,253
TAX AND PROPERTY ASSESSMENT										
Property Assessment										
Expenditures	22,487	22,905	23,325	23,735	-	-	22,346	22,764	23,184	23,594
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	(0)	(0)	(0)	(0)	-	-	(0)	(0)	(0)	(0)
Net budget	22,487	22,905	23,325	23,735	-	-	22,346	22,764	23,184	23,594
Taxation										
Expenditures	7,346	7,587	7,757	7,793	-	-	5,950	6,191	6,361	6,397
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	(342)	(342)	(342)	(342)	-	-	(275)	(275)	(275)	(275)
Net budget	7,004	7,245	7,415	7,451	-	-	5,675	5,916	6,086	6,122
TOTAL - Tax and Property Assessment										
Expenditures	29,833	30,492	31,082	31,528	-	-	28,296	28,955	29,545	29,991
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	(342)	(342)	(342)	(342)	-	-	(275)	(275)	(275)	(275)
Net budget	29,491	30,150	30,740	31,186	-	-	28,021	28,680	29,270	29,716

	2023	2024	2025	2026	Technical Adjustments * (Att 9, 10) ¹	New Investments * (Att 5) ¹	2023	2024	2025	2026
TRANSPORTATION										
Parking										
Expenditures	75,962	79,605	83,430	87,446	-	-	78,188	81,831	85,656	89,672
Recoveries	(1,393)	(1,395)	(1,397)	(1,399)	-	-	(3,688)	(3,690)	(3,692)	(3,694)
Revenues	(74,425)	(78,066)	(81,889)	(85,903)	-	-	(74,425)	(78,066)	(81,889)	(85,903)
Net budget	145	145	145	145	-	-	76	76	76	76
Public Transit										
Expenditures	483,105	484,032	488,991	491,209	4,659	29,000	477,635	516,880	515,180	517,398
Recoveries	(45,041)	(12,041)	(12,041)	(12,041)	(33,000)	-	(11,207)	(44,207)	(11,207)	(11,207)
Revenues	(154,687)	(194,212)	(195,087)	(196,137)	33,000	6,000	(187,687)	(155,212)	(189,087)	(190,137)
Net budget	283,378	277,779	281,863	283,032	4,659	35,000	278,742	317,461	314,886	316,055
Sidewalks & Pathways										
Expenditures	62,328	63,487	64,344	65,222	-	-	61,544	62,703	63,560	64,438
Recoveries	(6,649)	(6,649)	(6,649)	(6,649)	-	-	(5,842)	(5,842)	(5,842)	(5,842)
Revenues	(3,149)	(3,349)	(3,549)	(3,749)	-	-	(3,149)	(3,349)	(3,549)	(3,749)
Net budget	52,530	53,489	54,146	54,824	-	-	52,553	53,512	54,169	54,847
Specialized Transit										
Expenditures	48,334	48,733	49,221	49,579	-	-	48,334	48,733	49,221	49,579
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	(2,947)	(2,947)	(2,947)	(2,947)	-	-	(2,947)	(2,947)	(2,947)	(2,947)
Net budget	45,387	45,786	46,274	46,632	-	-	45,387	45,786	46,274	46,632
Streets										
Expenditures	231,885	237,981	240,144	242,239	-	-	231,007	237,103	239,266	241,361
Recoveries	(47,360)	(47,360)	(47,360)	(47,360)	-	-	(46,459)	(46,459)	(46,459)	(46,459)
Revenues	(26,882)	(27,132)	(27,132)	(27,132)	-	-	(26,882)	(27,132)	(27,132)	(27,132)
Net budget	157,642	163,489	165,652	167,747	-	-	157,665	163,512	165,675	167,770
Taxi, Limousine & Vehicles-for-Hire										
Expenditures	4,693	4,693	4,708	4,758	-	-	4,690	4,690	4,705	4,755
Recoveries	-	-	-	-	-	-	-	-	-	-
Revenues	(4,690)	(4,690)	(4,705)	(4,755)	-	-	(4,690)	(4,690)	(4,705)	(4,755)
Net budget	3	3	3	3	-	-	0	0	0	0
TOTAL - Transportation										
Expenditures	906,307	918,532	930,839	940,454	4,659	29,000	901,398	951,941	957,589	967,204
Recoveries	(100,443)	(67,445)	(67,447)	(67,449)	(33,000)	-	(67,196)	(100,198)	(67,200)	(67,202)
Revenues	(266,780)	(310,396)	(315,309)	(320,623)	33,000	6,000	(299,780)	(271,396)	(309,309)	(314,623)
Net budget	539,085	540,691	548,083	552,382	4,659	35,000	534,423	580,347	581,080	585,379
UTILITIES & ENVIRONMENT										
Climate & Environmental Management										
Expenditures	17,578	18,360	23,132	27,466	5,518	-	14,276	24,594	25,348	29,682
Recoveries	(1,000)	(1,000)	(1,000)	(1,000)	-	-	(1,000)	(1,000)	(1,000)	(1,000)
Revenues	(108)	(108)	(108)	(108)	-	-	(108)	(108)	(108)	(108)
Net budget	16,470	17,251	22,023	26,357	5,518	-	13,168	23,485	24,239	28,573
Stormwater Management										
Expenditures	90,448	90,796	90,560	90,645	2,488	-	90,448	93,284	93,048	93,133
Recoveries	(3,638)	(3,725)	(3,809)	(3,895)	-	-	(3,638)	(3,725)	(3,809)	(3,895)
Revenues	(86,810)	(87,071)	(86,751)	(86,750)	(2,488)	-	(86,810)	(89,559)	(89,239)	(89,238)
Net budget	0	0	0	0	-	-	0	0	0	0

	2023	2024	2025	2026	Technical Adjustments * (Att 9, 10) ¹	New Investments * (Att 5) ¹	2023	2024	2025	2026
Urban Forestry										
Expenditures	18,564	19,513	19,703	19,870	-	-	18,564	19,513	19,703	19,870
Recoveries	(1,315)	(1,315)	(1,315)	(1,315)	-	-	(1,315)	(1,315)	(1,315)	(1,315)
Revenues	(1,291)	(1,291)	(1,291)	(1,291)	-	-	(1,291)	(1,291)	(1,291)	(1,291)
Net budget	15,958	16,907	17,097	17,264	-	-	15,958	16,907	17,097	17,264
Waste & Recycling										
Expenditures	174,571	180,046	185,408	191,058	5,073	-	174,571	185,119	190,481	196,131
Recoveries	(16,472)	(16,660)	(16,996)	(17,208)	(3)	-	(16,472)	(16,663)	(16,999)	(17,211)
Revenues	(150,024)	(155,312)	(160,336)	(165,775)	(5,070)	-	(150,024)	(160,382)	(165,406)	(170,845)
Net budget	8,075	8,075	8,075	8,075	-	-	8,075	8,075	8,075	8,075
Wastewater Collection & Treatment										
Expenditures	516,742	509,925	519,983	530,035	24,065	-	516,989	534,237	544,295	554,347
Recoveries	(10,560)	(10,814)	(11,057)	(11,305)	-	-	(10,807)	(11,061)	(11,304)	(11,552)
Revenues	(506,125)	(499,054)	(508,869)	(518,673)	(24,065)	-	(506,125)	(523,119)	(532,934)	(542,738)
Net budget	57	57	57	57	-	-	57	57	57	57
Water Treatment & Supply										
Expenditures	328,158	329,386	329,251	329,566	8,122	-	328,158	337,508	337,373	337,688
Recoveries	(10,799)	(11,059)	(11,307)	(11,562)	-	-	(10,799)	(11,059)	(11,307)	(11,562)
Revenues	(317,344)	(318,312)	(317,929)	(317,989)	(8,122)	-	(317,344)	(326,434)	(326,051)	(326,111)
Net budget	15	15	15	15	-	-	15	15	15	15
TOTAL - Utilities & Environment										
Expenditures	1,146,061	1,148,026	1,168,036	1,188,640	45,266	-	1,143,006	1,194,255	1,210,247	1,230,851
Recoveries	(43,785)	(44,573)	(45,485)	(46,285)	(3)	-	(44,032)	(44,823)	(45,735)	(46,535)
Revenues	(1,061,702)	(1,061,148)	(1,075,285)	(1,090,586)	(39,745)	-	(1,061,702)	(1,100,893)	(1,115,030)	(1,130,331)
Net budget	40,575	42,305	47,267	51,768	5,518	-	37,273	48,539	49,483	53,984
ENABLING SERVICES										
Corporate Governance										
Expenditures	20,469	20,803	20,803	20,469	366	-	19,189	20,114	19,889	19,555
Recoveries	(4,933)	(4,933)	(4,933)	(4,933)	(141)	-	(4,933)	(5,074)	(5,074)	(5,074)
Revenues	(253)	(253)	(253)	(253)	-	-	(103)	(103)	(103)	(103)
Net budget	15,282	15,616	15,616	15,282	225	-	14,152	14,936	14,711	14,377
Corporate Security										
Expenditures	33,205	34,415	35,390	35,701	(3,200)	-	32,951	30,961	31,936	32,247
Recoveries	(4,701)	(4,701)	(4,701)	(4,701)	3,200	-	(4,701)	(1,501)	(1,501)	(1,501)
Revenues	(130)	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)
Net budget	28,374	29,584	30,559	30,870	-	-	28,120	29,330	30,305	30,616
Council & Committee Support										
Expenditures	3,925	4,008	4,036	4,061	-	100	3,925	4,108	4,036	4,061
Recoveries	(23)	(23)	(23)	(23)	-	-	(23)	(23)	(23)	(23)
Revenues	(19)	(19)	(19)	(19)	-	-	(19)	(19)	(19)	(19)
Net budget	3,883	3,966	3,994	4,019	-	100	3,883	4,066	3,994	4,019
Data, Analytics & Information Access										
Expenditures	22,231	22,341	22,355	22,368	775	-	22,924	23,809	23,823	23,836
Recoveries	(7,621)	(7,621)	(7,621)	(7,621)	(775)	-	(7,702)	(8,477)	(8,477)	(8,477)
Revenues	(640)	(640)	(640)	(640)	-	-	(640)	(640)	(640)	(640)
Net budget	13,970	14,080	14,094	14,107	-	-	14,582	14,692	14,706	14,719

	2023	2024	2025	2026	Technical Adjustments * (Att 9, 10) ¹	New Investments * (Att 5) ¹	2023	2024	2025	2026
Executive Leadership										
Expenditures	17,030	17,154	17,179	17,358	-	-	17,353	17,477	17,502	17,681
Recoveries	(451)	(451)	(451)	(451)	-	-	(451)	(451)	(451)	(451)
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	16,579	16,703	16,728	16,907	-	-	16,902	17,026	17,051	17,230
Facility Management										
Expenditures	97,826	98,515	99,394	99,838	50	-	97,776	98,565	99,394	99,838
Recoveries	(22,414)	(22,414)	(22,414)	(22,414)	-	-	(22,414)	(22,414)	(22,414)	(22,414)
Revenues	(2,380)	(2,380)	(2,380)	(2,380)	-	-	(2,380)	(2,380)	(2,380)	(2,380)
Net budget	73,031	73,720	74,599	75,043	50	-	72,981	73,770	74,599	75,043
Financial Support										
Expenditures	44,346	44,237	44,257	44,279	401	-	45,742	46,034	46,054	46,076
Recoveries	(15,430)	(15,430)	(15,430)	(15,430)	(141)	-	(15,430)	(15,571)	(15,571)	(15,571)
Revenues	(102)	(102)	(102)	(102)	-	-	(169)	(169)	(169)	(169)
Net budget	28,813	28,704	28,725	28,747	260	-	30,142	30,293	30,314	30,336
Fleet Management										
Expenditures	94,455	94,846	95,314	95,753	16,043	-	94,941	111,375	111,843	112,282
Recoveries	(91,542)	(91,933)	(92,401)	(92,840)	(16,043)	-	(92,453)	(108,887)	(109,355)	(109,794)
Revenues	(2,773)	(2,773)	(2,773)	(2,773)	-	-	(2,773)	(2,773)	(2,773)	(2,773)
Net budget	140	140	140	140	-	-	(286)	(286)	(286)	(286)
Human Resources Support										
Expenditures	35,748	35,944	36,124	36,284	635	1,949	35,748	38,528	38,708	38,868
Recoveries	(2,982)	(2,982)	(2,982)	(2,982)	(635)	-	(2,982)	(3,617)	(3,617)	(3,617)
Revenues	-	-	-	-	-	-	-	-	-	-
Net budget	32,766	32,962	33,142	33,302	-	1,949	32,766	34,911	35,091	35,251
Infrastructure & Engineering										
Expenditures	19,341	19,076	19,150	19,213	75	-	18,840	18,725	18,724	18,787
Recoveries	(11,970)	(11,660)	(11,734)	(11,797)	(75)	-	(11,814)	(11,654)	(11,653)	(11,716)
Revenues	(930)	(930)	(930)	(930)	-	-	(930)	(930)	(930)	(930)
Net budget	6,441	6,486	6,486	6,486	-	-	6,096	6,141	6,141	6,141
Insurance & Claims										
Expenditures	39,242	40,877	42,377	43,877	-	-	39,242	40,877	42,377	43,877
Recoveries	(33,066)	(34,701)	(36,201)	(37,701)	-	-	(33,066)	(34,701)	(36,201)	(37,701)
Revenues	(5,108)	(5,108)	(5,108)	(5,108)	-	-	(5,108)	(5,108)	(5,108)	(5,108)
Net budget	1,068	1,068	1,068	1,068	-	-	1,068	1,068	1,068	1,068
IT Solutions & Support										
Expenditures	124,951	127,731	129,815	131,085	-	-	124,951	127,731	129,815	131,085
Recoveries	(59,605)	(59,605)	(59,605)	(59,605)	-	-	(59,605)	(59,605)	(59,605)	(59,605)
Revenues	(1,107)	(1,107)	(1,107)	(1,107)	-	-	(1,107)	(1,107)	(1,107)	(1,107)
Net budget	64,239	67,019	69,103	70,373	-	-	64,239	67,019	69,103	70,373
Legal Services										
Expenditures	18,070	18,754	18,865	18,880	-	-	18,070	18,754	18,865	18,880
Recoveries	(5,961)	(6,159)	(6,159)	(6,159)	-	-	(5,961)	(6,159)	(6,159)	(6,159)
Revenues	(17)	(17)	(17)	(17)	-	-	(17)	(17)	(17)	(17)
Net budget	12,092	12,578	12,689	12,704	-	-	12,092	12,578	12,689	12,704

	2023	2024	2025	2026	Technical Adjustments * (Att 9, 10) ¹	New Investments * (Att 5) ¹	2023	2024	2025	2026
Municipal Elections										
Expenditures	2,669	2,582	12,051	2,110	109	176	2,669	2,867	12,160	2,219
Recoveries	(5)	(5)	(5)	(5)	-	-	(5)	(5)	(5)	(5)
Revenues	(390)	(503)	(2,636)	(390)	-	-	(390)	(503)	(2,636)	(390)
Net budget	2,274	2,074	9,410	1,715	109	176	2,274	2,359	9,519	1,824
Organizational Health, Safety & Wellness										
Expenditures	19,969	20,115	20,469	20,415	150	-	20,212	20,508	20,862	20,808
Recoveries	(2,123)	(2,123)	(2,123)	(2,123)	(500)	-	(2,123)	(2,623)	(2,623)	(2,623)
Revenues	(2,035)	(2,035)	(2,035)	(2,035)	350	-	(2,185)	(1,835)	(1,835)	(1,835)
Net budget	15,811	15,957	16,311	16,257	-	-	15,904	16,050	16,404	16,350
Procurement & Warehousing										
Expenditures	29,885	30,200	30,101	30,178	147	-	29,252	29,861	29,615	29,692
Recoveries	(13,463)	(13,463)	(13,463)	(13,463)	-	-	(12,551)	(12,551)	(12,551)	(12,551)
Revenues	(5,498)	(5,498)	(5,498)	(5,498)	-	-	(5,498)	(5,498)	(5,498)	(5,498)
Net budget	10,924	11,239	11,140	11,217	147	-	11,203	11,812	11,566	11,643
TOTAL - Enabling Services										
Expenditures	623,359	631,595	647,678	641,867	15,551	2,225	623,782	650,291	665,601	659,790
Recoveries	(276,291)	(278,205)	(280,247)	(282,249)	(15,110)	-	(276,216)	(293,315)	(295,282)	(297,284)
Revenues	(21,380)	(21,493)	(23,626)	(21,380)	350	-	(21,447)	(21,210)	(23,343)	(21,097)
Net budget	325,688	331,897	343,805	338,238	791	2,225	326,119	335,766	346,976	341,409
CORPORATE PROGRAMS										
Corporate Programs - Common Revenues										
Expenditures	900,308	900,308	900,308	900,308	-	(10,000)	900,308	890,308	890,308	890,308
Recoveries	(2,000)	(2,000)	(2,000)	(2,000)	-	-	(2,000)	(2,000)	(2,000)	(2,000)
Revenues	(3,674,921)	(3,620,642)	(3,740,910)	(3,837,662)	(167,762)	(150,226)	(3,507,159)	(3,938,629)	(3,824,360)	(3,919,789)
Net budget	(2,776,613)	(2,722,334)	(2,842,602)	(2,939,354)	(167,762)	(160,226)	(2,608,851)	(3,050,322)	(2,936,052)	(3,031,482)
Corporate Programs - Corporate Costs & Debt Servicing										
Expenditures	528,851	583,727	649,280	712,629	8,055	27,000	520,536	618,782	676,020	739,369
Recoveries	(4,205)	(4,210)	(4,214)	(4,218)	-	-	(4,205)	(4,210)	(4,214)	(4,218)
Revenues	(50,003)	(43,704)	(39,754)	(36,393)	-	-	(50,003)	(43,704)	(39,754)	(36,393)
Net budget	474,643	535,813	605,312	672,018	8,055	27,000	466,328	570,868	632,052	698,758
TOTAL - Corporate Programs										
Expenditures	1,429,159	1,484,035	1,549,588	1,612,937	8,055	17,000	1,420,844	1,509,090	1,566,328	1,629,677
Recoveries	(6,205)	(6,210)	(6,214)	(6,218)	-	-	(6,205)	(6,210)	(6,214)	(6,218)
Revenues	(3,724,924)	(3,664,346)	(3,780,664)	(3,874,055)	(167,762)	(150,226)	(3,557,162)	(3,982,333)	(3,864,114)	(3,956,182)
Net budget	(2,301,970)	(2,186,521)	(2,237,290)	(2,267,336)	(159,707)	(133,226)	(2,142,523)	(2,479,453)	(2,304,000)	(2,332,724)
TOTAL CITY										
Expenditures	6,002,354	5,988,780	6,083,970	6,195,684	239,825	144,226	5,831,479	6,372,831	6,219,981	6,329,449
Recoveries	(503,381)	(473,241)	(476,887)	(479,605)	(48,398)	-	(470,306)	(521,639)	(492,210)	(494,928)
Revenues	(5,498,973)	(5,515,540)	(5,607,083)	(5,716,078)	(191,427)	(144,226)	(5,361,173)	(5,851,193)	(5,727,771)	(5,834,520)
Net budget	-	-	-	-	-	-	-	-	-	-

Notes:

¹ Figures may not add due to rounding

* Figures impacting 2024. Any impacts affecting other budget years are included in the Proposed Adjusted Budget totals.