

2008 Budget Data at a Glance

Illustrative content and data -- to be revised when budget document is being prepared)

	2006		2007		2008		2,009	2,010
	Actual	Budget	Actual	Budget	% Change Over Actual		Forecast	
					2007	2006		
Operating Fund								
Residential Property Taxes								
Gross spending: Departments	\$ 1,783,017	\$ 1,834,523	\$ 1,836,573	\$ 1,892,713	3.1%	6.2%		
Fees and user charges								
Contribution to Capital	\$ 61,149	\$ 75,068	\$ 75,236	\$ 100,326	33.3%	64.1%		
Use of Tax Rate Stabilization Reserve	\$ 2,500	\$ 31,781	\$ 31,781	\$ 24,600	-22.6%	89.8%		
Change in Other Reserves								
Debt Charges	\$ 88,423	\$ 71,159	\$ 71,282	\$ 71,831	0.8%	-23.1%		
Investment Income	\$ 25,795	\$ 19,090	\$ 24,813	\$ 19,090	-23.1%	-26.0%		
Capital Fund								
New Project Authority				\$ 589,903			\$ 622,520	\$ 567,324
Authority remaining on Works in Progress				\$ 489,715				
Issued Debt (end of year)				\$ 510,569			\$ 540,996	\$ 593,308
Capital spending	\$ 489,863		\$ 449,012					
Capital Fund balance	\$ 60,565		\$ 129,178					
Reserve Fund Balances			\$ 89,744	\$ 70,076			\$ 78,965	\$ 112,713
Development Charge Accounts balance			\$ 129,459	\$ 107,093			\$ 115,255	\$ 52,582
Revenue - Gas Tax								
Revenue - Government Grants								
Revenue - Development Charges								
Other								
Full Time Equivalent employees	13,478	13,252		13,840	4.4%	2.6%		
% of dept. expenses on wages/benefits	54.4%		56.9%					
City-wide percent increase to maintain services								
Households	354,435		356,900					

Operating Budget Excluding Rate - Summary (000's)

(Some data is illustrative)

	2006	2007		2008	% Change Over Actual		2009	2010
	Actual	Budget	Actual	Budget	2007	2006	Forecast	
	Revenue	\$ 1,894,696	\$ 1,951,407	\$ 1,953,455	\$ 2,046,784	4.8%	7.4%	
Expenditures	-1,783,017	-1,834,523	-1,836,573	-1,892,713	3.1%	5.8%		
	\$ 111,679	\$ 116,884	\$ 116,882	\$ 154,071	31.8%	27.5%		
Contribution to Capital Reserves								
City Wide	-50,427	-59,499	-59,667	-65,891	10.4%	23.5%		
City Wide - Special Levy				-20,000				
Transit (net)	-9,330	-14,106	-14,106	-11,938	-15.4%	21.8%		
Library	-1,392	-1,463	-1,463	-2,497	70.7%	44.3%		
	-\$61,149	-\$75,068	-\$75,236	-\$100,326	33.3%	39.0%		
Debt Charges								
City Wide	-77,854	-60,590	-60,712	-61,262	0.9%	-27.1%		
Transit	-10,569	-10,569	-10,569	-10,569	0.0%	0.0%		
	-\$88,423	-\$71,159	-\$71,281	-\$71,831	0.8%	-23.1%		
Tax Rate Stabilization Reserve	\$ 2,500	\$ 31,781	\$ 31,781	\$ 24,600	-22.6%	89.8%		
Other Transfers and Reserves	\$ 2,031	\$ (1,910)	\$ (1,910)	\$ (6,514)	241.0%			
Surplus/deficit		\$ 528	\$ 236	\$ -			\$ -	\$ -
FTE	13,478	13,252		13,840	4.4%	2.6%		

City of Ottawa
Capital Fund Activity (millions)

	Actual 2006	Actual 2007	Projected 2008	2009	2010	2011-17
Expenditures						
General Government	44,222	43,759				
Community & Protective Services						
Parks and Recreation	18,802	29,035				
Child Care	6,907	3,466				
Fire	6,666	6,755				
Police	8,679	9,412				
Paramedic	4,419	2,284				
Public Health		411				
Social Assistance		31				
Long Term Care	803	687				
By Law Services	2,284	2,257				
Libraries	5,457	1,613				
	54,017	55,951				
Public Works and services						
Fleet						
Solid Waste	22,550	14,107				
Transportation Services - Roadways	75,966	73,936				
Integrated Roads, Sewer & Water						
	98,516	88,043				
Planning, Transit and Environment						
Transit	93,838	87,355				
Planning and Development	6,717	8,308				
	100,555	95,663				
Water and Wastewater	162,628	132,546				
Social Housing	29,925	33,070				
	\$489,863	\$449,032				
Revenues						
Government Grants	142,741	87,490				
Development Charges	50,115	75,496				
Other	5,157	3,603				
	\$198,013	\$166,589				
Net Expenditures	\$291,850	\$282,443				
Financing and Transfers						
New Debt	101,944	206				
Contribution from Reserves, Funds, Operating	251,273	213,604				
	\$353,217	\$213,810				
Change in Capital Fund Balance	61,367	-68,633				
Capital Fund Balance - Beginning	67,811	129,178				
Capital Fund Balance End	\$129,178	\$60,545				

City of Ottawa
Operating Revenue - Summary (000's)

	2006	2007		2008	% Change Over Actual		2009	2010
	Actual	Budget	Actual	Budget	2007	2006	Forecast	
Property Taxes								
Existing Properties								
Residential	960,144	977,239	977,425	1,005,660	2.9%	4.7%		
Residential - Growth				17,600	1.8%			
Residential - Special Capital levy				20,000				
Commercial								
Supplemental/Rebates	960,144	977,239	977,425	1,043,260	6.7%	8.7%		
Government	11,172	4,965	962	4,615	379.7%	-58.7%		
Governments/Institutions	175,341	174,124	171,374	174,124	1.6%	-0.7%		
	\$ 1,146,657	\$ 1,156,328	\$ 1,149,761	\$ 1,221,999	6.3%	6.6%		
Solid Waste	22,547	22,975	23,546	23,810	1.1%	5.6%		
Programs								
Fees and User Charges								
Federal Grants and Contributions								
Provincial Grants and Contributions								
Fines and Penalties								
Other	649,691	688,943	697,506	717,279	2.8%	10.4%		
Penalty and Interest	9,526	10,599	9,795	10,599	8.2%	11.3%		
Investment income	25,795	19,090	24,813	19,090	-23.1%	-26.0%		
Investments								
Hydro Ottawa Dividend	12,000	14,000	12,000	14,000	16.7%	16.7%		
Ottawa Lands Development		5,000	0	5,000				
Sale of surplus lands (net)	3,181		4,102		-100.0%	-100.0%		
Other								
Provincial Offences Act	9,564	11,894	10,729	11,894	10.9%	24.4%		
Local Improvement	1,094	200	113	200	77.0%	-81.7%		
Raceway & Lottery Fees	4,660	4,704	4,961	4,704	-5.2%	0.9%		
Tax Certificate - New Accounts	2,029	3,095	2,178	3,160	45.1%	55.7%		
Ont. Mun. Partnership Fund(net)	5,574	10,119	10,119	10,119	0.0%	81.5%		
Provincial - Long Term Care		1,477	1,477	1,477	0.0%			
Other	2,378	2,983	2,355	3,453	46.6%	45.2%		
	\$ 1,894,696	\$ 1,951,407	\$ 1,953,455	\$ 2,046,784	4.8%	8.0%	\$ -	\$ -

Gross Operating Spending by Department/Branch (000's)

Net of Recoveries and After Inter-departmental Allocations

Department	2006	2007		2008	% Change Over		2009	2010
		Actual	Budget		Actual	Budget		
Branch							Forecast	
Elected Officials	7,944	10,152	9,535	10,413	9.2%	31.1%		
City Manager								
City Manager's Office	5,416	3,016	2,578	2,992	16.1%	-44.8%		
Financial Services	34,254	30,827	30,765	32,593	5.9%	-4.8%		
Legal Services	4,890	6,147	6,358	5,899	-7.2%	20.6%		
City Clerk's Branch	16,545	15,208	14,767	14,284	-3.3%	-13.7%		
	61,105	55,198	54,468	55,768	2.4%	-8.7%		
Office of the Auditor General	1,699	1,761	1,761	1,855	5.3%	9.2%		
Business Transformation Services								
Office of the Executive Director of BTS	1,642	1,560	1,652	1,531	-7.3%	-6.8%		
Business Transformation				2,700				
Client Services & Public Information	8,697	9,162	9,014	8,956	-0.6%	3.0%		
Corporate Planning & Perf. Reporting		1,318	1,270	1,342	5.7%			
Real Property Asset Management	101,990	39,833	37,939	42,140	11.1%	-58.7%		
Corporate Communications		1,400	1,321	1,415	7.1%			
Information Technology Services	41,813	39,617	38,480	41,607	8.1%	-0.5%		
Employee Services	16,882	16,842	15,937	16,934	6.3%	0.3%		
	171,024	109,732	105,613	116,625	10.4%	-31.8%		
Planning, Transit & the Environment								
Deputy City Manager	909	1,434	1,435	1,475	2.8%	62.3%		
Building Code Services	16,487	14,474	21,812	15,292	-29.9%	-7.2%		
Building Code Services - OPCR	415	552	595	558	-6.2%	34.5%		
Planning	16,487	8,509	7,759	7,623	-1.8%	-53.8%		
Economic and Environ. Sustainability	3,769	4,871	4,974	4,795	-3.6%	27.2%		
Transit Services	260,215	304,126	304,761	326,438	7.1%	25.4%		
	298,282	333,966	341,336	356,181	4.3%	19.4%		
Committee Of Adjustment	831	950	853	981		18.1%		
Conservation Authority	6,156	6,800	6,761			-100%		

Community & Protective Services						
Deputy City Manager	3,013	3,089	3,090	3,019	-2.3%	0.2%
Paramedic Services	47,168	51,640	51,718	56,393	9.0%	19.6%
By-law Enforcement	12,771	14,380	14,328	15,403	7.5%	20.6%
Office of Emergency Management	1,741	1,791	1,860	1,838	-1.2%	5.6%
Fire Services	102,781	107,229	107,430	109,793	2.2%	6.8%
Housing	122,834	129,274	131,323	133,974	2.0%	9.1%
Parks & Recreation	126,573	169,417	170,922	87,810	-48.6%	-30.6%
Child Care				91,110		
Public Health	38,090	39,954	38,300	42,234	10.3%	10.9%
Employment & Financial Assistance	254,521	262,342	247,212	244,247	-1.2%	-4.0%
Cultural Services & Community Funding	28,937	33,429	36,686	36,812	0.3%	27.2%
Long Term Care	41,726	45,784	45,740	46,783	2.3%	12.1%
	780,155	858,329	848,609	869,416	2.5%	11.4%
Ottawa Public Library	30,656	34,696	34,672	36,039	3.9%	17.6%
Public Works & Services						
Deputy City Manager	2,459	2,024	1,956	1,760	-10.0%	-28.4%
Surface Operations	112,563	113,621	118,501	122,128	3.1%	8.5%
Traffic & Parking Operations	32,499	35,893	33,492	39,442	17.8%	21.4%
Solid Waste Services	44,482	47,357	44,678	50,264	12.5%	13.0%
Infrastructure Services	11,128	3,019	3,283	3,121	-4.9%	-72.0%
Fleet Services - Operational Expenditures	163,855	174,683	174,543	198,507	13.7%	21.1%
Fleet Services - Recoveries / Revenues	(163,302)	(174,029)	(173,848)	(197,953)	13.9%	21.2%
	203,684	202,568	202,605	217,269	7.2%	6.7%
Corporate Efficiency Gapping Targets						
Corporate Efficiency Savings	134		-	(10,193)		
Management Efficiency Savings				(14,491)		
Corporate Gapping to be Achieved		(5,188)	426	(3,020)		
Temporary Gapping Allocation			-	8,025		
	134	(5,188)	426	(19,679)		
Ottawa Police Service	187,227	199,282	208,652	217,160	4.1%	16.0%
Other						
MPAC	9,903	10,295	10,443	10,810	3.5%	9.2%
Corporate benefit provisions (net)	13,120	14,186	14,055	12,986	-7.6%	-1.0%
Financial charges and other	3,908	6,269	2,984	11,318	279.3%	189.6%
Self Insurance (net)	7,189	5,513	3,786	6,073	60.4%	-15.5%
Recovery from rate/sewer		(9,986)	(9,986)	(10,502)	5.2%	
	34,120	26,277	21,282	30,685	44.2%	-10.1%
Total	\$ 1,783,017	\$ 1,834,523	\$ 1,836,573	\$ 1,892,713	3.1%	6.2%

Gross Operating Revenues by Department/Branch (000's)

Net of Recoveries and After Inter-departmental Allocations

Department Branch	2006	2007		2008	% Change Over Actual		2009	2010
	Actual	Budget	Actual	Budget	2007	2006	Forecast	
Elected Officials								
City Manager								
City Manager's Office	545		2,763	3,769	36.4%	-100.0%		
Financial Services	2825	2,277	250		-100.0%	33.4%		
Legal Services		250	2,612	1,614	-38.2%	-69.0%		
City Clerk's Branch	5212	2,318						
	8,582	4,845	5,625	5,383	-4.3%	-37.3%		
Office of the Auditor General								
Business Transformation Services								
Office of the Executive Director of BTS								
Business Transformation								
Client Services & Public Information	187	305	317	15	-95.3%	-92.0%		
Corporate Planning & Perf. Reporting								
Real Property Asset Management	8936	8,655	9,115	8,575	-5.9%	-4.0%		
Corporate Communications								
Information Technology Services	62	57	52	58	11.5%	-6.5%		
Employee Services	50	235	235		-100.0%	-100.0%		
	9,235	9,252	9,719	8,648	-11.0%	-6.4%		
Planning, Transit & the Environment								
Deputy City Manager								
Building Code Services	20252	18,432	25,770	19,543	-24.2%	-3.5%		
Building Code Services - OPCR	864	644	869	652	-25.0%	-24.5%		
Planning	6121	6,981	8,350	8,346	0.0%	36.4%		
Economic and Enviro. Sustainability	840		34		-100.0%	-100.0%		
Transit Services	141930	151,347	152,126	158,648	4.3%	11.8%		
	170,007	177,404	187,149	187,189	0.0%	10.1%		
Committee Of Adjustment	791	950	869	981		24.0%		
Conservation Authority		6,800	7,595					

Community & Protective Services						
Deputy City Manager	72		62		-100.0%	-100.0%
Paramedic Services	23905	28,828	29,283	32,028	9.4%	34.0%
By-law Services	17209	19,374	20,125	20,206	0.4%	17.4%
Office of Emergency Management	404	97	175	97	-44.6%	-76.0%
Fire Services	925	649	642	654	1.9%	-29.3%
Housing	51754	50,121	52,192	50,486	-3.3%	-2.5%
Parks & Recreation	100899	37,261	108,616	42,972	-60.4%	-57.4%
Child Care		69,130		70,900		
Public Health	28171	31,777	30,421	42,234		49.9%
Employment & Financial Assistance	145863	150,544	137,761	143,704	4.3%	-1.5%
Cultural Services & Community Fund	3469	2,275	5,895	2,710	-54.0%	-21.9%
Long Term Care	36401	45,784	37,641	46,044	22.3%	26.5%
	409,072	435,840	422,813	452,035	6.9%	10.5%
Ottawa Public Library	3,836	3,633	4,099	3,615	-11.8%	-5.8%
Public Works & Services						
Deputy City Manager	79					-100.0%
Surface Operations	2065	1,674	1,361	1,674	23.0%	-18.9%
Traffic & Parking Operations	16934	16,511	17,458	18,246	4.5%	7.7%
Solid Waste Services	13316	16,090	19,549	22,770	16.5%	71.0%
Infrastructure Services	3616	3,052	3,488	3,137	-10.1%	-13.2%
Fleet Services - Operational Exp.						
Fleet Services - Recoveries / Revenues	553	654	695	554	-20.3%	0.2%
	36,563	37,981	42,551	46,381	9.0%	26.9%
Ottawa Police Service	11,605	12,238	17,086	13,047	-23.6%	12.4%
Total	\$ 649,691	\$ 688,943	\$ 697,506	\$ 717,279	2.8%	10.4%

City of Ottawa
Net Operating Costs by Department/Branch (000's)

Net of Revenues, Recoveries and After Inter-departmental Allocations

Department Branch	2006	2007		2008	% Change Over		2009	2010
	Actual	Budget	Actual	Budget	2007	2006	Forecast	
Elected Officials	7,944	10,152	9,535	10,413	9.2%	31.1%		
City Manager								
City Manager's Office	4,871	3,016	2,578	2,992	16.1%	-38.6%		
Financial Services	31,429	28,550	28,002	28,824	2.9%	-8.3%		
Legal Services	4,890	5,897	6,108	5,899	-3.4%	20.6%		
City Clerk's Branch	11,333	12,890	12,155	12,670	4.2%	11.8%		
	52,523	50,353	48,843	50,385	3.2%	-4.1%		
Office of the Auditor General	1,699	1,761	1,761	1,855	5.3%	9.2%		
Business Transformation Services								
Office of the Executive Director of BTS	1,642	1,560	1,652	1,531	-7.3%	-6.8%		
Business Transformation	0	0	0	2,700				
Client Services & Public Information	8,510	8,857	8,697	8,941	2.8%	5.1%		
Corporate Planning & Perf. Reporting	0	1,318	1,270	1,342	5.7%			
Real Property Asset Management	93,054	31,178	28,824	33,565	16.4%	-63.9%		
Corporate Communications	0	1,400	1,321	1,415	7.1%			
Information Technology Services	41,751	39,560	38,428	41,549	8.1%	-0.5%		
Employee Services	16,832	16,607	15,702	16,934	7.8%	0.6%		
	161,789	100,480	95,894	107,977	12.6%	-33.3%		
Planning, Transit & the Environment								
Deputy City Manager	909	1,434	1,435	1,475	2.8%	62.3%		
Building Code Services	-3,765	-3,958	-3,958	-4,251	7.4%	12.9%		
Building Code Services - OPCR	-449	-92	-274	-94	-65.7%	-79.1%		
Planning	10,366	1,528	-591	-723	22.3%	-107.0%		
Economic and Enviro. Sustainability	2,929	4,871	4,940	4,795	-2.9%	63.7%		
Transit Services	118,285	152,779	152,635	167,790	9.9%	41.9%		
	128,275	156,562	154,187	168,992	9.6%	31.7%		
Committee Of Adjustment	40	0	-16	0		-100%		
Conservation Authority	6,156	0	-834	0		-100%		

Community & Protective Services							
Deputy City Manager	2,941	3,089	3,028	3,019	-0.3%	2.7%	
Paramedic Services	23,263	22,812	22,435	24,365	8.6%	4.7%	
By-law Services	-4,438	-4,994	-5,797	-4,803	-17.1%	8.2%	
Office of Emergency Management	1,337	1,694	1,685	1,741	3.3%	30.2%	
Fire Services	101,856	106,580	106,788	109,139	2.2%	7.2%	
Housing	71,080	79,153	79,131	83,488	5.5%	17.5%	
Parks & Recreation	25,674	132,156	62,306	44,838	-28.0%	74.6%	
Child Care	0	-69,130	0	20,210			
Public Health	9,919	8,177	7,879				
Employment & Financial Assistance	108,658	111,798	109,451	100,543	-8.1%	-7.5%	
Cultural Services & Community Funding	25,468	31,154	30,791	34,102	10.8%	33.9%	
Long Term Care	5,325	0	8,099	739	-90.9%	-86.1%	
	371,083	422,489	425,796	417,381	-2.0%	12.5%	
Ottawa Public Library	26,820	31,063	30,573	32,424	6.1%	20.9%	
Public Works & Services							
Deputy City Manager	2,380	2,024	1,956	1,760	-10.0%	-26.1%	
Surface Operations	110,498	111,947	117,140	120,454	2.8%	9.0%	
Traffic & Parking Operations	15,565	19,382	16,034	21,196	32.2%	36.2%	
Solid Waste Services	31,166	31,267	25,129	27,494	9.4%	-11.8%	
Infrastructure Services	7,512	-33	-205	-16	-92.2%	-100.2%	
Fleet Services - Operational Expenditures	163,855	174,683	174,543	198,507	13.7%	21.1%	
Fleet Services - Recoveries / Revenues	-163,855	-174,683	-174,543	-198,507	13.7%	21.1%	
	167,121	164,587	160,054	170,888	6.8%	2.3%	
Corporate Efficiency Gapping Targets							
Corporate Efficiency Savings	134		-	(10,193)			
Management Efficiency Savings				(14,491)			
Corporate Gapping to be Achieved		(5,188)	426	(3,020)			
Temporary Gapping Allocation			-	8,025			
	134	(5,188)	426	(19,679)			
Ottawa Police Service	175,622	187,044	191,566	204,113	6.5%	16.2%	
Other							
MPAC	9,903	10295	10443	10810	3.5%	9.2%	
Corporate benefit provisions (net)	13,120	14186	14055	12986	-7.6%	-1.0%	
Financial charges and other	3,908	6269	2984	11318	279.3%	189.6%	
Self Insurance (net)	7,189	5513	3786	6073	60.4%	-15.5%	
Recovery from rate/sewer		-9986	-9986	-10502	5.2%		
	34,120	26,277	21,282	30,685	44.2%	-10.1%	
Total	\$ 1,133,326	\$ 1,145,580	\$ 1,139,067	\$ 1,175,434	3.2%	3.7%	

City of Ottawa
Public Works & Services - Gross Operating Expenditures - (000's)

	Gross Expenditures											
	Baseline from 2007			Changes for 2008						Proposed Budget		
	Actual Gross Spending	Adjust. & One-time Expend.	Tech Gains	Maintain Services	Provincial legislated	Growth	New Services	Service Adjust.	Efficiencies	Proposed 2008 Gross Spending	% change over 2007	% Exp. On wages
Deputy City Manager												
Deputy City Manager	451			-89						362	-19.7%	
Strategic Initiatives & Planning	1,573			-175						1,398	-11.1%	
Dept. Business & Technical Serv.	0											
	\$2,024	\$0	\$0	-\$264	\$0	\$0	\$0	\$0	\$0	\$1,760	-13%	
Fleet Services												
Director's Office	341			11	-					352	3.2%	
Fleet Maintenance	76,758			6,391	86	2,467	113			85,815	11.8%	
Life Cycle Management	7,290			109	-	175	-222			7,352	0.9%	
Operations	90,294	-100		10,699	48	3,548	499			104,988	16.3%	
	\$ 174,683	\$ (100)	\$ -	\$ 17,210	\$ 134	\$ 6,190	\$ 390	\$ -	\$ -	\$ 198,507	13.6%	
Surface Operations												
Director's Office & Tec. Support	5,039			145	100	80	30			5,394	7.0%	
Roads, sidewalks, right of ways	26,868			1,050		480	1,200			29,598	10.2%	
Winter Maintenance	61,123			2,134		1,448	0		-1,009	63,696	4.2%	
Parks and Sports Field Maint.	20,868			912		473	0			22,253	6.6%	
Forestry Services	6,902			191		454	970			8,517	23.4%	
	\$ 120,800	\$ -	\$ -	\$ 4,432	\$ 100	\$ 2,935	\$ 2,200	\$ -	\$ (1,009)	\$ 129,458	7.2%	
Solid Waste												
Manager's Office	388			7						395	1.8%	
Diversion/Recycling	22950	275		1505					-592	24,138	5.2%	
Regular Collection	15636			496						16,132	3.2%	
Disposal and Landfill	8740			121			1095			9,956	13.9%	
Capital formation	1944			3009						4,953	154.8%	
Admin and cost transfers	720									720	0.0%	
Financial & Misc. Charges	360									360	0.0%	
	\$ 50,738	\$ 275	\$ -	\$ 5,138	\$ -	\$ -	\$ 1,095	\$ -	\$ (592)	\$ 56,654	11.7%	
Traffic and Parking operations												
Directors' office	430			12						442	2.8%	
Traffic operations	32028			2060		809	50		-416	34,531	7.8%	
Mobility & Area Traffic Mgmt.	2242	-15		98		170				2,495	11.3%	
Safety and Traffic Services	6444			250		706				7,400	14.8%	
	\$ 41,144	\$ (15)	\$ -	\$ 2,420	\$ -	\$ 1,685	\$ 50	\$ -	\$ (416)	\$ 44,868	9.1%	
Infrastructure Services												
Director's office	396			10						406	2.5%	
Construction Services Develop.	5727			17					-85	5,659	-1.2%	
Construction Services	8765			28						8,793	0.3%	
Infrastructure Management	7435			68						7,503	0.9%	
	\$ 22,323	\$ -	\$ -	\$ 123	\$ -	\$ -	\$ -	\$ -	\$ (85)	\$ 22,361	0.2%	
TOTAL	\$ 411,712	\$ 160	\$ -	\$ 29,059	\$ 234	\$ 10,810	\$ 3,735	\$ -	\$ (2,102)	\$ 453,608	10.2%	
Percent of Baseline		0.0%	0.0%	7.1%	0.1%	2.6%	0.9%	0.0%	-0.5%	10.1%		

	2007 Revenues and Allocations	Client Recoveries	Allocations	Federal Provincial Revenue	General Fees Charges	2008 Revenues and Allocations	% change over 2007
Deputy City Manager Deputy City Manager Strategic Initiatives & Planning Dept. Business & Technical Serv.	\$0						
Fleet Services							
Director's Office		352				352	
Fleet Maintenance		85,815				85,815	
Life Cycle Management		7,352				7,352	
Operations	173,848	104,434			554	104,988	
	\$ 173,848	\$ 197,953	\$ -	\$ -	\$ 554	\$ 198,507	14.2%
Surface Operations							
Director's Office & Tec. Support						-	
Roads, sidewalks, right of ways						-	
Winter Maintenance	8,853	2,145			1,674	3,819	
Parks and Sports Field Maint.			5,185			5,185	
Forestry Services						-	
	\$ 8,853	\$ 2,145	\$ 5,185	\$ -	\$ 1,674	\$ 9,004	1.7%
Solid Waste							
Manager's Office						-	
Diversion/Recycling	39,422	357		3,429	42,966	46,752	
Regular Collection						-	
Disposal and Landfill						-	
Capital formation						-	
Admin and cost transfers						-	
Financial & Misc. Charges						-	
	\$ 39,422	\$ 357	\$ -	\$ 3,429	\$ 42,966	\$ 46,752	18.6%
Traffic and Parking operations							
Directors' office						-	
Traffic operations	21,747	5,426		195	18,051	23,672	8.9%
Mobility & Area Traffic Mgmt.						-	
Safety and Traffic Services						-	
	\$ 21,747	\$ 5,426	\$ -	\$ 195	\$ 18,051	\$ 23,672	8.9%
Infrastructure Services							
Director's office						-	
Construction Services Develop.	11,322	11,038			3,137	14,175	25.2%
Construction Services	7,982	8,202				8,202	2.8%
Infrastructure Management						-	
	\$ 19,304	\$ 19,240	\$ -	\$ -	\$ 3,137	\$ 22,377	15.9%
TOTAL	\$ 263,174	\$ 225,121	\$ 5,185	\$ 3,624	\$ 66,382	\$ 300,312	14.1%

	Net Requirement						Full Time Equivalent				
	2006	2007	2008		2009	2010	2006	2007	2008		
	Actual	Actual	Budgeted Net Required	% Change Over 2007 Actual	% change over 2006 Actual	Forecast			Change #	Change %	
Deputy City Manager											
Deputy City Manager	428	451	362	-19.7%	-15.4%						
Strategic Initiatives & Planning	1,147	1,573	1,398	-11.1%	21.9%		32.5	24.5	24.5	0.0	0.0%
Dept. Business & Technical Serv.	884	0	0		-100.0%						
	\$ 2,459	\$ 2,024	\$ 1,760	-13.0%	-28.4%		32.5	24.5	24.5	0.0	-100%
Fleet Services											
Director's Office	237	341	0								
Fleet Maintenance	71,074	76,758	-								
Life Cycle Management	6,455	7,290	-				592.2	636.2	692.7	56.5	8.9%
Operations	(77,766)	(83,554)	-								
	\$ -	\$ 494	\$ -				592.2	636.2	692.7	56.5	8.9%
Surface Operations											
Director's Office & Tec. Support	4134	5039	5394	7.0%	30.5%						
Roads, sidewalks, right of ways	26,021	26,868	29,598	10.2%	13.7%		824.2	849.7	870.1	20.5	2.4%
Winter Maintenance	49,917	52,270	59,877	14.6%	20.0%						
Parks and Sports Field Maint.	20,132	20,868	17,068	-18.2%	-15.2%						
Forestry Services	5640	6,902	8517	23.4%	51.0%						
	\$ 105,844	\$ 111,947	\$ 120,454	7.6%	13.8%		824.2	849.7	870.1	20.5	2.4%
Solid Waste											
Manager's Office	399	388	395	1.8%	-1.0%						
Diversion/Recycling	-12872	-16472	-22,614	37.3%	75.7%						
Regular Collection	13810	15636	16,132	3.2%	16.8%		69.8	81.8	89.3	7.5	9.2%
Disposal and Landfill	7283	8740	9,956	13.9%	36.7%						
Capital formation	1418	1944	4,953	154.8%	249.3%						
Admin and cost transfers	720	720	720	0.0%	0.0%						
Financial & Misc. Charges		360	360	0.0%	0.0%						
	\$ 10,758	\$ 11,316	\$ 9,902	-12.5%	-8.0%		69.8	81.8	89.3	7.5	9.2%
Traffic and Parking operations											
Directors' office	303	430	442	2.8%	45.9%						
Traffic operations	7,608	10,281	10,859	5.6%	42.7%		301.6	310.8	321.8	11.0	3.5%
Mobility & Area Traffic Mgmt.	1,938	2,242	2,495	11.3%	28.7%						
Safety and Traffic Services	5,850	6,444	7,400	14.8%	26.5%						
	\$ 15,699	\$ 19,397	\$ 21,196	9.3%	35.0%		301.6	310.8	321.8	11.0	3.5%
Infrastructure Services											
Director's office			406								
Construction Services Develop.			-8,516				254.8	255.8	255.8	0.0	0.0%
Construction Services			591								
Infrastructure Management			7,503								
	\$ -	\$ -	\$ (16)				254.8	255.8	255.8	0.0	0.0%
TOTAL	\$ 134,760	\$ 145,178	\$ 153,296	5.6%	13.8%		2075.1	2158.7	2254.2	95.5	4.4%

Public Works & Services - Explanatory Notes

	\$(000's)	FTE Impact
Eliminations and adjustments from prior year		
Remove one time funding for biofuel for transit buses	-100	
Increased public participation in hazardous waste mobile depots	275	
Reduced fees on reduction in waste at Carp Rd. landfill	265	
Reduced market prices for recyclables	500	
New permit revenue for developer signage	-150	
Road cut permit revenue from regulation 580/06	-600	
Increased recoveries from traffic counts due to higher volume	-100	
Removal of parking meters due to capital projects	365	
<i>(note: segregate above between expense and recoveries)</i>	\$455	
Legislated (net of recoveries)		
SDF Environmental monitoring	\$100	
New Services (net of recoveries)		
Graffiti management	1230	
Trees and forest improvement strategy	970	
	\$2,200	
Efficiencies		
Allocation of SBR productivity improvements	\$2,102	

	2008 Net Impact		2009 \$(000's)	2010 \$(000's)
	\$(000's)	FTE Impact		
Deputy City Manager				
Reduce capacity	\$235	3		
Surface Operations				
Eliminate enhancement to tree program	970	7		
Eliminate enhancement to graffiti program	1,280			
Eliminate growth pressures	2,345	14.5		
Eliminate community forest programs	50			
Eliminate promotional material for forestry programs	10			
Eliminate tree stump removal on city property	150	0.6		
Reduce tree pruning by 20% - respond only to emergencies	130			
Reduce tree pruning by an additional 50% - respond only to emergencies	395			
Extend timelines for wood pick ups	50			
Eliminate maintenance of shrubs in parks	200	1.7		
Eliminate Copps Pond Patrol that enforces swimming times	25	1		
Eliminate existing graffiti program except for hate graffiti	320	0.9		
Eliminate "clean the capital" "adopt-a-park", "Community Pride"	110	0.8		
Eliminate maintenance of shrubs along road	175	2.4		
Reduce roadside grass cutting by 50%	700	6.6		
Eliminate supplementary road plowing, salting and removal linked to climate change	2,600			
Eliminate supplementary sidewalk plowing	2,000			
Eliminate Snow-go program	120			
Eliminate anti-littering campaign	50			
Eliminate summer and fall roadway sweeping	400	1.8		
Reduce roadside ditching by 25%	600	3.5		
Reduce residential roadway and sidewalk plowing	1,500	4.2		
Reduce roadside grass cutting by 50%	450	5.9		
Reduce litter pickup by 25%	550	6.9		
Reduce dust control program on gravel roads	400	0.6		
	\$15,580	58.4		
Solid Waste				
Increase gate rate at Trail Road and Carp over CPI to be in line with market rates	860			
Close Trail Road on statutory holidays	25			
Reduce list of acceptable materials at Hazardous Dept	75			
Reduce dry garbage collection to bi-weekly	1,100			
Eliminate LCBO bottles from blue box	200			
Eliminate leaf and yard waste in rural areas	130			
	\$2,390			
Traffic and Parking				
Charge for on-street parking until 9:00 in commercial areas	2,205	-2.0		
Charge for on-street parking on Saturday and Sunday until 9:00 in commercial areas	1,065	-4.0		
Introduce pay and display	1,725	-4.0		
Increase on-street parking rate to \$3.00 per hour	1,090			
Introduce on-street parking in specified communities	1,755	2.0		
Eliminate growth pressures	840	11.0		
	\$8,680	3.0		
Infrastructure Services				
Eliminate roadway vibration investigations	\$75	1.0		
TOTAL	\$26,960	65.4		

Public Works & Services - Key Performance/Outcome Measures

	Actual		Target
	2006	2007	2008
Surface Operations			
Operating costs for paved roads roads per KM	\$1,211		
Operating costs for unpaved roads roads per KM	\$1,581		
Winter minatenance per KM	\$4,224		
Percent of paved roads where condition is good to very good	79%		
Fleet			
Cost per vehicle per km - light	\$0.27		
Cost per vehicle per km - medium	\$0.46		
Cost per vehicle per km - heavy	\$1.28		
Cost per vehicle per km - off road	\$0.41		
Total cost per vehicle KM (all in cost) - Ambulance	\$0.46		

	2006 Rate	2007 Rate	2008 Rate	Percent Change Over 2007	Percent Change Over 2006	Budgeted 2008 Revenue
Traffic and Parking Operations						
Road cut permit fee	337.75	348	355	2.0%	5.1%	
Road cut permit renewal fee	118	122	125	2.5%	5.9%	
Winter Inspection charges fee per month	36.25	37.5	38.25	2.0%	5.5%	
Traffic Count information fee	84.75	87.25	89	2.0%	5.0%	
Parking Operations						
On Street parking permit fee (plus GST and PST as applicable)						
Residential parking permit annual	560	560	570	1.8%	1.8%	
Residential parking permit monthly 100 winter \$20 sum		50	51	2.0%		

Transfers and Reserves (000's) - Partial data

	2006		2007				2008		Projected Closing Balance
	Budgeted Transfers	Opening Balance	Budgeted Transfers	Contributions	Dispositions Adjustments	Closing Balance	Budgeted Transfers	Contributions/R evenues	
Tax rate Stabilization Reserve		\$ 35,111	\$ (31,796)	\$ 22,083		\$ 25,398	\$ (28,797)	\$ 4,600	\$ 1,201
Capital Reserves									
City Wide		8,167	-68,326	66,946	-6,792	-5	-89,504	90,909	1,400
Corporate Fleet		20,785	-16,509	13,724	1,262	19,262	-21,053	16,968	15,177
Transit		339	-8,675	35,911	15,889	43,464	-46,669	40,924	37,719
Environmental Areas		492	-492		66	66			66
Solid Waste									0
Child Care		7	-7						0
Social Housing		1,400	-1,310		111	201			201
Library		10	-1,375	1,463	7	105	-2,420	2,497	182
		\$ 31,200	\$ (96,694)	\$ 118,044	\$ 10,543	\$ 63,093	\$ (159,646)	\$ 151,298	\$ 54,745
Other Reserves									
Solid Waste		-875	1,416			1,416	-4,915		
Sale of old City Hall		8,437	23,484	-4,443	863	19,904	-4,443	199	15,660
100 Constellation lease		-5,497		5,497		5,497	-5,497		
Transit Reserve Fund			-1,303			-1,303	1,303		
Ray Friel Reserve Fund (net)		-147	146			146			
Sinking Fund Surplus		963				0			
Election Reserve		-850	82	-671	1,125	536	-158	1,125	1,503
Debt charge - solid waste			-528			-528	-528		
Brownsfields Grants							-195		
		\$2,031	\$114	\$1,988		\$25,668	-\$14,433	\$1,324	

Capital Budget - Total Authority (000's)

	Prior Authority less Work in Progress	2008 Authority	Total
Business Transformation			
Business Transformation		5,000	5,000
RPAM	6,062	6,979	13,041
CSPI	140		140
Employee Services	1,139		1,139
Information Technology	6,248	11,607	172,083
	13,589	18,586	191,403
Community & Protective Services			
Parks and Recreation	52,781	39,549	92,330
Child Care	-142	2,200	2,058
Fire	3,676	14,781	18,457
Paramedic		6,030	6,030
Long Term Care	88	714	802
Public Health		211	211
Cultural Services & Community Funding	14,878	4,654	19,532
By Law Services	2,199	1,382	3,581
Emergency Management	3,699	2,375	6,074
Ottawa Public Library	2,785	5,435	8,220
Employment and Financial Assistance	-342		-342
Public Health	169		169
Social Housing	14,961		14,961
	94,752	77,331	172,083
Public Works and services			
Fleet	-3,521	736	-2,785
Solid Waste	18,311	10,424	28,735
Transportation Services - Roadways	134,196	132,254	266,450
Integrated Roads, Sewer & Water	58,550	17,977	76,527
PWS deputy City Manager	97		97
	207,633	161,391	369,024
Planning, Transit and Environment			
Transit	158,509	266,042	424,551
Building Services		1,315	1,315
Planning and Development	2,121	1,758	3,879
Environment	11,711	4,450	16,161
	172,341	273,565	445,906
City Manager			
Financial Services	1,100		1,100
General Government	300		300
	1,400	0	1,400
Total	\$489,715	\$530,873	\$1,179,816
		2007	
		2006	

**City of Ottawa
Departmental Budget Changes - Gross Expenditures (000's)**

	Gross Expenditures										
	Baseline from 2007			Changes for 2008						Proposed Budget	
	Actual Gross Spending	One-time Expend.	Tech Gains	Maintain Services	Provincial legislated	Growth	New Services	Service Reduct.	Efficiencies	Proposed 2008 Gross Spending	% change over 2007
Elected Officials											
City Manager											
Office of the Auditor General											
Business Transformation Services											
Planning, Transit & the Environment											
Committee Of Adjustment											
Conservation Authority											
Community & Protective Services											
Ottawa Public Library											
Public Works & Services	\$ 411,712	\$ 160		\$ 29,059	\$ 234	\$ 10,810	\$ 3,735		\$ (2,102)	\$ 453,608	10.2%
Corporate Efficiency Gapping Targets											
Ottawa Police Service											
Other											
Total	\$ 411,712	\$ 160	\$ -	\$ 29,059	\$ 234	\$ 10,810	\$ 3,735	\$ -	\$ (2,102)	\$ 453,608	\$ 0
Percent of 2007 Gross		0.0%	0.0%	7.1%	0.1%	2.6%	0.9%	0.0%	-0.5%	10.1%	

	Allocated from						Allocated to		
	Fleet			RPAM			Water and Sewer		
	Actual 2006	Actual 2007	Budget 2008	Actual 2006	Actual 2007	Budget 2008	Actual 2006	Actual 2007	Budget 2008
Business Transformation Services									
Real Property Asset Management	2,533	2,614	3,344						
Planning, Transit & the Environment									
Transit Services	113,827	122,668	139,510	17,151	19,612	21,045			
Community & Protective Services									
Deputy City Manager									
Paramedic Services	3,146	3,369	4,170	1,465	1,699	1,662			
By-law Services	831	788	887						
Office of Emergency Management									
Fire Services	5,584	6,065	5,970	2,113	2,050	2,294			
Housing				582	543	651			
Parks & Recreation				33,799	34,899	39,753			
Child Care				652	683	662			
Public Health				403	407	422			
Employment & Financial Assistance				3,934	3,217	3,146			
Cultural Services & Community Funding				1,111	1,220	1,290			
Long Term Care				2,669	2,906	3,039			
Ottawa Public Library				3,309	3,155	3,605			
Public Works & Services									
Deputy City Manager									
Surface Operations	22,760	24,016	26,808						
Traffic & Parking Operations	1,774	2,017	2,406	701	648	625			
Solid Waste Services	2,841	2,534	4,490						
Infrastructure Services									
Fleet Services - Operational Expenditures									
Fleet Services - Recoveries / Revenues									
Ottawa Police Service	1,739	1,805	1,987	4,483	4,903	4,964			
Other	4,794	4,163	3,679	6,627	8,168	7,808			
MPAC									
Recovery from rate/sewer	3,473	3,809	4,702						
Total	\$163,302	\$173,848	\$197,953	\$78,999	\$84,110	\$90,966			
Percent Change over previous year		6.5%	13.9%		6.5%	8.2%			

	2007		
	Budget as Approved by Council	In Year Adjustments	Final Budget
Revenue			
Property Taxes			
Investment income			
Programs			
Penalty and Interest			
Investments			
Government Grants			
Other			
Expenditures			
Elected Officials			
City Manager			
Office of the Auditor General			
Business Transformation Services			
Planning, Transit & the Environment			
Committee Of Adjustment			
Conservation Authority			
Community & Protective Services			
Ottawa Public Library			
Public Works & Services			
Corporate Efficiency Gapping Targets			
Ottawa Police Service			
Other			
Transfers and Reserves			
Contribution to capital			
Surplus/deficit			
FTE			

Capital Budget Authority from DC's, Government Revenue and Debt (000's)

	DC's	Revenue			Debt			
	Development Charges	Federal Revenues	Provincial Revenues	General Revenue	Tax Supported Debt	DC Debt	Federal Gas Tax Debt	Provincial Gas Tax Debt
Business Transformation								
Business Transformation RPAM					750			
Information Technology								
Community & Protective Services								
Parks and Recreation	12,654				3,274	7,262		
Child Care								
Fire	2,802				1,050	488		
Paramedic								
Long Term Care			350					
Cultural Services & Community Funding					2,110			
By Law Services								
Emergency Management								
Ottawa Public Library	1,496				145			
Public Works and services								
Fleet								
Solid Waste					25			
Transportation Services - Roadways	40,713	3,653	6,795	30	49,981	8,282		
Integrated Roads, Sewer & Water					5,965			
Planning, Transit and Environment								
Transit	16,811	39,575	49,959		1,700	11,057	36,263	13,362
Building Services								
Planning and Development	437							
Environment	125							
Applied to 2008 Authority	\$75,038	\$43,228	\$57,104	\$30	\$65,000	\$27,089	\$36,263	\$13,362
				\$ 100,362				

Capital Budget - Development Charge Continuity (000's)

	Revenue			Expenditures			Closing
	Opening	DC's	Other	Renewal of City Assets	Growth	Strategic	
Sanitary Waste Water	-3,863	8,528	-2,475				2,190
Studies	-3,945	1,163			-437		-3,219
Roads	52,541	40,202	-7,434	-650	-38,832		45,827
Storm Water Management	-35,213		-371				-35,584
Recreation	38,955	9,802	-279		-12,654		35,824
Transitway	25,867	16,545		-14,955	-1,856		25,601
Storm Sewers	1,332	5					1,337
Child Care Services	1,168	267					1,435
Emergency Medical	-55	129					74
Parks	2,279	3,988					6,267
Fire	4,341	746			-2,802		2,285
Library	9,598	1,678			-1,496		9,780
Water Services	-14,955	3,654					-11,301
Works	-1,290	3,032	-130		-1,356		256
	\$76,760	\$89,739	-\$10,689	-\$15,605	-\$59,433	\$0	\$80,772
						-\$75,038	

	2007	2008	2009	2010
Total				
Opening Net Debt		483,530	526,067	554,111
Estimated New Issues		85,505	75,000	100,000
Principal Payment and Sinking Fund Increases		-42,968	-46,956	-49,643
Closing Net debt	\$0	\$526,067	\$554,111	\$604,468
Opening Unissued Net Debt		418,086	474,295	550,550
New Authority		141,714	151,255	72,073
New Issues		-85,505	-75,000	-100,000
Closing Unissued Net Debt	\$0	\$474,295	\$550,550	\$522,623
Total Debt - Issued and Unissued	\$0	\$1,000,362	\$1,104,661	\$1,127,091
Debt Charges				
Principal		39,259	42,894	46,325
Interest		38,035	38,762	39,131
	\$0	\$77,294	\$81,656	\$85,456
Tax supported				
Opening Net Debt		437,479	457,032	462,916
Estimated New Issues		60,505	50,000	75,000
Principal Payment and Sinking Fund Increases		-40,952	-44,116	-45,935
Closing Net debt	\$0	\$457,032	\$462,916	\$491,981
Opening Unissued Net Debt		228,856	233,351	248,351
New Authority		65,000	65,000	52,439
New Issues		-60,505	-50,000	-75,000
Closing Unissued Net Debt		233,351	248,351	225,790
Total Debt - Issued and Unissued		\$690,383	\$711,267	\$717,771
Development Charge Supported				
Opening Net Debt		6,487	5,952	5,385
Estimated New Issues				
Principal Payment and Sinking Fund Increases		-535	-567	-601
Closing Net debt		\$5,952	\$5,385	\$4,784
Opening Unissued Net Debt		80,854	107,943	157,793
New Authority		27,089	49,850	
Closing Unissued Net Debt		107,943	157,793	157,793
Total Debt - Issued and Unissued		\$113,895	\$163,178	\$162,577
Gas Tax and Other Supported				
Opening Net Debt		39,564	63,083	85,810
Estimated New Issues		25,000	25,000	25,000
Principal Payment and Sinking Fund Increases		-1,481	-2,273	-3,107
Closing Net debt		\$63,083	\$85,810	\$107,703
Opening Unissued Net Debt		108,376	133,001	144,406
New Authority		49,625	36,405	19,634
New Issues		-25,000	-25,000	-25,000
Closing Unissued Net Debt		133,001	144,406	139,040
Total Debt - Issued and Unissued		\$196,084	\$230,216	\$246,743

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