



# 2006 budget and business plan mississauga ontario canada

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### INTRODUCTION

Mississauga is an excellent city in which to live, work and play. Plentiful walking trails and parks, a high quality road network, prompt snow clearing; these attributes and others make Mississauga the home of choice for almost 700,000 residents and over 20,000 businesses. We strive to provide solid value for the tax dollars collected through prudent fiscal management. Budgets are a financial planning tool used to balance residents' and businesses' service delivery needs and tax and user fee charges. The City started the 2006 Budget process facing a 12 per cent property tax increase. Public feedback has indicated a strong desire to maintain existing service levels. The 2006 Budget does not include any reductions in service levels and strives to ensure that our existing and future infrastructure maintenance requirements are adequately funded. At the same time, through a variety of budget measures, the potential increase has been reduced to only 5.9 per cent.

Mississauga, along with most large municipalities in Ontario, is experiencing many challenges. Similar to your own home or business, cost increases related to labour, vehicle fuel and utility costs continue to affect our operations. Further compounding pressures on the operating program, Mississauga's infrastructure is starting to age. As our roads were originally paid for by developers, their eventual repair and replacement falls to the taxpayer. With funding assistance from senior levels of government, we have taken the first steps to resolving one of the most critical issues plaguing local governments – improving transit. The funding principles surrounding both the federal and provincial sharing of gas tax revenues are evolving. Currently, federal gas taxes can only be used for transit, storm water management and community conservation systems. The Provincial gas tax funding for transit focuses on increasing ridership not defraying operating cost increases. Just as you have been experiencing increased gas costs at the pumps, so has Mississauga Transit. While higher diesel fuel prices raise transit costs, gas tax funding can not be used for day to day operating pressures – it falls to the taxpayer to pay for this increase. More flexibility to use these funds for Mississauga priorities is necessary to ensure that local infrastructure is preserved.

Although a flexible, sustainable funding source for infrastructure is important, a more fundamental change to the services supported through the property tax system is needed. Historically, municipal government was organized to support the services needed for business and residential property owners. For example, services included planning communities, park and road construction, fighting fires

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and building community centres and libraries. The primary funding for these services was derived from taxing property values. As more responsibilities for communities and services expanded, revenue sources did not. Today the property tax bill includes many provincial responsibilities, such as education, health and social service costs. With these additional costs being funded through the property tax base, there is not enough money left for municipalities to adequately fund the services and infrastructure for which they are responsible.

## **2006: A Year of Budget Challenges**

In 2005, Mississauga embarked on the first phase of a business planning process. Business planning aligns available resources, including financial, with the city's service priorities. In June 2005, budget pressures which would have required a 12 per cent tax increases to fund, were presented to Council. These pressures are summarized below:

Service (\$000's)	Tax Rate Increase
<b>Fire &amp; Emergency Services</b>	<b>4.6%</b>
<b>Transit</b>	<b>2.3%</b>
<b>Roads and Watercourses</b>	<b>2.0%</b>
Library	<b>0.8%</b>
Recreation and Parks	<b>0.7%</b>
Land Development	<b>0.5%</b>
Municipal Buildings	<b>0.2%</b>
Regulatory	<b>0.4%</b>
Departmental Support	<b>0.3%</b>
Corporate Support	<b>0.8%</b>
Other (including assmt growth)	<b>-0.5%</b>
<b>Total</b>	<b>12.1%</b>

The 2006 base Operating Program Budget includes increases of almost \$28 million from 2005. This includes cost and revenue changes which are a normal ongoing part of the City's business, growth related cost increases, revenue increases that are in line with inflation and contractor cost increases to maintain existing service levels. As in prior years, the largest component of the base budget change relates to labour costs. Labour continues to comprise about 69 per cent of the operating budget. Economic adjustments and performance pay increases, combined with

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costs associated with the settlement of various union agreements, continue to place considerable upward pressure on the tax rate.

In addition to labour cost increases, other cost pressures related to growth and maintenance of existing service levels are affecting the city. Approximately \$4.0 million in cost increases relate to ensuring that existing service levels are maintained. Examples of upward pressures on the tax rate include electricity rate increases, winter road maintenance contracts or additional staffing requirements. Growth related operating costs such as the new Churchill Meadows Library Branch and 8 new Transit buses, totalling approximately \$2.3 million, have been included in the 2006 Operating Program.

Although the City will continue to grow for many years, assessment growth and revenues associated with development, are beginning and will continue to decline. Revenue reductions for supplementary taxes and development fees have been incorporated into the operating program. As well, the rate of assessment growth is slowing with a 1.5 per cent growth rate estimated in 2006. This growth rate compares to 2.4 per cent growth rate experienced in 2005. Building permit revenue is being held stable at the 2005 level of \$12.5 million. These revenue areas are at risk in the future and will be closely monitored on an annual basis.

Included in the 2006 Operating Program Budget are revenue increases of approximately \$5.5 million. These increases include: recreation rate and usage increases; increased investment income realized through higher interest rates and a larger investment portfolio; and additional transit revenue resulting from increased ridership.

In addition to these changes, the City is proposing new services and initiatives of \$1.7 million. Highlights include transit service expansion (the operating impact is funded from provincial gas tax revenue), city promotional billboards at Pearson International Airport, night patrol for street lighting inspection and special line marking on road pavement to improve visibility.

## **Preserving Services with a Moderate Tax Increase**

Council, in conjunction with staff, worked very hard to minimize the impact of these pressures on taxpayers. By introducing various efficiencies and new revenue sources, as well as undertaking a detailed review of the initial cost pressures, the recommended tax rate increase has been reduced from 12 per cent to 5.9 per cent.

New revenues, operating efficiencies and reserve funding, totalling \$4.3 million; \$1.8 million and \$2.7 million respectively, were used to reduce the tax rate increase. In addition, property taxes used to fund the capital program will be

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reduced by \$4.7 million. New revenues are those that are being highlighted for Council as increases which are beyond those normally proposed for a given service or reflect a decision that is different from the city's normal course of business. The 2006 Operating Program includes \$0.5 million in higher development fees which significantly improve Mississauga's cost recovery ratio. Also, increases in Transit cash fares of \$0.25, passes of \$1.00 and tickets of 10 cents are included in the 2006 Operating Program resulting in a total revenue increase of \$2.4 million.

Lastly, staff are recommending \$2.7 million of reserve funding be used as follows:

- \$1.2 million to phase in 2006 labour increases during contract labour periods;
- \$0.8 million in the elimination of internal loans related to the Lakeview Golf Course and installation of Light Emitting Diode (LED) signal heads; and
- \$0.7 million for reduction in Payments in Lieu of Taxes for the Greater Toronto Airport Authority related to reduced passenger count which is expected to rebound in 2007.

The following chart provides a summary of the proposed tax rate increase by each service:

Service (\$000's)	2005 Budget	2006 Budget	Tax Rate Inc
<b>Fire and Emergency</b>	<b>61,360</b>	<b>69,621</b>	<b>3.7%</b>
<b>Transit</b>	<b>29,404</b>	<b>32,140</b>	<b>1.2%</b>
<b>Roads and Watercourse</b>	<b>41,990</b>	<b>44,526</b>	<b>1.1%</b>
Library	17,960	19,135	<b>0.5%</b>
Rec & Parks	23,588	25,000	<b>0.6%</b>
Municipal Building	23,782	24,697	<b>0.4%</b>
Land Development	976	1,619	<b>0.3%</b>
Regulatory	-5,547	-4,517	<b>0.5%</b>
Corporate Support	39,246	41,642	<b>1.1%</b>
Departmental Support	11,906	13,088	<b>0.5%</b>
Other, including Assm't	<u>-23,098</u>	<u>-32,239</u>	<b>-4.1%</b>
<b>Total</b>	<b>221,566</b>	<b>234,711</b>	<b>5.9%</b>

The tax increase related to transit, fire and road services accounts for most of the total increase.

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The following charts demonstrate the impact of a 5.9 per cent tax increase on homes and businesses at various assessment values.

2003 Assessment Values	\$250,000	\$300,000	\$350,000	\$400,000	\$450,000
<b>Additional Taxes</b>	\$40.98	\$49.18	\$57.37	\$65.57	\$73.76

	Retail Store	Small Office Building	Large Office Building
2003 Assessment Values	\$500,000	\$1,200,000	\$9,500,000
Additional Taxes	\$115.44	\$277.06	\$2,193.39

The table below illustrates the City's 2006 tax impact on the total tax bill. Assuming no change in education taxes (which are set by the Province), Mississauga taxpayers face an average increase of 4.1 per cent or \$140 per home when both the City and Region of Peel budgets are considered together.

Assessed value of \$324,000	2005 Bill	Estimated 2006 Bill	\$ Change	% Change
Region of Peel	\$1,554	*\$1,641	\$87	5.6
Education	\$959	\$959	-	0.0
City Of Mississauga	\$900	\$953	\$53	5.9
<b>Total</b>	<b>\$3,413</b>	<b>\$3,553</b>	<b>\$140</b>	<b>4.1</b>

\* Preliminary indication of per cent increase

### A New Capital Financing Strategy

During 2004 and 2005, the City underwent an extensive review to determine the ongoing capital expenditure requirements needed to maintain existing infrastructure in a state of good repair. These results were presented in the 2005 Budget showing total infrastructure capital requirements at approximately \$882 million. With the recent approval by Council of the Strategic Financing of Capital Assets report, the Hydro Reserve Fund has been split into two different components. One half is being allocated to tax-based capital reserves to fund ongoing maintenance of existing infrastructure financing, while the other half is being set aside in a reserve to be used as a revolving/internal debt financing fund. This strategy has allowed the City to reduce the transfer to capital by \$4.7 million or the equivalent of a two per cent tax rate increase in 2006 while still providing adequate funding to support capital needs.

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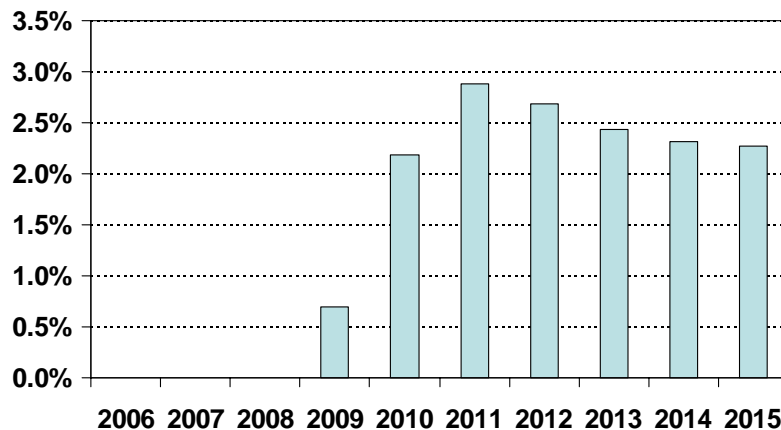
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The City's 2006 -2015 capital program is funded from two basic sources. The first portion relates to funding provided from growth related funding sources primarily from the developers (eg. development charges, cash-in-lieu reserves, etc.) The second portion relates to non-growth funding sources which are used to replace, repair, or upgrade existing infrastructure. In the past, the non-growth capital program was funded solely from taxes and reserves. Under the new capital financing strategy, the city will also need to use the revolving internal debt fund and issue external debt to meet its future infrastructure needs.

The non-growth portion of the 2006 – 2015 capital program totals \$961.8 million. When these projects are inflated over time, the total cost will increase. As the projected balances of the city's tax-based reserves are not sufficient to cover these project costs, it will be necessary to use the revolving fund and issue external debt in the future. Based on the existing assumptions and projects, the use of the revolving fund will begin in 2009 and the City will need to issue external debentures in 2011.

The following chart shows the future property tax impact of using the revolving fund and issuing external debt. These increases are in addition to funding tax increases required for the operating program.

### Annual Tax Impacts of Funding Non Growth Capital Budget



Under today's assumptions, the debt issuance would mean an annual average tax impact of 1.7 per cent per year beginning in 2007 (ie. 9 year average). Alternatively, the city may choose to defer the tax rate increase to the latter part of

## EXECUTIVE SUMMARY



the 10 year plan. In that case, the increases would range between 0.7 per cent and 2.9 per cent. At the end of the 10 year period, the estimated outstanding debt would total \$247 million in inflation adjusted dollars.

The 2006 capital program recommends projects of \$202.6 million. The work is funded 48 per cent from growth related sources and 52 per cent from non-growth related sources. Highlights are as follows:



At a cost of \$36.2 million, the new Sports Complex is funded from the Cash in Lieu of Parkland Dedication Reserve Fund (\$21.8 million) and development charges (\$14.4 million). The facility includes gymnasiums, gymnastics, indoor play fields including soccer, sports therapy leased space and outdoor artificial turf soccer fields.



To ensure that our transportation network is maintained at an adequate level, the 2006 capital program contains \$26.4 million of road rehabilitation projects including improvements to local, major and industrial roads which are funded from tax based reserves. \$38.1 million in major road improvements are recommended including Torbram Road grade separation, Confederation Parkway Bridge over Highway 403 and Eglinton Avenue (Winston Churchill Boulevard to Erin Mills Parkway). These projects will be primarily funded from Development Charges.



Transit projects totalling \$35.5 million include 8 new and 57 replacement buses. Also, the design of an expanded Central Parkway Transit facility has been included. The design and subsequent expansion costs, provided for in future years, will be funded from Federal Gas Tax funding. Staff are working on a transit improvement plan which will be presented to Council in March, 2006.

Over the next 10 years, a portion of the Provincial and Federal gas tax revenue will be used for acquisition of more buses as well as the expansion of the Central Parkway Transit Facility. The remaining funds will be used to improve transit services. Projects being considered include changes to the Hurontario major transit corridor, queue jump lanes or signal pre-emption, hybrid vehicles or an on-street terminal on Burnhamthorpe Road.

An office accommodation project has been included in the 2006 capital program. This project is estimated at \$7.7 million funded from tax based reserve funds. The project incorporates the expansion and renovation of offices to accommodate for two new councillors and their staff as well as the Office of the City Manager and the Legal Services Division at the Civic Centre location. Also, modernization of the Council Chamber and renovation of 950 Burnhamthorpe Road for the eventual permanent relocation of other City Departments to this location from the Civic Centre has been included.



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## **Conclusions**

The 2006 Budget demonstrates Mississauga's ongoing commitment to prudent financial planning. The pressures that affected Mississauga in 2006 are expected to continue into the future. As Mississauga deals with aging infrastructure, increasing labour and commodity cost pressures and declining growth, we are faced with some very difficult decisions. Given that property taxes are our only source of taxation, choices to deal with these pressures are limited to increasing taxes, increasing user fees or modifying our service standards. Although the future facing local governments appears rather uncertain, Mississauga has many resources available to manage these problems. With an AAA credit rating and no debt, combined with adequate reserve balances, Mississauga is taking a long term view to ensure that service standards are maintained while tax impacts are moderated in the future.

Mississauga is one of the best managed cities in Canada. We offer a superior quality of life for residents by providing great services at a reasonable cost. Mississauga's long term approach to service and financial planning is key to our vision of 'Leading today for tomorrow'.

## **Budget Book and Recommendations**

As part of the business planning process, the budget book has been redesigned. You will notice that the department information has been organized by 11 different services. Also, the book has incorporated the use of more tables and charts to improve the clarity of information being provided. A new section has been added which focuses on the efficiency, effectiveness and benchmarking of each service which will continue to be refined and expanded in the future. These changes have been designed to assist Council in reviewing issues, setting priorities and determining the best use of corporate resources.

Budget Committee's review of this recommended budget will commence on December 6, 2005.

Recommendations are as follows:

1. That for the purposes of budgetary control and monitoring, the Operating Program for each Department be approved as outlined in Appendix 1 – Operating Program Summary and Appendix 2 – Summary of Program Changes tabs.

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2. That for purposes of budgetary control and monitoring, the permanent staffing complement of 3,598 staff be approved.
3. That for purposes of budgetary control and monitoring, the 2006 capital projects be established and approved as outlined in Appendix 3 – Capital Program Summary tab.
4. That the 2007 to 2015 Capital forecast be approved in principle as outlined in Appendix 4 – Capital Program Summary tab and be subject to review each year during the annual budget process.
5. That staff be directed to develop a corporate capital program prioritization system to be implemented for the 2007 Budget process.
6. That various Reserve and Reserve Fund transfers be approved as outlined in Appendix 5 – Summary of Reserve and Reserve Fund Transfers tab.
7. That all necessary by-laws be enacted.

A handwritten signature in black ink that reads "Janice M. Baker".

Janice M. Baker, CA  
City Manager and CAO

A handwritten signature in black ink that reads "Brenda R. Breault".

Brenda R. Breault, MBA  
Commissioner of Corporate  
Services and Treasurer

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**CITY OF MISSISSAUGA**  
**Program Summary**

**2006**  
**BUDGET & BUSINESS PLAN**

PROGRAM	2005 BUDGET		2006 BUDGET	
	GROSS	NET	GROSS	NET
<b>CITY MANAGER'S</b>				
<b>Total Corporate Support Service</b>	<b>1,823.9</b>	<b>1,823.9</b>	<b>1,987.5</b>	<b>1,962.5</b>
<b>Total Land Development Service</b>	<b>1,747.6</b>	<b>1,262.9</b>	<b>1,761.2</b>	<b>1,536.7</b>
<b>TOTAL CITY MANAGER'S</b>	<b>3,571.5</b>	<b>3,086.8</b>	<b>3,748.7</b>	<b>3,499.2</b>
<b>COMMUNITY SERVICES</b>				
<b>Departmental Support Service</b>				
Departmental Support Service	3,522.8	3,485.9	3,798.8	3,761.9
Park Planning & Development	2,208.4	1,421.7	2,374.3	1,567.6
<b>Total Departmental Support</b>	<b>5,731.2</b>	<b>4,907.6</b>	<b>6,173.1</b>	<b>5,329.5</b>
<b>Fire &amp; Emergency Services</b>				
Suppression	52,558.9	51,938.9	59,765.8	59,145.8
Building Maintenance	489.8	489.8	490.9	490.9
Vehicle Maintenance	2,101.4	2,101.4	2,304.4	2,304.4
Prevention	3,449.9	3,358.9	3,835.9	3,744.9
Divisional Support Services	4,115.8	3,470.8	4,594.0	3,935.0
<b>Total Fire &amp; Emergency Services</b>	<b>62,715.8</b>	<b>61,359.8</b>	<b>70,991.0</b>	<b>69,621.0</b>
<b>Library</b>				
Central Library Services	4,417.6	4,087.4	4,871.9	4,454.8
Library Branches	9,918.4	9,251.3	11,130.0	10,349.8
Divisional Support Services	5,521.1	4,620.9	5,105.2	4,330.0
<b>Total Library</b>	<b>19,857.1</b>	<b>17,959.6</b>	<b>21,107.1</b>	<b>19,134.6</b>
<b>Municipal Buildings</b>				
Divisional Support Service	1,089.8	693.5	1,292.7	844.4
Capital Project Management and Space Planning	1,229.8	1,002.9	1,399.8	1,052.9
Building Maintenance	5,070.4	5,070.4	5,297.4	5,297.4
Operations and Security	5,960.8	5,852.3	6,399.1	6,290.6
Utilities	11,162.5	11,162.5	11,212.0	11,212.0
<b>Total Municipal Buildings</b>	<b>24,513.3</b>	<b>23,781.6</b>	<b>25,601.0</b>	<b>24,697.3</b>
<b>Recreation &amp; Parks</b>				
Recreation Facilities & Programs	32,119.3	4,480.0	33,189.5	5,398.4
Divisional Support Services	5,319.6	4,438.4	5,555.8	4,519.6
Boulevards & Forestry	4,345.3	4,065.0	4,580.0	4,289.7
Golf/Marinas & Hershey Centre	7,753.4	(1,842.1)	8,555.6	(2,342.2)
Parks Maintenance	13,211.6	12,446.8	14,055.9	13,134.0
<b>Total Recreation &amp; Parks</b>	<b>62,749.2</b>	<b>23,588.1</b>	<b>65,936.8</b>	<b>24,999.5</b>
<b>TOTAL COMMUNITY SERVICES</b>	<b>175,566.6</b>	<b>131,596.7</b>	<b>189,809.0</b>	<b>143,781.9</b>

PROGRAM	2005 BUDGET		2006 BUDGET	
	GROSS	NET	GROSS	NET
<b>CORPORATE SERVICES</b>				
<b>Corporate Support Service</b>				
Corporate Finance	3,305.4	3,305.4	3,497.6	3,497.6
Revenue	3,407.0	2,550.9	3,647.7	2,691.6
Communications	3,294.5	3,150.3	3,568.0	3,413.8
Information Technology	13,140.0	12,914.5	13,590.5	13,343.2
Elections	78.1	78.1	1,509.7	87.6
Office of the City Clerk	2,403.8	1,633.3	2,603.0	1,822.4
Materiel Management, Risk and Realty Services	2,391.9	2,382.4	2,560.4	2,549.9
Legal Services	3,719.4	3,443.8	4,044.7	3,697.7
Corporate Human Resources	2,617.3	2,617.3	2,864.3	2,864.3
<b>Total Corporate Support Service</b>	<b>34,357.4</b>	<b>32,076.0</b>	<b>37,885.9</b>	<b>33,968.1</b>
<b>Total Departmental Support Service</b>	<b>1,874.4</b>	<b>1,874.4</b>	<b>1,962.6</b>	<b>1,962.6</b>
<b>Total Land Development Service</b>	<b>413.4</b>	<b>13.4</b>	<b>442.0</b>	<b>42.0</b>
<b>Regulatory Service</b>				
Provincial Offences Act Enforcement	2,064.1	(4,619.1)	2,080.7	(4,119.3)
	8,921.5	(928.2)	9,611.1	(397.9)
<b>Total Regulatory Service</b>	<b>10,985.6</b>	<b>(5,547.3)</b>	<b>11,691.8</b>	<b>(4,517.2)</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>47,630.8</b>	<b>28,416.5</b>	<b>51,982.3</b>	<b>31,455.5</b>
<b>TOTAL MAYOR &amp; COUNCIL</b>	<b>2,879.4</b>	<b>2,879.4</b>	<b>3,197.8</b>	<b>3,146.3</b>
<b>NON-DEPARTMENTAL</b>				
Bank & External Audit Charges	747.4	747.4	886.6	886.6
Benefits and Labour Package	4,791.2	1,504.1	1,899.7	199.7
Council Committees	113.7	113.7	106.2	106.2
Enersource Dividend	0.0	(8,000.0)	0.0	(8,000.0)
Grants to Volunteer Groups	2,346.8	2,305.5	2,346.8	2,305.5
Insurance	7,378.9	3,848.8	7,338.9	3,808.8
Investment Income	0.0	(5,800.0)	0.0	(6,726.0)
Miscellaneous Revenue and Expenditures	1,214.1	864.1	2,395.7	(5.8)
Payments-In-Lieu of Taxes	850.0	(22,068.8)	850.0	(22,068.8)
Prior Years' Surplus	0.0	(2,500.0)	0.0	(2,500.0)
Taxation	5,766.4	(8,809.7)	5,651.4	(7,124.7)
Transfer To and From Reserves	200.0	200.0	400.0	400.0
Transfers to Capital	39,317.3	14,317.3	9,600.0	9,600.0
Workers' Compensation and Rehabilitation	2,310.0	180.0	2,310.0	180.0
<b>TOTAL NON-DEPARTMENTAL</b>	<b>65,035.8</b>	<b>(23,097.6)</b>	<b>33,785.3</b>	<b>(28,938.5)</b>

**CITY OF MISSISSAUGA**  
**Program Summary**

**2006**  
**BUDGET & BUSINESS PLAN**

PROGRAM	2005 BUDGET		2006 BUDGET	
	GROSS	NET	GROSS	NET
<b>PLANNING &amp; BUILDING</b>				
<b>Total Departmental Support Service</b>	<b>2,074.3</b>	<b>1,539.3</b>	<b>2,275.5</b>	<b>1,690.5</b>
<b>Land Development Service</b>				
Development & Design	3,529.7	2,540.8	3,900.6	2,357.1
Policy Planning	1,600.5	1,578.5	1,831.9	1,702.9
Building Program	8,239.7	(4,419.8)	8,669.0	(4,020.0)
Development Workload Assistance	627.9	0.0	524.1	0.0
<b>Total Land Development Service</b>	<b>13,997.8</b>	<b>(300.5)</b>	<b>14,925.6</b>	<b>40.0</b>
<b>TOTAL PLANNING &amp; BUILDING</b>	<b>16,072.1</b>	<b>1,238.8</b>	<b>17,201.1</b>	<b>1,730.5</b>
<b>TRANSPORTATION &amp; WORKS</b>				
<b>Total Corporate Support Service</b>	<b>2,585.4</b>	<b>2,475.4</b>	<b>2,685.5</b>	<b>2,565.5</b>
<b>Total Departmental Support Service</b>	<b>3,875.8</b>	<b>3,576.3</b>	<b>4,247.3</b>	<b>4,105.0</b>
<b>Roads &amp; Watercourses</b>				
Maintenance Control	2,418.5	2,402.0	2,534.1	2,517.6
Sewer, Bridge & Watercourse	1,619.0	1,430.4	1,634.1	1,455.5
Winter Maintenance	11,795.4	11,355.4	13,386.0	12,851.0
Road/Sidewalk Maintenance	6,785.4	4,625.9	7,814.7	5,288.4
Cleaning and Litter Pickup	4,420.6	3,670.6	5,301.8	4,281.8
Development Services	954.2	946.7	1,003.8	996.3
Design and Construction	1,836.4	(707.9)	1,746.7	(1,697.6)
Corporate Fleet Maintenance	1,477.2	1,422.2	1,702.9	1,647.9
Streetlighting	5,885.6	5,885.6	5,620.6	5,620.6
Crossing Guards	1,995.3	1,995.3	2,064.0	2,064.0
Traffic Management	7,378.8	6,173.8	7,425.3	6,070.3
Transportation & Infrastructure Planning	3,788.7	2,789.6	4,000.7	3,429.7
<b>Total Roads &amp; Watercourses</b>	<b>50,355.1</b>	<b>41,989.6</b>	<b>54,234.7</b>	<b>44,525.5</b>
<b>Total Transit</b>	<b>90,219.4</b>	<b>29,403.6</b>	<b>91,067.0</b>	<b>32,139.8</b>
<b>TOTAL TRANSPORTATION &amp; WORKS</b>	<b>147,035.7</b>	<b>77,444.9</b>	<b>152,234.5</b>	<b>83,335.8</b>
<b>TOTAL CITY</b>	<b>457,791.9</b>	<b>221,565.5</b>	<b>451,958.7</b>	<b>238,010.7</b>

**Note: Council approved additional assessment growth funds:**

Transportation & Works -Roads & Watercourses for expansion of Leaf Pickup Program	96.0
Non Departmental - Miscellaneous Revenue and Expenditures placed in contingency	1,981.5
	2,077.5
<b>Restated 2006 Budget</b>	<b>240,088.2</b>

City of Mississauga 2006 Operating Program	2006 <b>BUDGET &amp; BUSINESS PLAN</b>
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Summary of Program Changes by Services (\$000's)

Department	2004 Actual	2005 Restated Budget	2006 Base Budget	2006 New Service & Initiatives	2006 New Revenues	2006 Service Level Reductions	2006 Efficiencies & Reserve Transfers	2006 Requested Budget	Change in 2006 Requested Budget to 2005 Restated Budget		
	\$	\$	\$	\$	\$	\$	\$	\$	\$	%	
<b>City Manager's</b>											
Corporate Support Service	1,557	1,824	1,963					1,963	139	7.6%	
Land Development Service	1,163	1,263	1,317	220				1,537	274	21.7%	
<b>City Manager's Subtotal</b>	<b>2,720</b>	<b>3,087</b>	<b>3,279</b>	<b>220</b>				<b>3,499</b>	<b>412</b>	<b>13.4%</b>	
<b>Community Services</b>											
Departmental Support Service	4,916	4,908	5,287	43				5,330	422	8.6%	
Fire & Emergency Services	56,331	61,360	69,655		(14)		(20)	69,621	8,261	13.5%	
Library	16,437	17,960	19,135					19,135	1,175	6.5%	
Municipal Buildings	22,056	23,782	25,233				(536)	24,697	916	3.9%	
Recreation & Parks	24,825	23,588	25,586				(586)	25,000	1,411	6.0%	
<b>Community Services Subtotal</b>	<b>124,564</b>	<b>131,597</b>	<b>144,896</b>	<b>43</b>	<b>(14)</b>		<b>(1,142)</b>	<b>143,782</b>	<b>12,185</b>	<b>9.3%</b>	
<b>Corporate Services</b>											
Corporate Support Service	28,605	32,076	34,154	25			(211)	33,968	1,892	5.9%	
Departmental Support Service	1,649	1,874	1,963					1,963	88	4.7%	
Land Development Service	14	13	42					42	29	213.4%	
Regulatory Service	(5,595)	(5,547)	(4,467)		(50)			(4,517)	1,030	18.6%	
<b>Corporate Services Subtotal</b>	<b>24,673</b>	<b>28,417</b>	<b>31,692</b>	<b>25</b>	<b>(50)</b>		<b>(211)</b>	<b>31,456</b>	<b>3,039</b>	<b>10.7%</b>	
<b>Mayor &amp; Council</b>											
Mayor's Office											
Councillors											
<b>Mayor &amp; Council Subtotal</b>	<b>2,703</b>	<b>2,879</b>	<b>3,146</b>					<b>3,146</b>	<b>267</b>	<b>9.3%</b>	
<b>Non-Departmental Subtotal</b>	<b>(28,769)</b>	<b>(23,098)</b>	<b>(22,301)</b>				<b>(6,637)</b>	<b>(28,939)</b>	<b>(5,841)</b>	<b>25.3%</b>	
<b>Planning &amp; Building</b>											
Departmental Support Service	2,209	1,539	1,741			(50)		1,691	151	9.8%	
Land Development Service	(3,638)	(301)	640			(600)		40	341	113.3%	
<b>Planning &amp; Building Subtotal</b>	<b>(1,429)</b>	<b>1,239</b>	<b>2,381</b>			<b>(650)</b>		<b>1,731</b>	<b>492</b>	<b>39.7%</b>	
<b>Transportation &amp; Works</b>											
Corporate Support Service	1,301	2,475	2,566					2,566	90	3.6%	
Departmental Support Service	2,827	3,576	4,068	38				4,105	529	14.8%	
Roads & Watercourses	43,381	41,990	45,569	199			(1,243)	44,526	2,536	6.0%	
Transit	30,152	29,404	34,540	1,188	(3,588)			32,140	2,736	9.3%	
<b>Transportation &amp; Works Subtotal</b>	<b>77,661</b>	<b>77,445</b>	<b>86,742</b>	<b>1,425</b>	<b>(3,588)</b>		<b>(1,243)</b>	<b>83,336</b>	<b>5,891</b>	<b>7.6%</b>	
<b>TOTAL CITY</b>	<b>202,122</b>	<b>221,566</b>	<b>249,834</b>	<b>1,712</b>	<b>(4,302)</b>		<b>0</b>	<b>(9,233)</b>	<b>238,011</b>	<b>16,445</b>	<b>7.4%</b>

<b>City of Mississauga</b>	<b>2006</b>
<b>Summary of 2006 Operating Budget (\$000's)</b>	<b>BUDGET &amp; BUSINESS PLAN</b>

Initiative	New Services & Initiatives	New Revenues	Service Level Reductions	Efficiencies & Reserve Transfers
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### City Manager's Office

#### Corporate Support Service

Economic Development Marketing - Billboards at the Airport	220.0			
<b>Corporate Support Service Subtotal</b>	<b>220.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

<b>City Manager's Office Subtotal</b>	<b>220.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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### Community Services

#### Departmental Support Service

Heritage Assistant	42.6			
<b>Departmental Support Service Subtotal</b>	<b>42.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

#### Fire and Emergency Services

Reduction in lease cost at Station 116				(20.0)
Additional rental revenues for training centre		(14.0)		
<b>Fire and Emergency Services Subtotal</b>	<b>0.0</b>	<b>(14.0)</b>	<b>0.0</b>	<b>(20.0)</b>

#### Municipal Buildings

Lease Termination at Hensall Court House				(80.0)
Savings from Overhead Door Replacement at Transit				(100.0)
950 Burnhamthorpe Relocation Savings				(25.0)
Energy Cost - Open Market Purchase Plan				(290.0)
Sewage Charge Reductions				(41.0)
<b>Municipal Buildings Subtotal</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(536.0)</b>

#### Recreation and Parks

Tourism Transition				(51.0)
Community Facilities Redevelopment Program				(45.4)
Hershey Daytime Ice Utilization				(31.5)
Sponsorship				(80.0)
Increased Program Attendance				(60.0)
950 Burnhamthorpe Relocation				(25.0)
Elimination of Lakeview Golf Course Loan				(293.3)
<b>Recreation and Parks Subtotal</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(586.2)</b>

<b>Community Services Subtotal</b>	<b>42.6</b>	<b>(14.0)</b>	<b>0.0</b>	<b>(1,142.2)</b>
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Initiative	New Services & Initiatives	New Revenues	Service Level Reductions	Efficiencies & Reserve Transfers
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## Corporate Services

### Corporate Support Service

Annual Financial Report Upgrade	25.0			
Reduction in Corporate Recruitment Advertising				(40.0)
Telephone Expense Reduction				(171.3)
<b>Corporate Support Service Subtotal</b>	<b>25.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(211.3)</b>

### Regulatory Service

Parking Fine rate increases		(50.0)		
<b>Regulatory Service Subtotal</b>	<b>0.0</b>	<b>(50.0)</b>	<b>0.0</b>	<b>0.0</b>

<b>Corporate Services Subtotal</b>	<b>25.0</b>	<b>(50.0)</b>	<b>0.0</b>	<b>(211.3)</b>
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## Mayor & Council

<b>Mayor &amp; Council Subtotal</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## Non-Departmental

### Other

Insurance broker and actuarial services reduction				(40.0)
Recover shortfalls in PILT from Reserves				(680.0)
Offset of labour increases with transfers from Reserves.				(1,200.0)
Reduction in transfers to Capital				(4,717.3)
<b>Other Subtotal</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(6,637.3)</b>

<b>Non Departmental Subtotal</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(6,637.3)</b>
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## Planning & Building

### Departmental Support Service

Department Roadmap Study		(50.0)		
<b>Departmental Support Service Subtotal</b>	<b>0.0</b>	<b>(50.0)</b>	<b>0.0</b>	<b>0.0</b>

### Land Development Service

Changes to the current Planning Application Fee structure and increases in fees.		(500.0)		
Mississauga Plan and other Policy Reviews		(100.0)		
<b>Land Development Service Subtotal</b>	<b>0.0</b>	<b>(600.0)</b>	<b>0.0</b>	<b>0.0</b>

<b>Planning &amp; Building Subtotal</b>	<b>0.0</b>	<b>(650.0)</b>	<b>0.0</b>	<b>0.0</b>
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Initiative	New Services & Initiatives	New Revenues	Service Level Reductions	Efficiencies & Reserve Transfers
<b>Transportation &amp; Works</b>				
<b>Departmental Support Service</b>				
Health & Safety Specialist	37.5			
<b>Departmental Support Service Subtotal</b>	<b>37.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Roads and Watercourses</b>				
Street Lighting Patrol	125.0			
Special Lane Markings	74.0			
Hydro Street lighting savings				(600.0)
Elimination of Light Emitting Diode (LED) loan repayment				(517.5)
Rationalization of concession operations				(75.0)
Additional parking meter locations				(50.0)
<b>Roads and Watercourses Subtotal</b>	<b>199.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(1,242.5)</b>
<b>Transit</b>				
Fare increase		(2,400.0)		
Transit service improvement	1,188.1	(1,188.1)		
<b>Transit Subtotal</b>	<b>1,188.1</b>	<b>(3,588.1)</b>	<b>0.0</b>	<b>0.0</b>
<b>Transportation and Works Subtotal</b>	<b>1,424.6</b>	<b>(3,588.1)</b>	<b>0.0</b>	<b>(1,242.5)</b>
<b>Total</b>	<b>1,712.2</b>	<b>(4,302.1)</b>	<b>0.0</b>	<b>(9,233.3)</b>

<b>2006 Capital Budget Summary</b>					
<b>(000's)</b>					
<b>Department/Division</b>	<b>Gross Cost</b>	<b>Recovery/ Subsidy</b>	<b>Net Cost</b>	<b>Growth</b>	<b>Non-Growth</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Fire and Emergency Services	2,037	0	2,037	0	2,037
Library Services	1,403	0	1,403	1,146	256
Recreation and Parks	50,579	20	50,559	44,289	6,271
Facility and Property Management	15,153	0	15,153	0	15,153
<b>Total Community Services</b>	<b>69,172</b>	<b>20</b>	<b>69,152</b>	<b>45,435</b>	<b>23,717</b>
Information Technology	8,535	0	8,535	0	8,535
Vehicles, Equipment and Other	157	0	157	0	157
<b>Total Corporate Services</b>	<b>8,692</b>	<b>0</b>	<b>8,692</b>	<b>0</b>	<b>8,692</b>
Bridge and Structure Rehabilitation	1,179	0	1,179	0	1,179
Major Roads	38,156	10,209	27,947	27,022	925
Other Engineering	10,447	81	10,366	5,740	4,626
Roadway Rehabilitation	26,351	0	26,351	0	26,351
Storm Drainage	13,159	0	13,159	13,159	0
Transit	35,485	9,300	26,185	4,724	21,461
<b>Total Transportation and Works</b>	<b>124,777</b>	<b>19,590</b>	<b>105,187</b>	<b>50,645</b>	<b>54,542</b>
<b>Total City Wide Capital Program</b>	<b>202,641</b>	<b>19,610</b>	<b>183,031</b>	<b>96,081</b>	<b>86,951</b>

**Departmental Capital Summary - 2006 Recommended Funding**  
**Community Services**  
(000's)

**2006**  
**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
<b>Fire and Emergency Services</b>							
<b>Stations and Auxiliary</b>							
6252	Fire Station 106 - Design	50	0	50	FRRRF	0	50
<b>Total Stations and Auxiliary</b>		<b>50</b>	<b>0</b>	<b>50</b>		<b>0</b>	<b>50</b>
<b>Vehicles and Equipment</b>							
6253	Fire Accessory Equipment	130	0	130	FVERRF	0	130
6256	Fire Vehicles - Replacement	1,354	0	1,354	FVERRF	0	1,354
6258	Personal Protective Equipment Replacement	168	0	168	FVERRF	0	168
6259	Portable Radio Replacement	160	0	160	FVERRF	0	160
6260	Refurbish Fire Vehicles	175	0	175	FVERRF	0	175
<b>Total Vehicles and Equipment</b>		<b>1,987</b>	<b>0</b>	<b>1,987</b>		<b>0</b>	<b>1,987</b>
<b>Total Fire and Emergency Services</b>		<b>2,037</b>	<b>0</b>	<b>2,037</b>		<b>0</b>	<b>2,037</b>
<b>Mississauga Library System</b>							
<b>Buildings</b>							
6271	Library Renovations	22	0	22	FRRRF	0	22
<b>Total Buildings</b>		<b>22</b>	<b>0</b>	<b>22</b>		<b>0</b>	<b>22</b>
<b>Materials and Equipment</b>							
6273	Collection Development	1,274	0	1,274	DCA-LIB/ CRF	1,147	127
6275	Library Programme Equipment Replacement	107	0	107	CRF	0	107
<b>Total Materials and Equipment</b>		<b>1,381</b>	<b>0</b>	<b>1,381</b>		<b>1,147</b>	<b>234</b>
<b>Total Mississauga Library System</b>		<b>1,403</b>	<b>0</b>	<b>1,403</b>		<b>1,147</b>	<b>256</b>

**Departmental Capital Summary - 2006 Recommended Funding**  
**Community Services**  
**(000's)**

**2006**  
**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
<b>Recreation and Parks</b>							
<b>City Wide Facilities</b>							
6301	Sports Complex	36,190	0	36,190	DCA-REC/CIL-OS	36,190	0
6302	Bicycle Pedestrian System - Class 1 & 3 Trails	1,772	0	1,772	DCA-REC	1,772	0
6303	Streetscape Pathway - Burnhamthorpe & Duke of York - Tridel	305	0	305	CRF	0	305
6304	Streetscape Pathway - Burnhamthorpe & Duke of York - Davis	146	0	146	CRF	0	146
6305	Indoor Soccer - Design	669	0	669	CIL-OS	669	0
6306	MacEwan Terrace Barn Upgrading	212	0	212	CIL-OS	212	0
6307	Recreation and Parks Studies - 5 Year Review of Multi-use Recreation Trail Master Plan	138	0	138	DCA-GG/CRF	124	14
6313	Cemetery Site Study	65	0	65	CRF	0	65
6314	Site Investigations/ Appraisals/ Audits	54	0	54	CIL-OS	54	0
<b>Total City Wide Facilities</b>		<b>39,551</b>	<b>0</b>	<b>39,551</b>		<b>39,020</b>	<b>530</b>
<b>Park Facility Installation</b>							
6308	Skateboard Facility - Huron Park	97	0	97	DCA-REC	97	0
6315	Play Equipment - Heatherleigh Park	43	0	43	DCA-REC	43	0
6316	Play Equipment/ Unlit Soccer - Madill Common	61	0	61	DCA-REC	61	0
<b>Total Park Facility Installation</b>		<b>201</b>	<b>0</b>	<b>201</b>		<b>201</b>	<b>0</b>

**Departmental Capital Summary - 2006 Recommended Funding**

**Community Services  
(000's)**

**2006**

**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
<b>Parkland Redevelopment</b>							
6309	Parking Lots - Creditview Woods	4	0	4	CRF	0	4
6330	Bridges and Underpasses	407	0	407	CRF	0	407
6349	Playground Redevelopment - Lakefront Promenade	162	0	162	CRF	0	162
6350	Playground Redevelopment - Various Locations	127	0	127	CRF	0	127
<b>Total Parkland Redevelopment</b>		<b>701</b>	<b>0</b>	<b>701</b>		<b>0</b>	<b>701</b>
<b>Parkland Acquisition</b>							
6318	Community Parkland - Novo Star	200	0	200	CIL-OS	200	0
6319	Community Parkland - Future Park F171	976	0	976	CIL-OS	976	0
6320	Community Parkland - Future Park F171	939	0	939	CIL-OS	939	0
6321	Woodland - Future Park F171	877	0	877	CIL-OS	877	0
6322	Community Parkland - Heatherleigh Park	1,242	0	1,242	CIL-OS	1,242	0
<b>Total Parkland Acquisition</b>		<b>4,234</b>	<b>0</b>	<b>4,234</b>		<b>4,234</b>	<b>0</b>
<b>Parkland Development</b>							
6310	Archaeological Investigation - Pinchin Farm	38	0	38	DCA-REC	38	0
6311	Liability Mitigation - Pinchin Farm	260	0	260	DCA-REC	260	0
6312	Basic Development - Park 434	32	0	32	DCA-REC	32	0

**Departmental Capital Summary - 2006 Recommended Funding**  
**Community Services**  
(000's)

**2006**  
**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
6323	Basic Development - Applewood Heights	38	0	38	DCA-REC	38	0
6324	Basic Development - Madill Common	249	0	249	DCA-REC	249	0
6325	Basic Development - Future Park 427	32	0	32	DCA-REC	32	0
6326	Basic Development - Derry Greenway	5	0	5	DCA-REC	5	0
<b>Total Parkland Development</b>		<b>653</b>	<b>0</b>	<b>653</b>		<b>653</b>	<b>0</b>
<b>Parks Maintenance</b>							
6360 to 6361	Cemetery Improvements - Streetsville Public Cemetery	190	0	190	CRF	0	190
6362 to 6363	Golf Course Maintenance - Lakeview Golf Course	33	0	33	CRF	0	33
6378	Pathway Lighting Improvements	37	0	37	CRF	0	37
6379	Pathway Reconstruction	233	0	233	CRF	0	233
6380	Other Park Improvements - Lakefront Promenade	176	0	176	CRF	0	176
6381	Other Park Improvements - Kariya Park	90	0	90	CRF	0	90
6382	Other Park Improvements - Century City Park	5	0	5	CRF	0	5
6383	Other Park Improvements - Fallingbrook Community Park	5	0	5	CRF	0	5
6384	Other Park Improvements - Springfield Park	5	0	5	CRF	0	5
6385	Other Park Improvements - Park and Greenbelt Fencing	65	0	65	CRF	0	65
6386	Other Park Improvements - Park Furnishings	33	0	33	CRF	0	33
6387	Other Park Improvements - Woodington Green Park	32	0	32	CRF	0	32

**Departmental Capital Summary - 2006 Recommended Funding**  
**Community Services**  
(000's)

**2006**  
**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
6388	Turf Renovation Program - Mohawk Park	25	0	25	CRF	0	25
6389	Water Services - Various Neighbourhood Parks	27	0	27	CRF	0	27
<b>Total Parks Maintenance</b>		<b>955</b>	<b>0</b>	<b>955</b>		<b>0</b>	<b>955</b>
<b>Sport Field Maintenance</b>							
6370	Lit Sports Field Maintenance - Mississauga Valley	5	0	5	CRF	0	5
6371	Tennis Court Maintenance - Camden Park	54	0	54	CRF	0	54
6372	Tennis Court Maintenance - Max Ward Park	54	0	54	CRF	0	54
6373	Tennis Court Maintenance - Westacres Park	54	20	34	CRF	0	34
6374	Unlit Sports Field Maintenance - Petro Canada Park	8	0	8	CRF	0	8
6375	Unlit Sports Field Maintenance - Fred Halliday Memorial Park	11	0	11	CRF	0	11
<b>Total Sport Field Maintenance</b>		<b>186</b>	<b>20</b>	<b>166</b>		<b>0</b>	<b>166</b>
<b>Urban Forestry</b>							
6402	Park Tree Planting	70	0	70	CRF	0	70
6403	Playground Trees	15	0	15	CRF	0	15
6406	Forest Management	25	0	25	CRF	0	25
6407	Naturalizations/ Plantings	40	0	40	CRF	0	40
6408	Street Tree Plantings - Infill	590	0	590	STPRF	0	590
6410	Tree Planting - Arbor Day/ Special Events	25	0	25	CRF	0	25
6411	Tree Planting - New Subdivisions	500	0	500	STPRF	0	500
6412	Tree Planting - Road Reconstruction	31	0	31	STPRF	0	31
6413	Tree/Shrub Planting - Conservation Authority	75	0	75	CRF	0	75
6414	Streetscape Beautification	100	0	100	CRF/STPRF	0	100
<b>Total Urban Forestry</b>		<b>1,471</b>	<b>0</b>	<b>1,471</b>		<b>0</b>	<b>1,471</b>

**Departmental Capital Summary - 2006 Recommended Funding**  
**Community Services**  
(000's)

**2006**  
**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
<b>Vehicles, Equipment</b>							
6422	Parks Vehicles and Equipment	195	0	195	CIL-OS	0	195
6423	Parks Vehicles and Equipment	200	0	200	DCA- PUBWKS/CRF	180	20
6424	Recreation Programme Equipment	479	0	479	CRF	0	479
<b>Total Vehicles, Equipment</b>		<b>874</b>	<b>0</b>	<b>874</b>		<b>180</b>	<b>694</b>
<b>Facility Renovations</b>							
6428	Community Centre Renovations - Various Sites	580	0	580	CIL-OS	0	580
6429	Building Renovations - Marina	16	0	16	FRRRF	0	16
6430	Redevelopment Phase 2 - Preliminary Design	500	0	500	CFRRF	0	500
6431	Major Facility Identification Signage	657	0	657	CIL-OS	0	657
<b>Total Facility Renovations</b>		<b>1,753</b>	<b>0</b>	<b>1,753</b>		<b>0</b>	<b>1,753</b>
<b>Total Recreation and Parks</b>		<b>50,579</b>	<b>20</b>	<b>50,559</b>		<b>44,289</b>	<b>6,271</b>
<b>Facility and Property Management</b>							
<b>Major Facility Maintenance</b>							
6700 to 6709	HVAC Systems	867	0	867	FRRRF/CIL-OS	0	867
6710 to 6724	Roofing Systems	1,635	0	1,635	FRRRF	0	1,635
6725 to 6748	Mechanical Systems	1,746	0	1,746	CIL-OS/ FRRRF	0	1,746
6749 to 6751	Electrical Systems	31	0	31	FRRRF	0	31
6752 to 6793	Structural	650	0	650	FRRRF	0	650
6794 to 6796	Affiliated and Rental	25	0	25	FRRRF	0	25
6797 to 6805	Heritage Buildings	273	0	273	FRRRF	0	273
6806	Emergency Major Facility Maintenance	186	0	186	FRRRF	0	186
<b>Total Major Facility Maintenance</b>		<b>5,412</b>	<b>0</b>	<b>5,412</b>		<b>0</b>	<b>5,412</b>

**Departmental Capital Summary - 2006 Recommended Funding**

**Community Services**  
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Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
<b>Facility Services</b>							
6807 to 6810	Site Services	400	0	400	FRRRF	0	400
6811 to 6813	Signage	66	0	66	FRRRF	0	66
6814 to 6817	Security	408	0	408	FRRRF	0	408
6818 to 6835	Energy Management	284	0	284	FRRRF	0	284
6836 to 6837	Inspections	49	0	49	FRRRF	0	49
<b>Total Facility Services</b>		<b>1,206</b>	<b>0</b>	<b>1,206</b>		<b>0</b>	<b>1,206</b>
<b>Relocation and Furniture</b>							
6838 to 6840	Furniture	376	0	376	CRF	0	376
<b>Total Relocation and Furniture</b>		<b>376</b>	<b>0</b>	<b>376</b>		<b>0</b>	<b>376</b>
<b>Vehicles and Equipment</b>							
6841 to 6842	Equipment	17	0	17	CRF	0	17
<b>Total Vehicles and Equipment</b>		<b>17</b>	<b>0</b>	<b>17</b>		<b>0</b>	<b>17</b>
<b>Corporate Buildings - Additions and Improvements</b>							
6843 to 6847	Relocation & Office Accommodation	7,903	0	7,903	CRF/FRRRF	0	7,903
6848 to 6853	Accessibility	239	0	239	FRRRF	0	239
<b>Total Corporate Buildings - Additions and Improvements</b>		<b>8,142</b>	<b>0</b>	<b>8,142</b>		<b>0</b>	<b>8,142</b>
<b>Total Facility and Property Management</b>		<b>15,152</b>	<b>0</b>	<b>15,152</b>		<b>0</b>	<b>15,152</b>
<b>Total Community Services- 2006</b>		<b>69,171</b>	<b>20</b>	<b>69,151</b>		<b>45,435</b>	<b>23,716</b>

\* See Funding Source Abbreviation table at the end of this section

**Departmental Capital Summary - 2006 Recommended Funding**
**Corporate Services  
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Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
<b>Information Technology</b>							
<b>Inquiries Management</b>							
6561	Inquiries Management - Call Centre System	2,100	0	2,100	CRF	0	2,100
<b>Total Inquiries Management</b>		<b>2,100</b>	<b>0</b>	<b>2,100</b>		<b>0</b>	<b>2,100</b>
<b>IT Simplification</b>							
6562	IT Business Application Simplification	350	0	350	CRF	0	350
<b>Total IT Simplification</b>		<b>350</b>	<b>0</b>	<b>350</b>		<b>0</b>	<b>350</b>
<b>eCity Applications</b>							
6564	eCity Applications	230	0	230	CRF	0	230
<b>Total eCity Applications</b>		<b>230</b>	<b>0</b>	<b>230</b>		<b>0</b>	<b>230</b>
<b>Minor Projects</b>							
6576	Minor Projects	100	0	100	CRF	0	100
<b>Total Minor Projects</b>		<b>100</b>	<b>0</b>	<b>100</b>		<b>0</b>	<b>100</b>
<b>Applications - New and Replacement</b>							
6580	Field Automation	100	0	100	CRF	0	100
6582	Tax System	340	0	340	CRF	0	340
6584	CLASS - Point of Sale	225	0	225	CRF	0	225
6585	Max Replacement	1,500	0	1,500	CRF	0	1,500
6586	City Link	300	0	300	CRF	0	300
6587	Financials - SAP	350	0	350	CRF	0	350
6588	Print Management and Docket Sytem - Print	75	0	75	CRF	0	75
<b>Total Applications - New and Replacement</b>		<b>2,890</b>	<b>0</b>	<b>2,890</b>		<b>0</b>	<b>2,890</b>

**Departmental Capital Summary - 2006 Recommended Funding**  
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Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
<b>Application Upgrades</b>							
6583	Application Upgrades	300	0	300	CRF	0	300
<b>Total Application Upgrades</b>		<b>300</b>	<b>0</b>	<b>300</b>		<b>0</b>	<b>300</b>
<b>PC Replacement and Peripherals</b>							
6596	PC Replacement and Peripherals	1,095	0	1,095	CRF	0	1,095
<b>Total PC Replacement and Peripherals</b>		<b>1,095</b>	<b>0</b>	<b>1,095</b>		<b>0</b>	<b>1,095</b>
<b>Server Management</b>							
6621	Server Replacement	350	0	350	CRF	0	350
<b>Total Server Management</b>		<b>350</b>	<b>0</b>	<b>350</b>		<b>0</b>	<b>350</b>
<b>Tools and Utilities</b>							
6622	Tools and Utilities	200	0	200	CRF	0	200
<b>Total Tools and Utilities</b>		<b>200</b>	<b>0</b>	<b>200</b>		<b>0</b>	<b>200</b>
<b>Business Continuity and Disaster Readiness</b>							
6623	Business Continuity and Disaster Readiness	450	0	450	CRF	0	450
<b>Total Business Continuity and Disaster Readiness</b>		<b>450</b>	<b>0</b>	<b>450</b>		<b>0</b>	<b>450</b>
<b>Network Management</b>							
6625	Network Management	445	0	445	CRF	0	445
<b>Total Network Management</b>		<b>445</b>	<b>0</b>	<b>445</b>		<b>0</b>	<b>445</b>
<b>Specialized IT Equipment</b>							
6628	Field Automation Equipment	25	0	25	CRF	0	25
<b>Total Specialized IT Equipment</b>		<b>25</b>	<b>0</b>	<b>25</b>		<b>0</b>	<b>25</b>
<b>Total Information Technology</b>		<b>8,535</b>	<b>0</b>	<b>8,535</b>		<b>0</b>	<b>8,535</b>

**Departmental Capital Summary - 2006 Recommended Funding**

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**2006**

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<b>Project Number</b>	<b>Project Name</b>	<b>Gross Cost</b>	<b>Recovery</b>	<b>Net Cost</b>	<b>Funding Sources*</b>	<b>Growth</b>	<b>Non-Growth</b>
		<b>\$</b>	<b>\$</b>	<b>\$</b>		<b>\$</b>	<b>\$</b>
<b>Vehicles, Equipment and Other</b>							
<b>Print Shop</b>							
6640	Miscellaneous Equipment	3	0	3	CRF	0	3
<b>Total Print Shop</b>		<b>3</b>	<b>0</b>	<b>3</b>		<b>0</b>	<b>3</b>
<b>Miscellaneous Equipment</b>							
6641	Departmental Miscellaneous Equipment	24	0	24	CRF	0	24
<b>Total Miscellaneous Equipment</b>		<b>24</b>	<b>0</b>	<b>24</b>		<b>0</b>	<b>24</b>
<b>Audiovisual Equipment</b>							
6642	Audiovisual Equipment	97	0	97	CRF	0	97
<b>Total Audiovisual Equipment</b>		<b>97</b>	<b>0</b>	<b>97</b>		<b>0</b>	<b>97</b>
<b>Radio Replacement</b>							
6643	Enforcement	33	0	33	CRF	0	33
<b>Total Radio Replacement</b>		<b>33</b>	<b>0</b>	<b>33</b>		<b>0</b>	<b>33</b>
<b>Total Vehicles, Equipment and Other</b>		<b>157</b>	<b>0</b>	<b>157</b>		<b>0</b>	<b>157</b>
<b>Total Corporate Services- 2006</b>		<b>8,692</b>	<b>0</b>	<b>8,692</b>		<b>0</b>	<b>8,692</b>

\* See Funding Source Abbreviation table at the end of this section

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Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
<b>Roadway Rehabilitation</b>							
6100	Roadway Rehabilitation	26,057		26,057	RIMRF/CRF	0	26,057
6123	Ditching/Culvert Allowance	97	0	97	RIMRF	0	97
6125	Roadway Infrastructure Review	197	0	197	RIMRF	0	197
<b>Total Roadway Rehabilitation</b>		<b>26,351</b>	<b>0</b>	<b>26,351</b>		<b>0</b>	<b>26,351</b>
<b>Major Roads</b>							
6101	Intersection Improvements	1,880	0	1,880	DCA-CWE	1,880	0
6102	Goreway Drive Grade Separation Class Environment Assessment	150	75	75	DCA-CWE	75	0
6103	Torbram Grade Separation (South)	7,500	500	7,000	DCA-CWE	7,000	0
6104	Torbram Road Grade Separation (North)	11,930	6,685	5,245	DCA-CWE	5,245	0
6105	Confederation Parkway - Rathburn Road to North limit of Hydro Electric Power Corridor (including Bridge over Hwy 403)	6,500	0	6,500	DCA-CWE	6,500	0
6106	Eglinton Avenue - Winston Churchill Boulevard to Erin Mills Parkway	2,780	1,200	1,580	DCA-CWE / CRF	1,580	0
6107	Kateson (Hurontario Street West Collector) from Madill Boulevard to 430m North	630	473	157	DCA-CWE	157	0

**Departmental Capital Summary - 2006 Recommended Funding**  
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**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
6108	Netherhart Road - Britannia Road East to Courtney Drive East	\$ 2,300	\$ 0	\$ 2,300	DCA-CWE	\$ 2,300	\$ 0
6109	Ridgeway Drive - Unity Drive to North Limit of HEPC - Detail Design	400	0	400	DCA-CWE	400	0
6111	Thomas Street - Tenth Line to Winston Churchill Boulevard	1,560	1,170	390	DCA-CWE	390	0
6112	Aerowood Drive - Dixie Road to 150m Easterly	420	41	379	CRF	0	379
6113	Clarica Drive - Hurontario Street to Burnhamthorpe Road West	321	65	256	CRF	0	256
6114	Living Arts Drive - City Centre Drive to Prince of Wales Boulevard	50	0	50	CRF	0	50
6115	Courtney Drive - Kennedy Road to Dixie Road	300	0	300	DCA-CWE	300	0
6116	Britannia Road Extension - Burnside Court to Britannia Terminus	150	0	150	DCA-CWE	150	0
6117	Burnhamthorpe Road - City Centre	150	0	150	CRF	0	150
6118	Winston Churchill Boulevard - Argentic Road to Tradewind Drive	150	0	150	DCA-CWE / CRF	120	30
6119	Mavis Road - Eglinton Avenue to Matheson Boulevard	150	0	150	DCA-CWE / CRF	120	30

**Departmental Capital Summary - 2006 Recommended Funding**  
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Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
6120	Burnhamthorpe Road - Hurontario Street to Cawthra Road	150	0	150	DCA-CWE / CRF	120	30
6121	Creekbank Road/Netherhart Road - Matheson Boulevard to Courtney Drive	500	0	500	DCA-CWE	500	0
6122	Preliminary Engineering Studies	185	0	185	DCA-CWE / CRF	185	0
<b>Total Major Roads</b>		<b>38,156</b>	<b>10,209</b>	<b>27,947</b>		<b>27,022</b>	<b>925</b>
<b>Other Engineering</b>							
6110	Sidewalks	600	0	600	DCA-CWE / RIMRF / SRF	480	120
6160	Vehicle & Equipment Replacement	2,288	0	2,288	MFVERF	0	2,288
6161	Facility Repairs	24	0	24	FRRRF	0	24
6162	Specialized Equipment	97	0	97	CRF	0	97
6164	New Vehicles & Equipment	1,390	0	1,390	DCA-PUBWKS / CRF	1,251	139
6194	Salt Management Program	100	0	100	CRF	0	100
6195	Streetlighting	1,535	0	1,535	CRF	0	1,535
6196	Construction of Southeast Works Yard	2,138	0	2,138	DCA-PUBWKS / CRF	1,924	214

**Departmental Capital Summary - 2006 Recommended Funding**  
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**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
6197	Railway Barriers	160	81	79	CRF	0	79
6198	Traffic Signals	1,760	0	1,760	DCA-CWE / TSRF	1,760	0
6246	Central System and Technology Upgrades	325	0	325	DCA-CWE	325	0
6248	Traffic Signal Pre-Emption Equipment	30	0	30	RIMRF	0	30
<b>Total Other Engineering</b>		<b>10,447</b>	<b>81</b>	<b>10,366</b>		<b>5,740</b>	<b>4,626</b>
<b>Storm Drainage</b>							
6131	Minor Erosion Control Works	80	0	80	DCA-ST / CRF	80	0
6132	Little Etobicoke Creek Erosion Control - Eglinton Avenue to Hwy 401 (Construction)	2,100	0	2,100	DCA-ST / CRF	2,100	0
6134	Credit River Watershed Erosion Control - Site 13A - upstream of Eglinton Avenue West (Construction)	267	0	267	DCA-ST / CRF	267	0
6135	Meadowvale Business Park District (North 16) - Channel, Culvert, and Pond Works	596	0	596	DCA-ST	596	0
6136	Land Acquisition for SWM Facilities - #5704 - Duncairn Drive & Winston Churchill Boulevard (NBHD 404)	3,013	0	3,013	DCA-ST	3,013	0

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**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
6137	Land Acquisition - Meadowvale Business Park District - Sixteen Mile Creek	4,161	0	4,161	DCA-ST	4,161	0
6138	Planting for SWM Facility #5803 (West Cell) - West of Winston Churchill Boulevard, North of Hwy 403	100	0	100	DCA-ST	100	0
6139	Sawmill Creek #2 SWM (Quantity & Quality) Facility #5704 NBHD 404 - Duncairn Drive & Winston Churchill Boulevard (Design and Construction)	2,842	0	2,842	DCA-ST	2,842	0
<b>Total Storm Drainage</b>		<b>13,159</b>	<b>0</b>	<b>13,159</b>		<b>13,159</b>	<b>0</b>
<b>Bridge and Structure Rehabilitation</b>				0			
6150	Bridge Structure Detail Inspections & Design - Various Locations	97	0	97	CRF	0	97
6151	Bridge Repairs	214	0	214	CRF	0	214
6152	Atwater Avenue, 0.25km East of Mineola Gardens	49	0	49	CRF	0	49
6153	Glen Erin Drive 0.18km N of Montevideo	83	0	83	CRF	0	83
6154	Indian Valley Trail over Kennollie Creek	77	0	77	CRF	0	77

**Departmental Capital Summary - 2006 Recommended Funding**  
**Transportation and Works**  
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2006

**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
6155	Lakeshore Road East Bridge over Credit River	\$ 97	\$ 0	\$ 97	CRF	\$ 0	\$ 97
6156	Matheson Boulevard East, 0.15km West of Maingate Drive and Second Line over Fletchers Creek	73	0	73	CRF	0	73
6157	Scarboro Street over West Branch of Mimico Creek	49	0	49	CRF	0	49
6158	Creditview Road Bridge over Credit River	100	0	100	CRF	0	100
6159	Mississauga Valley Boulevard over Cooksville Creek near Arista Way	340	0	340	CRF	0	340
<b>Total Bridge and Structure Rehabilitation</b>		<b>1,179</b>	<b>0</b>	<b>1,179</b>		<b>0</b>	<b>1,179</b>
<b>Transit</b>							
6201	Transit Bus Acquisitions - Growth	3,360	0	3,360	DCA-TRAN / CRF	3,024	336
6202	Transit Bus Acquisition - Replacement	27,900	9,300	18,600	TVERRF / GTRFF	0	18,600
6204	Transit Small Vehicle Acquisitions - Replacement	75	0	75	TVERRF	0	75
6205	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	1,635	0	1,635	TVERRF	0	1,635

**Departmental Capital Summary - 2006 Recommended Funding**  
**Transportation and Works**  
(000's)

**2006**

**BUDGET & BUSINESS PLAN**

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
6206	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	CRF	0	145
6207	Transit Facility Repairs (Minor)	40	0	40	FRRRF	0	40
6208	Transit Mini Terminals/Bays/Bus Loops Replacement	500	0	500	CRF	0	500
6210	Transit Passenger Info - Display Systems/Signage/Solutions	50	0	50	CRF	0	50
6214	Transit Facility Construction (Major) - CPKY Campus Expansion	1,500	0	1,500	GTRFF	1,500	0
6215	Transit Facility Construction (Minor)	50	0	50	FRRRF	0	50
6217	Transit Capital Equipment Acquisition - Revenue Section	30	0	30	CRF	0	30
6218	Transit Ridership Growth Plan	100	0	100	GTRFF	100	0
6219	Transit Hurontario Corridor Study	100	0	100	GTRFF	100	0
<b>Total Transit</b>		<b>35,485</b>	<b>9,300</b>	<b>26,185</b>		<b>4,724</b>	<b>21,461</b>
<b>Total Transportation and Works- 2006</b>		<b>124,777</b>	<b>19,590</b>	<b>105,187</b>		<b>50,645</b>	<b>54,542</b>

\* See Funding Source Abbreviation table at the end of this section

## **Funding Source Abbreviations**

Appendix 3 and 4 contains the 2005 recommended Capital Budget funding list of capital projects to be approved by Council. Within Appendix 3 and 4, the funding sources have been abbreviated. The following table itemizes abbreviations used, and identifies the funds to which they relate.

<b>Reserve Name</b>	<b>Purpose of the Fund</b>
CFRRF	➤ Community Facility Redevelopment Reserve Fund
CIL-OS	➤ Cash-in-lieu of Parkland Dedication
CRF	➤ Capital Reserve Fund
DCA-CWE	➤ New Development Charge - City Wide Engineering
DCA-FIRE	➤ New Development Charge - Fire Services
DCA-GG	➤ New Development Charge - General Government
DCA-LIB	➤ New Development Charge- Library Services
DCA-PUBWKS	➤ New Development Charge - Public Works
DCA-REC	➤ New Development Charge - Recreation Facilities
DCA-ST	➤ New Development Charge - Storm Drainage
DCA-TRAN	➤ New Development Charge – Transit

Reserve Name	Purpose of the Fund
DCRF	➤ Developer Contribution Reserve Fund
FRRRF	➤ Facilities Repairs and Renovations Reserve Fund
FVERRF	➤ Fire Vehicle & Equipment Replacement Reserve Fund
GTRFF	➤ Gas Tax Reserve Fund - Federal
MFVERF	➤ Main Fleet Vehicle & Equipment Replacement Reserve Fund
RIMRF	➤ Roadway Infrastructure Maintenance Reserve Fund
SRF	➤ Sidewalk Reserve Fund
STPRF	➤ Street Tree Planting Reserve Fund
TSRF	➤ Traffic Signals Reserve Fund
TVERRF	➤ Transit Vehicle & Equipment Replacement Reserve Fund

**2006 Budget and Business Plan to 2015 Funding Summary**

(\$000's)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Gross Cost</b>	202,641	207,332	171,402	143,552	143,662	119,978	122,995	88,006	128,132	97,885	<b>1,425,585</b>
<b>Recovery/Subsidy</b>	19,610	17,097	5,695	6,433	8,886	105	4,340	0	11,135	2,250	<b>75,551</b>
<b>Net Cost</b>	<b>183,031</b>	<b>190,235</b>	<b>165,707</b>	<b>137,119</b>	<b>134,776</b>	<b>119,873</b>	<b>118,655</b>	<b>88,006</b>	<b>116,997</b>	<b>95,635</b>	<b>1,350,034</b>
<b>Net Cost Funding Sources</b>											
Tax	9,600	9,600	9,600	9,600	9,600	9,600	9,600	9,600	9,600	9,600	<b>96,000</b>
Reserves*	74,145	94,933	90,071	16,503	0	0	0	0	0	0	<b>275,652</b>
Federal Gas Tax	4,340	18,600	18,240	5,090	2,940	2,940	2,940	2,940	0	0	<b>58,030</b>
Provincial Gas Tax	0	6,439	0	0	0	0	1,960	0	0	0	<b>8,399</b>
External Debt	0	0	0	0	0	14,911	61,600	42,442	61,538	42,129	<b>222,620</b>
Internal Debt	0	0	0	61,947	89,169	55,570	19,700	22,620	24,880	27,351	<b>301,237</b>
Contributions	31,313	14,903	6,757	16,314	2,484	1,942	1,713	1,011	1,410	745	<b>78,593</b>
Developer Charges	63,632	45,759	41,039	27,665	30,583	34,910	21,141	9,393	19,569	15,809	<b>309,502</b>
<b>Total Funding Sources*</b>	<b>183,030</b>	<b>190,234</b>	<b>165,707</b>	<b>137,119</b>	<b>134,776</b>	<b>119,873</b>	<b>118,655</b>	<b>88,006</b>	<b>116,997</b>	<b>95,635</b>	<b>1,350,034</b>

\* Total does not include \$5.5 million for the re-development of the Vic Johnston Community Centre which was added to the 2007 projects in the 2006 Budget and Business Plan during the December 6, 2005 Budget Committee. The project is subject to change pending the results of the Phase II Redevelopment Study Project.

**Transfers from the Operating Program to the following Reserves and Reserve Funds are:**

➤ \$9,600,000	To the Capital Reserve Fund;
➤ \$2,598,000	To the Insurance Reserve Fund;
➤ \$1,102,000	To the Reserve for Assessment Appeal; and
➤ \$400,000	To the Reserve for Elections.

**Transfers to and from Reserves and Reserve Funds, based on the actual expenditures throughout the year are as follows:**

- Assessment appeals and tax cancellations charges;
- Early retirement benefits and other labour related expenses;
- Economic Development Office transfers such as Mississauga Business Enterprise Centre (MBEC) initiatives;
- Election expenses;
- Internal Audit – quality assurance costs;
- Insurance claims and premiums;
- One-time costs related to setting up new Councillor Ward Offices
- Ongoing Transit expansion costs;
- Payments-In-Lieu of Taxes (PILT's) for Pearson International Airport;
- Planning related studies and Zoning By-law updates;
- Recovery of development workload assistance staff in departments;
- Recovery of one-time costs for a new civic centre video to incorporate the new Wards;
- Sick leave payments; and
- Workers' compensation payments.

**Transfers within Reserve Funds are listed below:**

**Transfers from the Capital Reserve Fund to the following subsidiary funds:**

➤ \$2,000,000	Roadway Infrastructure Maintenance Reserve Fund;
➤ \$1,500,000	Facility Repair & Renovations Reserve Fund;
➤ \$1,500,000	Fire Vehicle & Equipment Reserve Fund;
➤ \$1,500,000	Main Fleet Vehicle & Equipment Reserve Fund; and
➤ \$1,500,000	Transit Vehicle & Equipment Reserve Fund.