

City of Mississauga
Ontario, Canada



2007 budget and business plan



291/2006



Executive Summary - Table of Contents

cityofmississauga2007budgetandbusinessplan

Introduction.....	B-1
Conclusion	B-10
Recommendations.....	B-10
Appendix 1 – Operating Program Summary Tab	Appendix 1
Appendix 2 – Summary of Operating Program Changes Tab	Appendix 2
Appendix 3 – 2007 Capital Program Summary Tab.....	Appendix 3
Appendix 4 – 2007-2016 Capital Program Summary Tab	Appendix 4
Appendix 5 - Summary of Reserves and Reserve Fund Transfers Tab.....	Appendix 5

Introduction

The City of Mississauga is Canada's sixth largest city with diverse communities and neighbourhoods and a growing city centre. Since its incorporation as a city in 1974, Mississauga's built form has changed dramatically. Industrial, residential, civic and commercial districts now dominate our city's landscape. With a growing population of more than 700,000 and home to 52,000 businesses, the City of Mississauga has positioned itself as an attractive, vibrant and desired urban centre with well-established infrastructure, state-of-the-art facilities and quality municipal programs and services. The City of Mississauga is a location of choice for families and for companies starting and growing their businesses.

As the third largest city in the Province of Ontario, Mississauga lives up to its reputation for prudent financial planning and fiscal responsibility. Following an in-depth review of city services, the City of Mississauga is starting to implement a new business planning process, a new capital financing strategy and four areas of strategic focus for the City:

- Building a City for the 21st Century;
- Building a sustainable business plan;
- Focusing on leadership; and
- Continuing to be an employer of choice.

The business planning process links strategic plans and goals to operational plans. The objectives of business planning are to better align services/departments to corporate goals, to enhance performance measures and to create sustainable financial plans that meet the expectations of Council. The capital financing

strategy is Mississauga's plan for its future major asset and infrastructure maintenance and replacement programs. With an existing inventory of \$5.8 billion in infrastructure assets, the City of Mississauga must ensure it is in a position to finance the required repair and replacement of these assets in the future. Currently, the City of Mississauga is reviewing a number of funding options in an ongoing effort to moderate property tax increases for residents and businesses while at the same time continuing to keep our assets operational and functioning efficiently. All of this is being done within the context of the City's four areas of strategic focus.

To maintain quality services to residents at a reasonable cost, the City of Mississauga is recommending a 3.2 per cent tax rate increase for the operating budget based on a net budget of \$255 million. Currently, most initial capital infrastructure costs are borne by developers. As existing reserves are depleted, the repair and replacement of infrastructure will eventually need to be fully funded either through tax rate increases or other funding grants or programs. The City is taking a pro-active approach to addressing current and future infrastructure demands by investing \$3.6 million more in capital transfers in 2007, which will require an additional 1.5 per cent tax increase. The City's total portion of the tax bill will increase by 4.7 per cent. This increase is being recommended after an in-depth review of all service areas and capital needs in an effort to find cost savings and minimize tax increases without compromising services or service levels today or in the future.

Historically, municipal government was organized to support the services needed for business and residential property owners; services that included planning communities, park and road construction, fighting fires and building community centres and libraries. Citizen surveys have confirmed that Mississauga residents value and have a high degree of satisfaction with the quality of services being provided by the City of Mississauga. The quality of our road network, our transit service, the state of repair and cleanliness of our community facilities, the maintenance of our neighbourhood parks, our recreation programs and emergency services are all important to Mississauga residents. The 2007 budget provides for continuation of visible service levels and in some areas, such as leaf pick up and transit, services are being expanded and increased.

Most Ontario municipalities are finding it increasingly difficult to balance their budgets and the City of Mississauga is no different. As revenue growth slows down and the city evolves, we cannot increasingly rely on the property tax as the only source of funding for local public services and capital infrastructure. As a result of the deficit cutting exercises by the Provincial and Federal governments in the late 1990s, municipalities across the Province of Ontario are now experiencing significant municipal infrastructure deficits. The 'New Deal' signed with the federal and provincial governments in 2005 in which gas tax revenue is to be shared, was seen as a first step in a co-operative approach of all three levels of government – municipal, provincial and federal, to address some of the municipal funding shortfalls. Municipalities are

being encouraged to apply provincial funding to improve overall transit ridership through capital infrastructure expansion, increased levels of service and the expansion of support programs; while federal funding must apply to “environmentally sustainable municipal infrastructure” such as public transit, water/sewer systems and community energy systems. Although the City of Mississauga is appreciative of the funding, there are still large and costly gaps in overall infrastructure funding and much more must be done for the future such as senior levels of government providing greater flexibility in the use of these funds and significantly reducing their reliance on property taxes to fund education, health and social services.

In the following chart, the 2007 tax rate increase is split up into our core service areas:

Services	2006 Budget (\$000's)	2007 Request (\$000's)	Change (\$000's)	Tax Rate Increase
Fire & Emergency	67,472	71,435	3,963	1.7%
Roads & Watercourses	43,813	47,217	3,403	1.4%
Municipal Buildings	25,559	28,858	3,300	1.4%
Corporate Support	41,609	44,531	2,923	1.2%
Transit	33,502	36,271	2,769	1.2%
Recreation & Parks	25,505	27,466	1,961	0.8%
Departmental Business Services	12,541	14,046	1,505	0.6%
Land Development	1,461	2,084	624	0.3%
Library	18,940	19,695	755	0.3%
Regulatory	(4,612)	(4,588)	24	0.0%
Other	(23,055)	(29,466)	(6,412)	-2.7%
Total	242,735	257,549	14,814	6.2%
New Provincial Gas Tax Revenue (for Transit Expansion)	(2,646)	(5,908)	(3,262)	-1.4%
Less Assessment Growth		(3,840)	(3,840)	-1.6%
Tax Funding for Operations	240,089	247,801	7,712	3.2%
Increase Capital Provisions		3,600	3,600	1.5%
Final Tax Rate Increase	240,089	251,401	11,312	4.7%

Major highlights of the changes from the 2006 budget include:

- \$17.8 million Labour cost increases of \$9.9 million for various economic increases, performance pay and step increases for existing staff and \$7.9 million for new staff added in the 2007 Budget or new staff added part way throughout 2006;
- \$3.6 million Increased investment in capital requirements (transfer to capital);
- \$3.3 million Transit service expansion which is offset by provincial gas tax revenues;
- \$1.7 million Winter maintenance;
- \$1.7 million New growth costs including new parks, Churchill Meadows Library branch and recreation space and the costs of two new Councillors and their associated office staff;
- \$1.1 million Lease and other occupancy agreements;
- (\$4.4 million) Additional investment income;
- (\$2.5 million) Increased Transit fare and advertising revenue;
- (\$1.8 million) Recreational revenue increases offset by volume pressures;

(\$0.5 million) Reduced transit parts inventory costs required for bus repairs as a result of reduced age of fleet (5.6 years); and

(\$0.4 million) Purchase of utilities on open market.

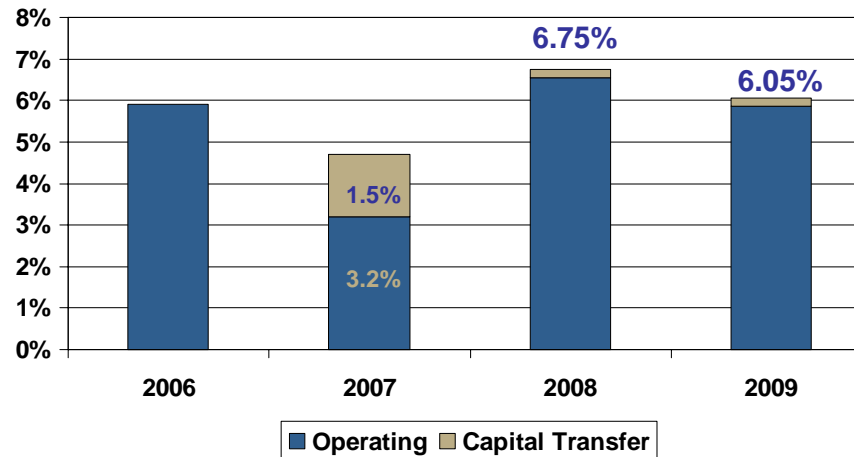
The City's operating budget tax increase requirement of 3.2 per cent combined with the additional investment in capital of 1.5 per cent represents only one segment of the tax bill – the Region of Peel and the Province of Ontario - Education portion are also included in the property tax bill.

The following chart demonstrates the impact of all these tax components on a home assessed at \$365,000. It is based on an estimate that the Region of Peel tax rate increase will be 5.5 per cent and the provincial education portion will be 0 per cent.

Assessed value of \$365,000	2006 Bill	Estimated 2007 Bill	\$ Change	% Change
Region of Peel	\$1,622.32	\$1,711.55	\$89.23	5.5%
Education	\$963.60	\$963.60	-	-
City of Mississauga - Operating	\$963.26	\$994.08	\$30.82	3.2%
City of Mississauga - Capital		\$52.97	\$14.45	1.5%
Total	\$3,549.18	\$3,683.68	\$134.50	3.8%

Without relief from the province related to social and health service costs or additional federal support for infrastructure, property tax bills will continue to increase. Cost pressures related to slower growth, higher prices for electricity, natural gas commodities, and increased infrastructure funding such as asphalt, labour settlements cost, expenditures related to new facilities and parks and measures to address traffic congestion through an expanded and integrated transit system are anticipated in future years. The following chart shows the estimated tax rate increases for the City of Mississauga's portion of the tax bill during the next three years.

Summary of Tax Rate Increases 2007-2009



As labour is the single largest cost component comprising every service throughout the Corporation, even small percentage increases have large impacts on the tax rate. Other contributing factors include utility rate increases, operating costs of new facilities such as the fire training centre and contract price increases.

Mississauga's continuing expansion of the transit service is not readily apparent in the above chart. During 2007, Mississauga is adding 45 new transit operators to operate 15 new buses as well as other transit staff to support the increased service levels. These expansion costs are funded through the provincial gas tax revenue and therefore do not increase the tax rate. Each new bus is estimated to cost approximately \$140,000 to operate. The 2007 budget also includes funding for the replacement of 35 existing and 15 new growth buses. As transit continues to expand, the need for additional

storage, mechanical and other operational areas will be met through an expanded facility located at the Central Parkway location. This facility will be funded from \$70 million in federal gas tax revenues over a three year period with \$11 million, \$41 million, and \$18 million being spent from 2007 to 2009, respectively. The newly expanded Central Parkway location will provide the required space and storage until construction of the Mississauga Bus Rapid Transit (BRT) is complete in 2011. This new infrastructure will connect the Mississauga/Oakville border to Renforth via a separated roadway which will follow Highway 403 and Eglinton. Funding for this project has been confirmed from the Province, GO Transit and the City of Mississauga at \$62.6 million, \$27.1 million and \$64.2 million respectively with \$57.6 million anticipated from the Government of Canada.

In 2007, Mississauga is embarking on several key capital projects. Some of these projects are being phased in over several years. Project highlights include:

- \$16.8 million for the Office Accommodation program in 2007 with an additional \$4.7 million projected in each of the next three years thereafter. This medium range plan will provide for the phased expansion and realignment of space necessary to meet the existing space shortfalls;
- \$12.0 million for the initial investment in the Highway 403/Eglinton Bus Rapid Transitway. Gross funding for this project is projected at \$211.6 million between 2007 and 2011 with joint funding from the federal and provincial levels of government and GO Transit;
- \$1.8 million is being invested in a study to look at alternative higher forms of transit along the Hurontario corridor; and
- \$0.7 million in 2007 for a major renovation program for several arenas, community centres and libraries, that will see a total of \$53.9 million invested between 2007 and 2013.

Additional project highlights for the 2007 capital program include:

- \$42.7 million for major roads and related works;
- \$24.7 million for the replacement of 35 buses;
- \$23.4 million for road rehabilitation;
- \$15.9 million for parkland acquisition, development and facility installation;

- \$9.7 million for storm drainage;
- \$5.0 million for new and replacement information technology applications, including Call Centre consolidation; and
- \$2.9 million for Bicycle Pedestrian System

As growth is beginning to slow, Mississauga's capital spending continues to reflect the City's maturing stage of development. In the future, the City of Mississauga will see less greenfield development and more high density development and property use intensification through infill development. Over the next ten years the City will spend \$311 million on growth related projects as a result of continued development. Mississauga's 2007 to 2016 capital forecast is structured to balance growth and ensure the City has adequately addressed long term capital maintenance priorities. Deferring maintenance increases the long term costs and provides deteriorating service levels to residents and businesses. The increasing capital funding requirements in the latter years of the ten year forecast are a reflection of the City's aging infrastructure.

During the next ten years, Mississauga will be working on several key capital projects, some of which will be started in 2007.

Highlights of some of these major initiatives are as follows:

- \$211.6 million for the Highway 403/Eglinton Bus Rapid Transitway (BRT) of which the City's portion is \$64.2 million;
- \$31.9 million for the renovation of various community centres;
- \$30.9 million for office accommodation provisions for staff in all departments;

- \$30.0 million for transit priority measures and upgraded passenger facilities along Hurontario;
- \$30.0 million for the construction of the Fire Training and Mechanical Centre which is being jointly constructed with the Department of National Defence to accommodate required class room and specialized training facility needs;
- \$30.0 million for a second transit satellite facility to accommodate the proposed expansion of the transit fleet;
- \$15.3 million for the renovation of various libraries;
- \$11.4 million for the construction of an indoor soccer facility to be located in the northwest corner of the city;
- \$3.5 million for the revitalization of the city centre to support the “Placemaking” and “My Mississauga” initiatives; and
- \$2.5 million for the implementation of self-service technology in the libraries.

Mississauga’s objective over the next 10 years will be to ensure that its infrastructure is adequately maintained. Highlights of the 2007 to 2016 capital forecast are as follows:

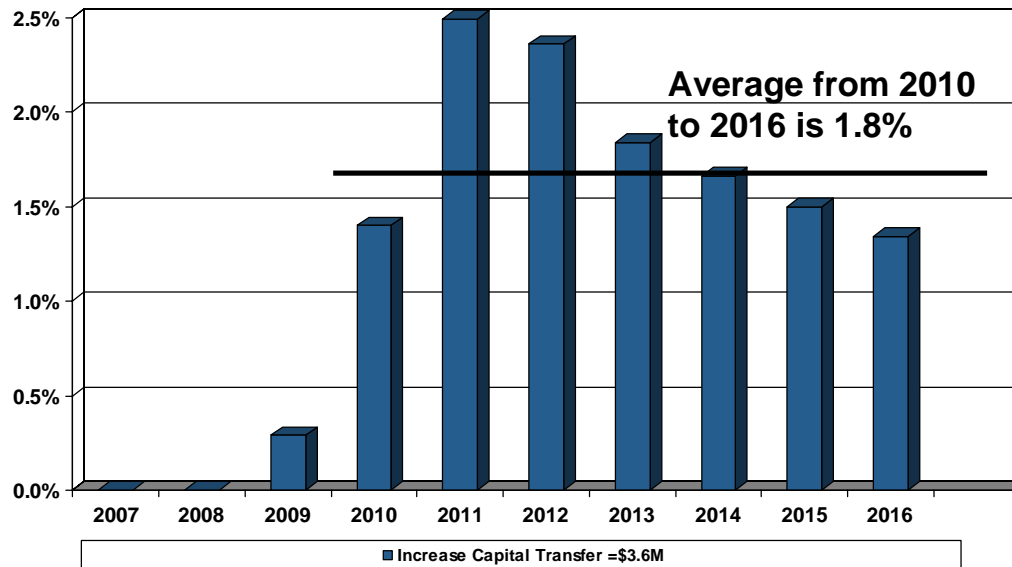
- \$266.8 million for new and replacement bus acquisitions, including 15 new sixty foot buses for the BRT;
- \$239.7 million for road rehabilitation;
- \$159.5 million for major roads and related works;
- \$77.0 million for storm drainage;
- \$72.9 million for major facility maintenance;
- \$40.5 million for traffic signals and streetlighting;
- \$45.0 million for parkland acquisition;

- \$37.7 million for park redevelopment and maintenance including equipment;
- \$33.1 million for new and replacement information technology applications;
- \$21.7 million for parkland development and the construction Bicycle/Pedestrian trails;
- \$21.2 million for replacement of fire pumpers, aerial trucks and other vehicles;
- \$17.7 million for bridge and culverts;
- \$16.7 million for information technology applications upgrades; and
- \$12.0 million for urban forestry of which over 60% relates to planting of infill or new street trees.

These capital costs will be funded from a variety of sources. In the earlier years of the capital plan, reserve funds will be used as the primary source of funding. As reserve funds are depleted, the use of internal and external debt will be necessary. The servicing of debt (repayment of principle and interest) will impact future tax rates.

The following chart provides an estimate of the tax rate increases necessary to fund the recommended 2007 to 2016 capital budget.

Tax Rate Increases Required to Fund Debt Charges



Inflation adjusted

Conclusion

Fiscal responsibility is and will continue to be, one of Mississauga's many strengths. The 2007 Budget demonstrates Mississauga's ongoing commitment to prudent financial planning. The city is changing; residential low-density construction within the city is nearing completion and the last greenfield area of the city will be developed in the next five years. In the future, we are going to see more residential infill and higher density development. 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 tax revenue, choices to deal with these pressures are limited to increases in property tax increases, user fees, modifying of our service standards or some combination of these. Although the future facing local governments appears rather uncertain, Mississauga has many resources available to manage these problems. With a triple A credit rating and no debt, combined with adequate reserve balances and a new strategic and business planning process that aligns decisions with acceptable funding solutions, the City of Mississauga is positioning itself to ensure that service standards are maintained while tax impacts are moderated in the future. Mississauga's long term approach to service and financial planning is key to our vision of *"Leading today for tomorrow."*

Recommendations

The Budget Committee's review of this recommended budget will commence on Monday, January 22, 2007.

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.

2. That for purposes of budgetary control and monitoring, the permanent staffing complement of 3,733 staff be approved.
3. That for purposes of budgetary control and monitoring, the 2007 capital projects be established and approved as outlined in Appendix 3 – Capital Program Summary tab.
4. That the 2008 to 2016 Capital forecast be approved in principle as outlined in Appendix 4 within the Capital Program Summary tab and be subject to review each year during the annual budget process.
5. That the Central Parkway Transit Facility Expansion be approved at a cost no greater than \$70 million and that the funding will be phased in over the next three years.
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.



Janice M. Baker, CA
City Manager and CAO



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



Appendix 1 - Operating Program Summary

cityofmississauga2007budgetandbusinessplan

City Wide Operating Budget - 2007 Recommended Funding (000's)

PROGRAM	2006 BUDGET		2007 BUDGET	
	GROSS	NET	GROSS	NET
CITY MANAGER'S				
Total Corporate Support Service	1,976.5	1,951.5	2,216.9	2,216.9
Total Land Development Service	1,749.9	1,525.4	1,794.7	1,583.2
Total Recreation & Parks	150.0	150.0	769.2	446.1
TOTAL CITY MANAGER'S	3,876.4	3,626.9	4,780.8	4,246.2
COMMUNITY SERVICES				
Departmental Business Services				
Departmental Support Service	3,352.7	3,315.8	3,838.0	3,713.1
Park Planning & Development	2,437.8	1,631.1	2,541.2	1,756.8
Total Departmental Support	5,790.5	4,946.9	6,379.2	5,469.9
Fire & Emergency Services				
Suppression	57,997.2	57,377.2	58,481.4	57,992.4
Building Maintenance	487.0	487.0	504.7	504.7
Vehicle Maintenance	2,268.0	2,268.0	2,300.8	2,300.8
Prevention	3,703.2	3,612.2	3,776.8	3,693.8
Divisional Support Services	4,386.8	3,727.8	7,741.0	6,943.0
Total Fire & Emergency Services	68,842.2	67,472.2	72,804.7	71,434.7
Library				
Central Library Services	4,830.9	4,413.8	4,852.8	4,504.8
Library Branches	11,025.6	10,245.4	11,718.7	10,757.1
Divisional Support Services	5,056.1	4,280.9	5,272.4	4,433.2
Total Library	20,912.6	18,940.1	21,843.9	19,695.1
Recreation & Parks				
Recreation Facilities & Programs	33,129.6	5,338.5	34,486.2	6,247.2
Divisional Support Services	4,961.6	4,565.4	5,067.4	4,456.4
Boulevards & Forestry	4,854.9	4,564.6	4,827.1	4,522.8
Golf/Marinas & Hershey Centre	8,534.9	(2,362.9)	9,603.7	(2,112.5)
Parks Maintenance	14,171.1	13,249.2	14,942.3	13,905.9
Total Recreation & Parks	65,652.1	25,354.8	68,926.7	27,019.8
TOTAL COMMUNITY SERVICES	161,197.4	116,714.0	169,954.5	123,619.5





Appendix 1 - Operating Program Summary

cityofmississauga2007budgetandbusinessplan

City Wide Operating Budget - 2007 Recommended Funding (000's)

PROGRAM	2006 BUDGET		2007 BUDGET	
	GROSS	NET	GROSS	NET
CORPORATE SERVICES				
Corporate Support Service				
Corporate Finance	4,322.9	4,322.9	4,374.3	4,324.3
Revenue	5,073.5	4,114.4	5,457.2	4,433.6
Communications	3,548.6	3,394.4	3,556.5	3,342.3
Information Technology	14,041.5	13,794.2	14,390.6	14,140.0
Elections	1,509.5	87.4	91.7	91.7
Office of the City Clerk	2,576.2	1,795.6	2,756.3	1,918.7
Legal Services	3,990.8	3,643.8	4,149.5	3,889.5
Corporate Human Resources	2,836.3	2,836.3	2,937.5	2,937.5
Customer Service	105.2	105.2	852.4	852.4
Total Corporate Support Service	38,004.5	34,094.2	38,566.0	35,930.0
Total Departmental Business Services	1,894.0	1,894.0	2,043.5	2,043.5
Total Land Development Service	435.2	35.2	435.4	57.4
Municipal Buildings				
Divisional Support Service	654.2	654.2	758.1	670.1
Capital Project Management and Space Planning	2,231.3	1,745.0	2,845.0	1,900.3
Building Maintenance	3,978.9	3,978.9	4,502.6	4,502.6
Operations and Security	6,551.0	6,484.9	6,684.1	6,643.0
Utilities	11,421.7	11,421.7	12,346.2	12,346.2
Realty Services	1,729.6	1,273.8	3,204.9	2,796.1
Total Municipal Buildings	26,566.7	25,558.5	30,340.9	28,858.3
Total Regulatory Service (POA)	2,072.0	(4,128.0)	2,173.5	(4,326.5)
TOTAL CORPORATE SERVICES	68,972.4	57,453.9	73,559.3	62,562.7





Appendix 1 - Operating Program Summary

cityofmississauga2007budgetandbusinessplan

City Wide Operating Budget - 2007 Recommended Funding (000's)

PROGRAM	2006 BUDGET		2007 BUDGET	
	GROSS	NET	GROSS	NET
TOTAL MAYOR & COUNCIL	3,165.2	3,113.7	3,772.1	3,772.1
NON-DEPARTMENTAL				
Bank & External Audit Charges	886.6	886.6	968.6	968.6
Benefits and Labour Package	6,626.2	4,926.2	2,282.6	1,782.6
Council Committees	130.7	106.2	341.9	262.9
Enersource Dividend	0.0	(8,000.0)	0.0	(8,000.0)
Grants to Volunteer Groups	2,196.8	2,155.5	2,196.8	2,155.5
Insurance	7,338.9	3,808.8	7,338.9	3,855.1
Investment Income	0.0	(6,726.0)	0.0	(11,160.0)
Miscellaneous Revenue and Expenditures	1,720.7	1,300.7	909.1	489.1
Payments-In-Lieu of Taxes	850.0	(22,068.8)	440.0	(22,068.8)
Prior Years' Surplus	0.0	(2,500.0)	0.0	(2,500.0)
Taxation	5,651.4	(7,124.7)	5,619.9	(5,481.2)
Transfer To and From Reserves	400.0	400.0	450.0	450.0
Transfers to Capital	9,600.0	9,600.0	13,200.0	13,200.0
Workers' Compensation and Rehabilitation	2,310.0	180.0	2,310.0	180.0
TOTAL NON-DEPARTMENTAL	37,711.3	(23,055.5)	36,057.8	(25,866.2)
PLANNING & BUILDING				
Total Departmental Business Services	2,146.8	1,561.8	2,247.2	1,784.2
Land Development Service				
Development & Design	3,866.6	2,323.1	4,733.3	2,118.6
Policy Planning	1,943.0	1,689.5	2,094.5	1,699.5
Building Program	8,576.3	(4,112.7)	8,970.1	(3,758.9)
Development Workload Assistance	517.1	0.0	324.7	0.0
Building a City for the 21st Century	0.0	0.0	384.5	384.5
Total Land Development Service	14,903.0	(100.1)	16,507.1	443.7
TOTAL PLANNING & BUILDING	17,049.8	1,461.7	18,754.3	2,227.9





Appendix 1 - Operating Program Summary

cityofmississauga2007budgetandbusinessplan

City Wide Operating Budget - 2007 Recommended Funding (000's)

PROGRAM	2006 BUDGET		2007 BUDGET	
	GROSS	NET	GROSS	NET
TRANSPORTATION & WORKS				
Total Corporate Support Service	2,574.1	2,449.1	2,737.0	2,612.0
Total Departmental Business Services	4,275.4	4,138.1	5,032.1	4,748.1
Roads & Watercourses				
Maintenance Control	3,138.9	3,122.4	8,021.8	8,005.8
Sewer, Bridge & Watercourse	1,638.1	1,459.5	1,167.5	1,038.9
Winter Maintenance	13,403.9	12,868.9	13,661.4	13,047.9
Road/Sidewalk Maintenance	7,832.2	5,305.9	6,341.6	3,820.3
Cleaning And Litter Pickup	5,326.6	4,402.6	3,102.7	2,117.7
Development Services	997.4	989.9	1,024.0	1,016.5
Design and Construction	1,855.8	(1,588.5)	3,577.4	133.1
Corporate Fleet Maintenance	526.7	471.7	659.2	604.2
Streetlighting	5,620.6	5,620.6	5,563.6	5,563.6
Crossing Guards	2,052.8	2,052.8	2,119.5	2,119.5
Traffic Management	7,417.6	6,055.1	7,856.9	6,471.9
Transportation & Infrastructure Planning	3,632.0	3,052.5	3,873.2	3,277.2
Total Roads & Watercourses	53,442.6	43,813.4	56,968.8	47,216.6
Total Regulatory Service	9,525.4	(483.6)	10,088.2	(261.2)
Total Transit	88,782.6	30,856.5	95,635.0	30,363.5
TOTAL TRANSPORTATION & WORKS	158,600.1	80,773.5	170,461.1	84,679.0
TOTAL CITY	450,572.6	240,088.2	477,339.9	255,241.2





Appendix 2 - Summary of Program Changes

cityofmississauga2007budgetandbusinessplan

2007 City Wide Operating Budget Summary of Program Changes by Services (\$000's)

Department	2005 Actual	2006 Restated Budget	2007 Base Budget	2007 New Service & Initiatives	2007 New Revenues	2007 Service Level Adjustments	2007 Efficiencies & Reserve Transfers	2007 Requested Budget	Change in 2007 Requested Budget to 2006 Restated Budget	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	%
City Manager's Office										
Corporate Support Service	1,712,340	1,951,500	2,018,900	198,000				2,216,900	265,400	13.6%
Land Development Service	1,225,344	1,525,400	1,583,200					1,583,200	57,800	3.8%
Recreation & Parks		150,000	446,100					446,100	296,100	197.4%
City Manager's Subtotal	2,937,684	3,626,900	4,048,200	198,000				4,246,200	619,300	17.1%
Community Services										
Departmental Business Services	4,619,477	4,946,900	5,459,900	50,000	(40,000)			5,469,900	523,000	10.6%
Fire & Emergency Services	60,734,124	67,472,200	71,434,700					71,434,700	3,962,500	5.9%
Library	17,396,917	18,940,100	19,985,100				(290,000)	19,695,100	755,000	4.0%
Recreation & Parks	25,321,479	25,354,800	27,288,200	150,000			(418,400)	27,019,800	1,665,000	6.6%
Community Services Subtotal	108,071,997	116,714,000	124,167,900	200,000	(40,000)		(708,400)	123,619,500	6,905,500	5.9%
Corporate Services										
Corporate Support Service	29,069,573	34,094,200	35,722,800	550,100	(30,000)		(312,900)	35,930,000	1,835,800	5.4%
Departmental Business Services	1,724,052	1,894,000	1,985,500	58,000				2,043,500	149,500	7.9%
Land Development Service	12,160	35,200	62,400			(5,000)		57,400	22,200	63.1%
Municipal Buildings	23,670,782	25,558,500	29,269,200				(410,900)	28,858,300	3,299,800	12.9%
Regulatory Service	(4,399,546)	(4,128,000)	(4,314,500)				(12,000)	(4,326,500)	(198,500)	-18.6%
Corporate Services Subtotal	50,077,021	57,453,900	62,725,400	608,100	(30,000)	(5,000)	(735,800)	62,562,700	5,108,800	8.9%



Appendix 2 - Summary of Program Changes

cityofmississauga2007budgetandbusinessplan

2007 City Wide Operating Budget Summary of Program Changes by Services (\$000's)

Department	2005 Actual	2006 Restated Budget	2007 Base Budget	2007 New Service & Initiatives	2007 New Revenues	2007 Service Level Adjustments	2007 Efficiencies & Reserve Transfers	2007 Requested Budget	Change in 2007 Requested Budget to 2006 Restated Budget
Mayor & Council									
Mayor's Office	369,306	481,000	475,700	50,000				525,700	44,700 9.3%
Councillors' Offices	2,417,143	2,632,700	3,246,400					3,246,400	613,700 23.3%
Mayor & Council Subtotal	2,786,449	3,113,700	3,722,100	50,000				3,772,100	658,400 21.1%
Non Departmental Subtotal	(26,691,257)	(23,055,500)	(26,854,000)	1,047,800			(60,000)	(25,866,200)	(2,810,700) -12.2%
Planning & Building									
Departmental Business Services	1,640,017	1,561,800	1,784,200					1,784,200	222,400 14.2%
Land Development Service	(667,261)	(100,100)	864,400	467,900	(673,000)		(215,600)	443,700	543,800 543.3%
Planning & Building Subtotal	972,756	1,461,700	2,648,600	467,900	(673,000)		(215,600)	2,227,900	766,200 52.4%
Transportation & Works									
Corporate Support Service	2,254,056	2,449,100	2,612,000					2,612,000	162,900 6.7%
Departmental Business Services	3,709,866	4,138,100	4,612,200	135,900				4,748,100	610,000 14.7%
Regulatory Service	(1,377,400)	(483,600)	(86,000)	5,000	(96,900)		(83,300)	(261,200)	222,400 46.0%
Roads & Watercourses	45,624,476	43,813,400	47,060,100	156,500				47,216,600	3,403,200 7.8%
Transit	30,686,154	30,856,500	33,384,900	2,963,200	(5,540,100)		(444,500)	30,363,500	(493,000) -1.6%
Transportation & Works Subtotal	80,897,152	80,773,500	87,583,200	3,260,600	(5,637,000)		(527,800)	84,679,000	3,905,500 4.8%
TOTAL CITY	219,051,802	240,088,200	258,041,400	5,832,400	(6,380,000)	(5,000)	(2,247,600)	255,241,200	15,153,000 6.3%



Appendix 2 - Summary of Program Changes

cityofmississauga2007budgetandbusinessplan

Departmental Operating Budget Summary - 2007 Recommended Funding (\$000's)

Initiative	New Services & Initiatives	New Revenues	Service Level Adjustments	Efficiencies & Reserve Transfers
City Manager's Office				
<u>Corporate Support Service</u>				
Information Technology Auditor	118.0			
Administrative Coordinator	60.0			
Healthy City Stewardship Centre	20.0			
Corporate Support Service Subtotal	198.0	0.0	0.0	0.0
City Manager's Office Subtotal	198.0	0.0	0.0	0.0
Community Services				
<u>Departmental Business Services</u>				
Grant for Heritage Property Owners	50.0			
New Revenue Program for Planning Application Fees		(40.0)		
Departmental Business Services Subtotal	50.0	(40.0)	0.0	0.0
<u>Fire and Emergency Services</u>				
Fire and Emergency Services Subtotal	0.0	0.0	0.0	0.0
<u>Library</u>				
Elimination of Three Full Time Staff Vacancies				(159.0)
Efficiencies in Part Time staffing requirements through Reduced Materials				(106.0)
Handling and Lower Level Positions				
Increase in Sponsorship Revenue				(25.0)
Library Subtotal	0.0	0.0	0.0	(290.0)
<u>Recreation and Parks</u>				
Reduce Summer Ice Operations from 10 to 8 pads				(17.4)
Adjust number of hours Civic Centre Fitness staff work				(45.0)
Part time rates will be market driven				(312.0)
Reducing telephone listing cost				(14.0)
Relocate snack bar at Cawthra CC to lower level				(30.0)
Outdoor Community Centre at the Civic Centre - Summer Only	150.0			
Recreation and Parks Subtotal	150.0	0.0	0.0	(418.4)
Community Services Subtotal	200.0	(40.0)	0.0	(708.4)



Appendix 2 - Summary of Program Changes

cityofmississauga2007budgetandbusinessplan

Departmental Operating Budget Summary - 2007 Recommended Funding (\$000's)

Initiative	New Services & Initiatives	New Revenues	Service Level Adjustments	Efficiencies & Reserve Transfers
Corporate Services				
<u>Corporate Support Service</u>				
Annual Report printing cost reduction				(25.0)
Accounting Analyst - Tangible Assets	89.0			
Phone lines cleanup				(10.0)
Internet - better pricing				(20.0)
New collection agency net fee increase				22.5
IT Maintenance efficiencies				(223.4)
Civil Marriages - new revenue		(30.0)		
Corporate recruitment advertising reduction				(25.0)
Call Centre - Oracle Licensing & KB Maintenance and other operating costs	109.8			
Call Centre - Manager, KB Developer, 4 Agents	351.3			
Automated registration mailing confirmation savings				(32.0)
Corporate Support Service Subtotal	550.1	(30.0)	0.0	(312.9)
<u>Departmental Business Services</u>				
Communication Coordinator	58.0			
Departmental Business Services Subtotal	58.0	0.0	0.0	0.0
<u>Land Development Service</u>				
Committee of Adjustment Contracted service reduction			(5.0)	
Land Development Subtotal	0.0	0.0	(5.0)	0.0
<u>Municipal Buildings</u>				
Utility cost savings-Open market purchase strategy				(361.9)
Sewage charge reduction				(27.0)
Reduce Summer Ice Operations from 10 to 8 pads (utility savings)				(22.0)
Municipal Buildings Subtotal	0.0	0.0	0.0	(410.9)
<u>Regulatory Service</u>				
POA Contractor reduction				(12.0)
Regulatory Service Subtotal	0.0	0.0	0.0	(12.0)
Corporate Services Subtotal	608.1	(30.0)	(5.0)	(735.8)



Appendix 2 - Summary of Program Changes

cityofmississauga2007budgetandbusinessplan

Departmental Operating Budget Summary - 2007 Recommended Funding (\$000's)

Initiative	New Services & Initiatives	New Revenues	Service Level Adjustments	Efficiencies & Reserve Transfers
------------	----------------------------	--------------	---------------------------	----------------------------------

Mayor & Council

Corporate Support Service

Mayor's Driver	50.0			
Corporate Support Service Subtotal	50.0	0.0	0.0	0.0

Mayor & Council Subtotal	50.0	0.0	0.0	0.0
-------------------------------------	-------------	------------	------------	------------

Non Departmental

Other

Arts Funding	600.0			
Environmental Advisory Committee	156.3			
Non-residential Tax instalments from six to two times per year (Non Departmental)				(60.0)
City Wide Strategic Initiatives	291.5			
Other Subtotal	1,047.8	0.0	0.0	(60.0)

Non Departmental Subtotal	1,047.8	0.0	0.0	(60.0)
----------------------------------	----------------	------------	------------	---------------

Planning & Building

Land Development Service

Building a City for the 21st Century:

Labour	294.5			
Courses/Conferences/Office Supplies	40.0			
Consulting Services	50.0			
Students & Truck Rental - Summer Sign Litter Pick-up	34.1			
Staffing, Fuel & Truck Rental - Provincial Election	24.6			
Staffing, Fuel & Truck Rental - Federal Election	24.7			
Site Plan Inspection Fees			(8.0)	
Rezoning & Subdivision Inspection Fees			(155.0)	
Site Plan Application Fees			(470.0)	
Sign Permit Fees			(40.0)	
Development Workload - deletion of three positions (Researcher, Building Inspector, Planner)				(215.6)
Land Development Service Subtotal	467.9	(673.0)	0.0	(215.6)

Planning & Building Subtotal	467.9	(673.0)	0.0	(215.6)
---	--------------	----------------	------------	----------------





Appendix 2 - Summary of Program Changes

cityofmississauga2007budgetandbusinessplan

Departmental Operating Budget Summary - 2007 Recommended Funding (\$000's)

Initiative	New Services & Initiatives	New Revenues	Service Level Adjustments	Efficiencies & Reserve Transfers
Transportation & Works				
Departmental Business Services				
Revenue Co-ordinator (Gas Tax Funded)	41.7			
Compliance Analyst	42.9			
Human Resources Recruiter (Gas Tax Funded)	46.7			
Professional Services - PSAB Initiative	88.0			
Transit Growth Marketing Initiatives (Gas Tax Funded)	100.0			
Recognition/Team Building	5.0			
Provincial Gas Tax Funding	(188.4)			
Departmental Business Services Subtotal	135.9	0.0	0.0	0.0
Regulatory Service				
Recognition/Team Building	5.0			
Mobile Taxi School Revenue Increase		(96.9)		
Parking Fine Revenue Increase - additional from First Attendance				(83.3)
Regulatory Service Subtotal	5.0	(96.9)	0.0	(83.3)
Roads and Watercourses				
Technical Specialist	46.7			
Speed Sensor Program	51.9			
Integrated Road Safety Program	42.9			
Staff Development	10.0			
Recognition/Team Building	5.0			
Roads and Watercourses Subtotal	156.5	0.0	0.0	0.0
Transit				
Annualization of 2006 Service Increase	737.4	(2,000.0)		
Transit On-Bus Advertising		(466.7)		
2007 Pro-rated Transit Service Expansion	1,374.2			
Malton 24/7 Expanded Operations	158.2			
Transit Service Delivery - Customer Service	105.7			
Transit Safety/Security	630.6			
Transit Business Systems - GTA Farecard	201.3			
Provincial Gas Tax Funding		(3,073.4)		
BRT Project Office	139.8			
BRT Project Office -Funded by Mississauga Rapid Transit Reserve Fund	(384.0)			
Reduction to Transit's Inventory Budget				(444.5)
Transit Subtotal	2,963.2	(5,540.1)	0.0	(444.5)
Transportation and Works Subtotal	3,260.6	(5,637.0)	0.0	(527.8)
Total	5,832.4	(6,380.0)	(5.0)	(2,247.6)





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

City Wide Capital Budget Summary - 2007 Recommended Funding (000's)

Department/Division	Gross Cost	Recovery/ Subsidy	Net Cost	Growth	Non-Growth
	\$	\$	\$	\$	\$
Fire and Emergency Services	2,432	0	2,432	0	2,432
Library Services	222	0	222	0	222
Recreation and Parks	29,286	437	28,849	21,707	7,141
Total Community Services	31,939	437	31,502	21,707	9,795
Facility and Property Management	29,646	0	29,646	0	29,646
Information Technology	9,013	0	9,013	0	9,013
Vehicles, Equipment and Other	126	0	126	0	126
Total Corporate Services	38,785	0	38,785	0	38,785
Bridge and Structure Rehabilitation	1,745	0	1,745	180	1,565
Major Roads	19,310	0	19,310	17,622	1,688
Other Engineering	9,116	27	9,089	4,534	4,556
Roadway Rehabilitation	23,350	0	23,350	0	23,350
Storm Drainage	9,690	0	9,690	6,198	3,492
Transit	62,425	6,899	55,526	32,825	22,702
Total Transportation and Works	125,636	6,926	118,710	61,358	57,352
Total City Wide Capital Program	196,360	7,363	188,997	83,065	105,932





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Community Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Fire and Emergency Services							
Vehicles and Equipment							
7253	Fire Accessory Equipment	134	0	134	TX-FVERRF	0	134
7256	Fire Vehicles - Replacement	1,869	0	1,869	TX-FVERRF	0	1,869
7258	Personal Protective Equipment Replacement	178	0	178	TX-FVERRF	0	178
7260	Refurbish Fire Vehicles	180	0	180	TX-FVERRF	0	180
7263	Semi Automatic Defibrillator Replacement	71	0	71	TX-FVERRF	0	71
Total Vehicles and Equipment		2,432	0	2,432		0	2,432
Total Fire and Emergency Services		2,432	0	2,432		0	2,432
Mississauga Library System							
Buildings							
7271	Library Renovations	62	0	62	TX-FRRRF	0	62
Total Buildings		62	0	62		0	62
Materials and Equipment							
7275	Library Programme Equipment Replacement	160	0	160	TX-CRF	0	160
Total Materials and Equipment		160	0	160		0	160
Total Mississauga Library System		222	0	222		0	222

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Community Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Recreation and Parks							
City Wide Facilities							
7301	Future Directions Background Study	108	0	108	DCA-GG / TX-CRF	97	11
7302	Studies - Older Adult & Youth Strategy	162	0	162	TX-CRF	0	162
7303	Balanced Score Card - Performance Measurement System	54	0	54	TX-CRF	0	54
7309	Renovation to former Gym Club - Construction	1,800	0	1,800	DCA-REC	1,800	0
7313	Riverwood - Garden Design	285	0	285	TX-CRF	285	0
7321	Class 1 & 3 Trails - Design & Construction	2,913	0	2,913	DCA-REC	2,913	0
7322	Credit River Parks Strategy	106	0	106	TX-CRF	0	106
7323	Site Investigations/ Appraisals/ Audits	54	0	54	CIL-OS	54	0
Total City Wide Facilities		5,482	0	5,482		5,149	333
Park Facility Installation							
7316	Washroom-Design and Construction Arsenal	674	337	337	CIL-OS	337	0
7317	New inclusive playground - O'Conner Park	451	0	451	DCA-REC	451	0
7320	Senior soccer goal posts P476, P477-Erin Mills Development Corporation	19	0	19	DCA-REC	19	0
Total Park Facility Installation		1,144	337	807		807	0

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Community Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Parkland Redevelopment							
7310	Bridges and Underpasses- Rhododendren Gardens	162	0	162	TX-CRF	0	162
7314	Pre-Engineering and Concept Design for Civic and Central Library	280	0	280	TX-CRF	0	280
7324	Safety Surface Replacement (5)	133	0	133	TX-CRF	0	133
7350	Playground Redevelopment - Various Locations	175	0	175	TX-CRF	0	175
Total Parkland Redevelopment		749	0	749		0	749
Parkland Acquisition							
7311	Addition Park 270 -Our Lady of the Airways Elementary School Site	4,040	0	4,040	CIL-OS	4,040	0
Total Parkland Acquisition		4,040	0	4,040		4,040	0
Parkland Development							
7304	Basic Development, Play Equipment and Basketball- Erin Mills Development Corporation F134	1,052	0	1,052	DCA-REC	1,052	0
7305	Basic Development, Play Equipment - Erin Mills Development Corporation F136	139	0	139	DCA-REC	139	0
7306	Basic Development,Play Equipment,Spray Pad, Shoreline Works - Lakeside Park	5,292	0	5,292	CIL-OS /DCA- REC / TX-CRF	4,350	942

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Community Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
7312	Basic Development Amacon F101 - Design	\$ 418	\$ 100	\$ 318	DCA-REC	\$ 318	\$ 0
7315	Basic Development, Play Equipment and Spray Pad- Arsenal	1,745	0	1,745	DCA-REC	1,745	0
7318	Pinchin Farm Phase 1 - Construction	54	0	54	DCA-REC	54	0
7319	Basic Development, Daniels Park 471 - Construction	3,373	0	3,373	DCA-REC	3,373	0
Total Parkland Development		12,073	100	11,973		11,031	942
Parks Maintenance							
7363	Lakeview Golf Tee and Green Renovation	14	0	14	TX-CRF	0	14
7378	Pathway Lighting Improvements - Various Sites	145	0	145	TX-CRF	0	145
7379	Pathway Reconstruction - Various Sites	570	0	570	TX-CRF	0	570
7380	Other Park Improvements - Park and Greenbelt Fencing	19	0	19	TX-CRF	0	19
7381	Installation of Recognition Plaques	6	0	6	TX-CRF	0	6
7382	Other Park Improvements -Hewick Meadows Retaining Wall	32	0	32	TX-CRF	0	32
7383	Other Park Improvements -Max Ward-Repaint Shade Structures	8	0	8	TX-CRF	0	8
7384	Replacement of various park furnishings	40	0	40	TX-CRF	0	40

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Community Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
7385	Other Park Improvements - Meadowwood Park-Upgrade to Facility	\$ 56	\$ 0	\$ 56	TX-CRF	0	\$ 56
7388	Turf Renovation Program - Various Sites	64	0	64	TX-CRF	0	64
7389	Water Services - Various Neighbourhood Parks	27	0	27	TX-CRF	0	27
7390	Parks Bunker Construction	45	0	45	TX-CRF	0	45
Total Parks Maintenance		1,026	0	1,026		0	1,026
Sport Field Maintenance							
7370	Lit Sports Field Maintenance - Ninth Line	9	0	9	TX-CRF	0	9
7371	Wildwood Soccer Fencing Repairs	12	0	12	TX-CRF	0	12
7372	Tillsdown Base Line Fence Extensions	11	0	11	TX-CRF	0	11
7373	Tennis Court Maintenance - Various Sites	184	0	184	TX-CRF	0	184
7374	Unlit Sports Field Maintenance - Garnetwood Park	33	0	33	TX-CRF	0	33
Total Sport Field Maintenance		249	0	249		0	249
Urban Forestry							
7402	Park Tree Planting	69	0	69	TX-CRF	0	69
7403	Playground Trees	15	0	15	TX-CRF	0	15
7406	Woodland Management Plans	55	0	55	TX-CRF	0	55

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Community Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
7407	Conversion of Park Areas to Natural Areas	30	0	30	TX-CRF	0	30
7408	Street Tree Plantings - Infill	600	0	600	C-STPRF	0	600
7410	Tree Planting - Arbor Day/ Special Events	25	0	25	TX-CRF	0	25
7411	Tree Planting - New Subdivisions	500	0	500	C-STPRF	500	0
7412	Tree Planting - Road Reconstruction	35	0	35	C-STPRF	0	35
7413	Tree/Shrub Planting - Conservation Authority	75	0	75	TX-CRF	0	75
7414	Streetscape Beautification - Redevelopment of City Centre Boulevard Trees	367	0	367	TX-CRF	0	367
Total Urban Forestry		1,771	0	1,771		500	1,271
Vehicles, Equipment							
7421	Lakeview Golf Cart Replacement Program	180	0	180	TX-CRF	0	180
7422	Parks Vehicles and Equipment - Non Growth	245	0	245	CIL-OS	0	245
7423	Parks Vehicles and Equipment - Growth	200	0	200	DCA-PUBWRKS / TX-CRF	180	20
7424	Recreation Programme Equipment	735	0	735	CIL-OS / TX-CRF	0	735
Total Vehicles, Equipment		1,360	0	1,360		180	1,180

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Community Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Facility Renovations							
7428	Community Centre Renovations - Various Sites	483	0	483	CIL-OS	0	483
7429	River Grove Changeroom Renovation - Design	209	0	209	CIL-OS	0	209
7430	Vic Johnston Arena Redevelopment - Design	700	0	700	TX-CRF	0	700
Total Facility Renovations		1,392	0	1,392		0	1,392
Total Recreation and Parks		29,286	437	28,849		21,707	7,141
Total Community Services- 2007		31,939	437	31,502		21,707	9,795

* See Funding Source Abbreviation Table at the end of this section



Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Corporate Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Facility and Property Management							
Major Facility Maintenance							
7700 to 7725	HVAC Systems	1,638	0	1,638	TX-FRRRF	0	1,638
7726 to 7742	Roofing Systems	1,739	0	1,739	TX-FRRRF	0	1,739
7743 to 7778	Mechanical Systems	2,380	0	2,380	TX-FRRRF	0	2,380
7779 to 7791	Electrical Systems	575	0	575	TX-FRRRF	0	575
7792 to 7840	Structural	1,242	0	1,242	TX-FRRRF	0	1,242
7841 to 7866	Heritage Buildings	767	0	767	TX-FRRRF	0	767
7867 to 7877	Affiliated and Rental	132	0	132	TX-FRRRF	0	132
7878	Emergency Major Facility Maintenance	251	0	251	TX-FRRRF	0	251
Total Major Facility Maintenance		8,725	0	8,725		0	8,725
Facility Services							
7879 to 7886	Site Services	616	0	616	TX-FRRRF	0	616
7887 to 7891	Signage	69	0	69	TX-FRRRF	0	69
7892 to 7902	Security	703	0	703	TX-FRRRF	0	703
7904 to 7912	Energy Management	1,258	0	1,258	TX-FRRRF	0	1,258
7903	Inspections	5	0	5	TX-FRRRF	0	5
Total Facility Services		2,651	0	2,651		0	2,651

* See Funding Source Abbreviation Table at the end of this section



Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Corporate Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Relocation and Furniture							
7913 to 7918	Furniture	785	0	785	TX-CRF	0	785
Total Relocation and Furniture		785	0	785		0	785
Corporate Buildings - Additions and Improvements							
7919 to 7921	Improvements -Corporate Facilities	292	0	292	TX-CRF	0	292
7922 to 7924	Relocation & Office Accommodation	16,827	0	16,827	TX-CRF	0	16,827
7926 to 7929	Accessibility	126	0	126	TX-CRF	0	126
Total Corporate Buildings - Additions and Improvements		17,246	0	17,246		0	17,246
Vehicles and Equipment							
7930 to 7933	Equipment	195	0	195	TX-CRF	0	195
7934	Vehicles	45	0	45	TX-CRF	0	45
Total Vehicles and Equipment		240	0	240		0	240
Total Facility and Property Management		29,646	0	29,646		0	29,646
Information Technology							
Inquiries Management							
7533	Inquiries Management	1,300	0	1,300	TX-CRF	0	1,300
Total Inquiries Management		1,300	0	1,300		0	1,300

* See Funding Source Abbreviation Table at the end of this section



Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Corporate Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
IT Simplification							
7517	Hansen Interface to Bentley	175	0	175	TX-CRF	0	175
7518	Hansen Consulting	75	0	75	TX-CRF	0	75
7519	IT Business Application Simplification	200	0	200	TX-CRF	0	200
Total IT Simplification		450	0	450		0	450
Minor Projects							
7514	Minor Projects	100	0	100	TX-CRF	0	100
Total Minor Projects		100	0	100		0	100
Applications - New and Replacement							
7501	City Link	280	0	280	TX-CRF	0	280
7502	CLASS - Point of Sale at Concessions in City Facilities	150	0	150	TX-CRF	0	150
7503	CLASS - Point of Sale at Hershey Centre	150	0	150	TX-CRF	0	150
7504	Enterprise Information Management Consulting	100	0	100	TX-CRF	0	100
7505	Inside Mississauga - Intranet	500	0	500	TX-CRF	0	500
7506	SAP Upgrade	850	0	850	TX-CRF	0	850
7507	Tangible Capital Asset Reporting System	200	0	200	TX-CRF	0	200
7508	Tax System Conversion	700	0	700	TX-CRF	0	700
7509	Transit Operating System	735	0	735	TX-CRF	0	735

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Corporate Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
7510	Video Streaming - Pod Casting	\$ 40	\$ 0	\$ 40	TX-CRF	\$ 0	\$ 40
Total Applications - New and Replacement		3,705	0	3,705		0	3,705
Application Upgrades							
7511	Application Upgrades	100	0	100	TX-CRF	0	100
7512	In Vehicle Technology - Fire	68	0	68	TX-CRF	0	68
7513	Tax System Maintenance	375	0	375	TX-CRF	0	375
7532	Desktop Software Upgrade	100	0	100	TX-CRF	0	100
Total Application Upgrades		643	0	643		0	643
PC Replacement and Peripherals							
7526	Peripheral Equipment - Community Services	75	0	75	TX-CRF	0	75
7527	Peripheral Equipment - Community Services	20	0	20	TX-CRF	0	20
7528	Peripheral Equipment - Corp Serv / Mayor / Council	50	0	50	TX-CRF	0	50
7529	Peripheral Equipment - Transportation and Works	25	0	25	TX-CRF	0	25
7530	Personal Computer Replacement and Peripherals	800	0	800	TX-CRF	0	800
Total PC Replacement and Peripherals		970	0	970		0	970
Server Management							
7520	Servers Capacity Expansion	100	0	100	TX-CRF	0	100
7521	Servers Replacement	200	0	200	TX-CRF	0	200
Total Server Management		300	0	300		0	300

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Corporate Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Tools and Utilities							
7522	Tools and Utilities	200	0	200	TX-CRF	0	200
Total Tools and Utilities		200	0	200		0	200
Business Continuity and Disaster Readiness							
7523	Business Continuity and Disaster Readiness	350	0	350	TX-CRF	0	350
Total Business Continuity and Disaster Readiness		350	0	350		0	350
Network Management							
7515	Octel Voice System	500	0	500	TX-CRF	0	500
7516	Wireless Network Access for City Facilities	120	0	120	TX-CRF	0	120
7524	Network Fibre	50	0	50	TX-CRF	0	50
7525	Network Replacement & Upgrade	275	0	275	TX-CRF	0	275
Total Network Management		945	0	945		0	945
Specialized IT Equipment							
7531	Geographic Information System and Mapping Hardware	50	0	50	TX-CRF	0	50
Total Specialized IT Equipment		50	0	50		0	50
Total Information Technology		9,013	0	9,013		0	9,013
Vehicles, Equipment and Other							
Miscellaneous Equipment							
7640	Departmental Miscellaneous Equipment	14	0	14	TX-CRF	0	14
7641	Miscellaneous Equipment - Print Shop	25	0	25	TX-CRF	0	25
Total Miscellaneous Equipment		39	0	39		0	39

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Corporate Services (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Audiovisual Equipment							
7642	Corporate Audiovisual Equipment Purchase & Replacement	87	0	87	TX-CRF	0	87
Total Audiovisual Equipment		87	0	87		0	87
Total Vehicles, Equipment and Other		126	0	126		0	126
Total Corporate Services- 2007		38,785	0	38,785		0	38,785

* See Funding Source Abbreviation Table at the end of this section



Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Transportation and Works (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Roadway Rehabilitation							
7100	Roadway Rehabilitation	23,200	0	23,200	TX-RIMRF	0	23,200
7125	Ditching/Culvert Allowance	100	0	100	TX-RIMRF	0	100
7126	Parking Lot Rehabilitation	50	0	50	TX-RIMRF	0	50
Total Roadway Rehabilitation		23,350	0	23,350		0	23,350
Major Roads							
7101	Intersection Improvements	880	0	880	DCA-CWE	880	0
7102	Burnhamthorpe Road - Hurontario Street to Dixie Road	330	0	330	DCA-CWE / TX-CRF	297	33
7103	Burnhamthorpe Road West - Ninth Line to Loyalist Drive	250	0	250	DCA-CWE / TX-CRF	225	25
7104	Confederation Parkway - Bike Lanes (Queensway to Burnhamthorpe)	1,500	0	1,500	DCA-CWE	1,500	0
7105	Creditview Road Bridge over Credit River Detail Design	150	0	150	DCA-CWE / TX-CRF	135	15
7106	Drew Rd - Dixie Road to Tomken Road	490	0	490	DCA-CWE	490	0
7107	Highway 10 Ramp Extension	650	0	650	DCA-CWE / TX-CRF	520	130

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Transportation and Works (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
7108	Kennedy Road - Derry Road to North City Limits	1,070	0	1,070	DCA-CWE / TX-CRF	963	107
7109	Mavis Road - Eglinton to Matheson	5,060	0	5,060	DCA-CWE / TX-CRF	4,048	1,012
7111	McLaughlin Road - Derry Road to North City Limits	440	0	440	DCA-CWE / TX-CRF	352	88
7112	Meadowvale Road - Meadowpine to North City Limits	1,300	0	1,300	DCA-CWE / TX-CRF	1,170	130
7113	Ridgeway Drive - Unity Drive to North Limit of Hydro Electric Power Corridor	6,520	0	6,520	DCA-CWE	6,520	0
7114	Winston Churchill Boulevard - Argentia Road to Tradewind Drive	590	0	590	DCA-CWE / TX-CRF	472	118
7122	Preliminary Engineering Studies	80	0	80	DCA-CWE / TX-CRF	64	16
Total Major Roads		19,310	0	19,310		17,636	1,674

* See Funding Source Abbreviation Table at the end of this section



Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Transportation and Works (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Other Engineering							
7160	Vehicle & Equipment Replacement	2,497	0	2,497	TX-MFVERF / TX-CRF	0	2,497
7161	Facility Repairs - Works	25	0	25	TX-FRRRF	0	25
7162	Specialized Equipment	170	0	170	TX-CRF	0	170
7164	New Vehicles & Equipment	500	0	500	DCA- PUBWRKS / TX-CRF	419	81
7165	Sidewalks	1,430	0	1,430	DCA-CWE	1,430	0
7170	Field Equipment Replacement - Traffic Controllers	190	0	190	TX-CRF	0	190
7171	Traffic Signal Equipment Enhancements	1,125	0	1,125	DCA-CWE	1,125	0
7172	Traffic Signals Pre-Emption Equipment	30	0	30	TX-RIMRF	0	30
7173	Traffic System and Intelligent Transportation System (ITS)	25	0	25	DCA-CWE	25	0
7194	Salt Management Program	100	0	100	TX-CRF	0	100
7195	Streetlighting	1,471	0	1,471	TX-CRF	0	1,471
7197	Railway Barriers	53	27	26	TX-CRF	0	26
7198	Traffic Signals	1,500	0	1,500	DCA-CWE / C- TSRF	1,500	0
Total Other Engineering		9,116	27	9,089		4,499	4,590

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Transportation and Works (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Storm Drainage							
7130	Storm Sewer Oversizing - Various Locations	290	0	290	DCA-ST	290	0
7131	Minor Erosion Control Works - Various Locations	80	0	80	DCA-ST / TX-CRF	5	75
7132	Mississauga Storm Water Quality Strategy Update	500	0	500	DCA-ST	500	0
7133	Land Acquisition for Storm Water Management Facilities - #4604	780	0	780	DCA-ST	780	0
7134	Monitoring and minor modification of Storm Water Management Facilities - Various	80	0	80	DCA-ST	80	0
7135	Hindhead Park Drainage Improvements	1,200	0	1,200	TX-CRF	0	1,200
7136	Little Etobicoke Creek Drainage Improvements - Iceland	350	0	350	TX-CRF	0	350
7137	Cooksville Creek Erosion Control - Between Highway 10 and Highway 403	80	0	80	DCA-ST / TX-CRF	4	76

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Transportation and Works (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
7138	Cooksville Creek Erosion Control - North of Atwater to Canadian National Railway	\$ 1,250	\$ 0	\$ 1,250	DCA-ST / TX-CRF	\$ 75	\$ 1,175
7139	Etobicoke Creek Erosion Control - Behind Rathburn Road (Construction)	750	0	750	DCA-ST / TX-CRF	45	705
7140	Mimico Creek Erosion Control - Wildwood Park (Design)	40	0	40	DCA-ST / TX-CRF	3	37
7141	Sheridan Creek Erosion Control - Along Green Glade (Design)	60	0	60	DCA-ST / TX-CRF	2	58
7142	Park Royal Drainage Improvement - Constable Rd and Wiseman	450	0	450	TX-CRF	0	450
7143	Fletcher's Creek Storm Water Management (quality) North of Derry Road	700	0	700	DCA-ST	700	0
7144	Jannock Britannia Storm Water Management Facility #4604 - North of Britannia	2,180	0	2,180	DCA-ST	2,180	0
7145	Retrofit Loyalist Creek Storm Water Management Pond #5901	150	0	150	DCA-ST	150	0
7146	Storm Water Management Pond Dredging - Rehabilitation -Ponds 4405 & 4501	750	0	750	TX-CRF	0	750
Total Storm Drainage		9,690	0	9,690		4,813	4,877

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Transportation and Works (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Bridge and Structure Rehabilitation							
7150	Bridge Structure Detail Inspections & Design at various locations	97	0	97	TX-CRF	0	97
7151	Bridge Repairs	201	0	201	TX-CRF	0	201
7152	Bridge/Culvert Structure Appraisal and Improvement Priority	29	0	29	TX-CRF	0	29
7153	Brandon Gate Drive, 0.1 km west of Monica Drive	120	0	120	TX-CRF	0	120
7154	Camilla Road, 0.09km south of Pathfinder Road	310	0	310	TX-CRF	0	310
7155	Codlin Avenue, 0.15km S of Etude Drive	52	0	52	TX-CRF	0	52
7156	Maintenance Road, 0.25km north of Old Derry Road	55	0	55	TX-CRF	0	55
7157	Rathburn Road Ramp, 0.10 km south of Rathburn Road	50	0	50	TX-CRF	0	50
7158	Southdown Road - Canadian National Railway - Subway	531	0	531	TX-CRF	0	531
7159	Burnhamthorpe Road Bridge - Credit River & Mullet Creek (Design/Survey)	300	0	300	DCA-CWE / TX-CRF	180	120
Total Bridge and Structure Rehabilitation		1,745	0	1,745		180	1,565

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Transportation and Works (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
Transit							
7201	Transit Bus Acquisitions - Growth	6,300	0	6,300	DCA-TRAN / TX-CRF	6,300	0
7202	Transit Bus Acquisitions - Replacement	24,675	6,169	18,506	CFGTRF	0	18,506
7203	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	2,000	0	2,000	CFGTRF	0	2,000
7205	Transit Route Supervisor Vehicle Acquisitions - Growth	70	0	70	DCA-TRAN / TX-TVERRF	63	7
7206	Transit Route Supervisor Vehicle Acquisitions - Replacement	315	0	315	TX-TVERRF	0	315
7208	Transit Change-Off Vehicle Acquisitions - Replacement	100	0	100	TX-TVERRF	0	100
7210	Transit Maintenance Vehicle Acquisitions - Replacement	40	0	40	TX-TVERRF	0	40
7211	Transit Security Vehicles & Equipment - Growth	100	0	100	PGTRF	100	0
7213	Transit Capital Equipment Acquisition - Maintenance Section	145	0	145	TX-CRF	0	145
7215	Transit Intelligent Transportation Systems (ITS)	100	0	100	CFGTRF	0	100
7217	Transit Information Systems	400	0	400	CFGTRF	400	0

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Transportation and Works (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
		\$	\$	\$		\$	\$
7220	Transit Bus Security Cameras	150	0	150	CFGTRF	150	0
7221	Transit Terminal Security Cameras	60	0	60	CFGTRF	60	0
7223	Transit GTA Farecard Project	1,300	0	1,300	PGTRF	0	1,300
7224	Transit Bus Stops/Pads/Signs - Growth	35	0	35	DCA-TRAN / TX-CRF	32	3
7225	Transit Bus Stops/Pads/Signs - Replacement	40	0	40	TX-CRF	0	40
7227	Transit Mini Terminals/Bays/Bus Loops - Replacement	100	0	100	TX-CRF	0	100
7228	Transit Mini Terminals - Malton Renovation	500	0	500	CFGTRF	0	500
7229	Transit Mini Terminals - Bicycle Racks	50	0	50	DCA-TRAN / TX-CRF	45	5
7231	Transit Hurontario Corridor Study	1,800	0	1,800	FPTRF / MRTRF	1,800	0
7232	Transit City Centre Transit Terminal # 2 - Feasibility/Functionality	100	0	100	CFGTRF	100	0
7233	Transit Facility Repairs (Minor)	40	0	40	TX-FRRRF	0	40
7234	Transit Satellite #1 - Malton - Land Acquisition	1,000	0	1,000	DCA-TRAN	1,000	0
7236	Transit Facility Construction (Major) - Central Parkway Campus Expansion	11,000	0	11,000	CFGTRF	11,000	0

* See Funding Source Abbreviation Table at the end of this section





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Departmental Capital Budget Summary - 2007 Recommended Funding Transportation and Works (000's)

Project Number	Project Name	Gross Cost	Recovery	Net Cost	Funding Sources*	Growth	Non-Growth
7240	Transit Bus Rapid Transit (BRT) - Land Acquisition	\$ 10,000	\$ 0	\$ 10,000	MRTRF / CRF	\$ 10,000	\$ 0
7241	Transit BRT - Operational Plan	300	0	300	TX-CRF	300	0
7242	Transit BRT - Preliminary Design	836	358	478	MRTRF	478	0
7242	Transit BRT - Preliminary Design	870	372	497	TX-CRF	497	0
Total Transit		62,425	6,899	55,526		32,325	23,201
Total Transportation and Works- 2007		125,636	6,926	118,710		59,453	59,257

* See Funding Source Abbreviation Table at the end of this section



Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Funding Source Abbreviations

Appendix 3 and 4 contains the 2007 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.

Reserve Name	Purpose of the Fund
CFGTRF	▪ Federal Gas Tax 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 Water Management
DCA-TRAN	▪ New Development Charge – Transit





Appendix 3 - 2007 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

Reserve Name	Purpose of the Fund
FPTRF	<ul style="list-style-type: none">Federal Public Transit Reserve Fund
FRRRF	<ul style="list-style-type: none">Facilities Repairs and Renovations Reserve Fund
FVERRF	<ul style="list-style-type: none">Fire Vehicle & Equipment Replacement Reserve Fund
MFVERF	<ul style="list-style-type: none">Main Fleet Vehicle & Equipment Replacement Reserve Fund
MRTRF	<ul style="list-style-type: none">Mississauga Rapid Transit (MRT) Reserve Fund
PGTRF	<ul style="list-style-type: none">Provincial Gas Tax Reserve Fund
RIMRF	<ul style="list-style-type: none">Roadway Infrastructure Maintenance Reserve Fund
SRF	<ul style="list-style-type: none">Sidewalk Reserve Fund
STPRF	<ul style="list-style-type: none">Street Tree Planting Reserve Fund
TSRF	<ul style="list-style-type: none">Traffic Signals Reserve Fund
TVERRF	<ul style="list-style-type: none">Transit Vehicle & Equipment Replacement Reserve Fund



Appendix 4 - 2007 - 2016 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

2007 City Wide Capital Budget and Proposed Business Plan to 2016 -Recommended Funding Summary

(\$000's)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Gross Cost	196,360	247,741	245,052	284,642	212,905	90,338	130,740	108,860	133,116	90,522	1,740,276
Recovery/Subsidy	7,363	7,325	22,759	57,041	33,368	0	6,976	75	9,775	0	144,682
Net Cost	188,997	240,416	222,294	227,601	179,537	90,338	123,764	108,785	123,341	90,522	1,595,594
Net Cost Funding Sources											
Tax	13,200	13,700	14,200	14,700	15,200	15,700	16,200	16,700	17,200	17,700	154,500
Reserves	76,806	71,408	75,314	750	0	0	0	0	0	0	224,278
Federal Gas Tax	36,656	68,970	31,645	35,075	36,237	6,650	32,974	17,750	42,100	7,150	315,207
Provincial Gas Tax*	7,778	3,969	16,682	30,264	13,813	0	300	0	0	300	73,107
External Debt	0	0	0	0	0	14,000	57,000	25,500	20,500	16,000	133,000
Internal Debt	0	0	26,638	89,522	70,032	34,988	900	21,292	25,884	28,089	297,344
Contributions	8,584	28,033	20,409	10,023	5,731	4,214	2,165	3,386	2,029	1,929	86,505
Developer Charges	45,973	54,335	37,405	47,267	38,524	14,786	14,226	24,157	15,628	19,354	311,654
Total Funding Sources	188,997	240,416	222,294	227,601	179,537	90,338	123,764	108,785	123,341	90,522	1,595,594

* Includes \$65 million from Province of Ontario for the Bus Rapid Transit





Appendix 4 - 2007 - 2016 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

2007 City Wide Capital Budget and Proposed Business Plan to 2016

Gross Capital Recommended Funding Summary

(\$000's)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
Community Services	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Fire & Emergency Services											
Stations & Auxiliary Buildings	0	38	29,981	0	38	0	0	42	0	0	30,098
Vehicles & Equipment	2,432	3,067	1,838	2,528	1,783	3,242	6,581	4,566	2,151	1,666	29,854
Fire & Emergency Services	2,432	3,105	31,819	2,528	1,821	3,242	6,581	4,608	2,151	1,666	59,952
Mississauga Library System											
Buildings	62	994	10,809	3,156	767	861	976	69	50	50	17,794
Materials & Equipment	160	122	2,584	122	122	122	122	122	122	122	3,720
Total - Mississauga Library System	222	1,116	13,393	3,278	889	983	1,098	191	172	172	21,514
Recreation & Parks											
City Wide Facilities	5,482	15,684	2,532	2,288	849	162	8,205	54	54	54	35,365
Facility Renovations & Rehabilitation	1,392	9,844	7,859	13,110	854	2,928	621	618	653	653	38,533
Park Facility Installation	2,775	1,597	595	4,127	55	0	136	1,357	0	0	10,642
Park Redevelopment	1,691	1,137	3,739	564	1,091	2,574	1,128	1,805	955	1,229	15,914





Appendix 4 - 2007 - 2016 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

2007 City Wide Capital Budget and Proposed Business Plan to 2016

Gross Capital Recommended Funding Summary

(\$'000's)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Parkland Acquisition	4,040	11,078	16,559	1,323	4,060	2,823	1,323	1,323	1,323	1,223	45,076
Parkland Development	9,499	1,035	1,130	4,080	84	0	0	0	0	0	15,829
Parks Maintenance	1,026	1,456	1,491	1,118	1,445	1,308	845	925	912	793	11,319
Sports Field Maintenance	249	771	727	768	391	346	889	607	452	388	5,588
Urban Forestry	1,771	1,356	1,349	1,360	1,086	1,136	976	976	976	976	11,960
Vehicles, Equipment	1,360	861	863	933	850	851	1,035	855	869	832	9,309
Total - Recreation & Parks	29,286	44,821	36,845	29,672	10,764	12,128	15,158	8,520	6,193	6,149	199,536
Total - Community Services	31,939	49,042	82,056	35,478	13,474	16,353	22,837	13,319	8,516	7,987	281,002
Corporate Services											
Corporate Services-Other											
Vehicles, Equipment and Other	126	411	128	267	102	101	254	106	101	124	1,717
Total - Corporate Services-Other	126	411	128	267	102	101	254	106	101	124	1,717



Appendix 4 - 2007 - 2016 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

2007 City Wide Capital Budget and Proposed Business Plan to 2016

Gross Capital Recommended Funding Summary

(\$000's)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Facility & Property Management											
Corporate Bldgs - Addition & Improvement	17,246	5,079	5,124	5,124	616	352	350	347	358	2,491	37,087
Facility Services	2,651	2,066	1,217	931	1,524	1,364	1,289	895	842	1,425	14,204
Major Facility Maintenance	8,725	7,610	7,131	8,454	12,753	4,508	4,030	4,702	7,749	7,291	72,953
Relocations & Furniture	785	338	338	338	338	360	360	360	360	398	3,975
Vehicles & Equipment	240	153	57	53	32	38	42	39	42	78	774
Total - Facility & Property Management	29,646	15,246	13,867	14,900	15,263	6,622	6,071	6,343	9,351	11,683	128,992
Information Technology											
Applications	4,348	5,765	4,765	6,240	6,172	5,755	4,665	4,020	5,745	5,648	53,123
Computers and Equipment Replacement	1,020	970	1,020	995	1,076	1,031	1,076	1,031	1,076	1,076	10,368
Other Programs and Tools	3,645	2,720	2,590	2,775	2,023	2,737	2,093	2,573	2,494	2,159	25,806
Total - Information Technology	9,013	9,455	8,375	10,010	9,270	9,522	7,833	7,623	9,314	8,882	89,297
Total - Corporate Services	38,785	25,112	22,370	25,177	24,635	16,245	14,158	14,072	18,766	20,688	220,006





Appendix 4 - 2007 - 2016 Capital Program Summary

cityofmississauga2007budgetandbusinessplan

2007 City Wide Capital Budget and Proposed Business Plan to 2016

Gross Capital Recommended Funding Summary

(\$'000's)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Transportation & Works											
Transit											
Bus Acquisition and Replacement	30,975	23,100	15,540	40,110	34,860	8,610	36,510	8,610	41,610	8,610	248,535
Mississauga Rapid Transit (MRT)	13,805	6,580	37,980	103,380	54,890	0	0	0	0	0	216,635
Facilities and Other	17,645	64,080	25,840	8,510	22,640	2,055	7,905	13,275	13,355	3,165	178,470
Total - Transit	62,425	93,760	79,360	152,000	112,390	10,665	44,415	21,885	54,965	11,775	643,640
Works											
Bridge & Structure Rehabilitation	1,745	10,746	411	1,017	1,303	678	800	700	746	536	18,682
Major Roads	19,310	23,701	22,105	25,147	19,202	9,140	9,540	17,720	4,310	9,160	159,335
Other Engineering	9,116	13,039	9,020	12,993	11,021	9,147	10,551	9,064	6,493	10,446	100,890
Roadway Rehabilitation	23,350	23,370	24,520	23,870	23,920	24,470	23,920	23,870	24,520	23,870	239,680
Storm Drainage	9,690	8,971	5,210	8,960	6,960	3,640	4,520	8,230	14,800	6,060	77,041
Total - Works	63,211	79,827	61,266	71,987	62,406	47,075	49,331	59,584	50,869	50,072	595,628
Total - Transportation & Works	125,636	173,587	140,626	223,987	174,796	57,740	93,746	81,469	105,834	61,847	1,239,268
Total - City	196,360	247,741	245,052	284,642	212,905	90,338	130,740	108,860	133,116	90,522	1,740,276





Appendix 5 - Summary of Reserves and Reserve Funds

cityofmississauga2007budgetandbusinessplan

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

- \$13,200,000 To the Capital Reserve Fund;
- \$ 2,598,000 To the Insurance Reserve Fund;
- \$ 1,102,000 To the Reserve for Assessment Appeal;
- \$ 750,400 To the Transit Vehicle & Equipment Reserve Fund; and
- \$ 450,000 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;
- Insurance claims and premiums;
- One-time costs related to various staffing initiatives;
- Ongoing Transit expansion costs;
- Planning related studies and Zoning By-law updates;
- Recovery of development workload assistance staff in departments;
- 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; and
- \$1,500,000 Main Fleet Vehicle & Equipment Reserve Fund