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P. FORTINI

A. GROVES

J. INNIS

J. KOVAC

M. MAHONEY

S. MCFADDEN

M. MEDEIROS

M. PALLESCHI

C. PARRISH

K. RAS

P. SAITO

R. SANTOS

I. SINCLAIR

R. STARR

A. THOMPSON

P. VICENTE



The Council of the
Regional Municipality of Peel
REVISED BUDGET

Date: Thursday, November 28, 2019

Time: 9:30 AM

Place: Council Chamber, 5th Floor
Regional Administrative Headquarters
10 Peel Centre Drive, Suite A
Brampton, Ontario

For inquiries about this agenda or to make arrangements for accessibility accommodations including alternate formats, please contact:

Helena West at (905) 791-7800, ext. 4697 or at

helena.west@peelregion.ca.

Agendas and reports are available at www.peelregion.ca/council

1. **ROLL CALL**
2. **DECLARATIONS OF CONFLICTS OF INTEREST**
3. **APPROVAL OF MINUTES**
4. **APPROVAL OF AGENDA**
5. **DELEGATIONS/PRESENTATIONS**
 - 5.1 **Opening Remarks (Oral)**
Remarks by Nancy Polsinelli, Interim Chief Administrative Officer
 - 5.2 **Corporate Budget Overview (Oral)**
Presentation by Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer **(Additional Slides to the presentation now available)**
6. **REPORTS**
 - 6.1 Update on the Affordable Transit Program **(Referred from the October 10, 2019 Regional Council meeting)**
 - 6.2 2020 Operating and Capital Budget **(Revised Appendix II)**
7. **REGIONALLY CONTROLLED SERVICES PRESENTATIONS**
 - 7.1 Presentation by Cathy Granger, Acting Commissioner of Health Services
 - 7.2 Presentation by Janice Sheehy, Commissioner of Human Services
 - 7.3 Presentation by Andrew Farr, Acting Commissioner of Public Works
 - 7.4 Presentation by Catherine Matheson, Commissioner of Corporate Services

8. COMMUNICATIONS

8.1 **Krystal Christopher, Legislative Coordinator, City of Mississauga**, Email dated November 20, 2019, Requesting an Amendment to the Regional Tax Ratio Formula and Apportionment Regarding Peel Regional Police Costs (Receipt recommended) (Related to 8.2)

8.2 **Dayna Obaseki, Legislative Coordinator, City of Mississauga**, Email dated November 25, 2019, Regarding Equitable Share of Peel Regional Police Costs (Receipt Recommended) (Related to 8.1)

9. OTHER BUSINESS

10. NOTICES OF MOTION

11. BY-LAWS

12. IN CAMERA MATTERS

13. BY-LAW TO CONFIRM THE PROCEEDINGS OF COUNCIL

14. ADJOURNMENT

2020 Budget

Investing to build our
Community for Life

2020 Budget Corporate Overview

Presented to Council
November 28, 2019



 **Region of Peel**
working with you

High Level Overview

Operating Budget

- Tax Supported Services
 - Utility Rate Supported Services
-

Capital Plan & Budget

Summary

2021-2023 Outlook



Respect the tax payer

Ensure the Capital Plan is sustainable

Prudent borrowing

Work with local municipalities

Manage assets

Value for money

Users pay where appropriate

Maintain flexibility to mitigate volatility in rates

Invest Responsibly



2020 Budget

Bottom Line Impact

AVERAGE PROPERTY TAX INCREASE

1.7%

Brampton	Caledon	Mississauga
1.5%	0.8%	2.1%
+\$80	+\$35	+\$90

Residential

+\$148

Small Business Owner

UTILITY RATE INCREASE

6.3%

+ \$46

Residential

+ \$119

Small Business Owner



2020 Budget

Investing to build our
Community for Life



Living:

People's lives are improved in their time of need.

\$902 million

\$43 million



Thriving:

Communities are integrated, safe and complete.

\$1.47 billion

\$982 million



Leading:

Government is future-oriented and accountable.

\$199 million

\$33 million

\$3.7

billion invested in services that advance and support Council's current term priorities and longer term outcomes

\$2.6 billion
Operating Budget

\$1.1 billion
Capital Budget

2020 Budget

Improving People's Lives

Living:

People's lives are improved in their time of need.

\$902 million

OPERATING

\$43 million

CAPITAL



Responding to **148,000** emergency calls



Providing **779,000** accessible transportation passenger trips



Providing **17,000+** fee subsidies for lower-income families to benefit from licensed child care



Providing **11,500+** housing subsidies



Providing **900+** residents with quality care through five long term care homes



Providing **12,000+** visits to regional shelters

SERVICES:

- Adult Day
- Child Care
- Community Investment
- Employment Support
- Homelessness Support
- Housing Support
- Income Support
- Long Term Care
- Paramedics
- TransHelp



2020 Budget

Integrated, Safe and Complete Communities

Thriving:
Communities are integrated, safe and complete.

\$1.47 billion
OPERATING

\$982 million
CAPITAL



Producing **575 million litres of water each day** to provide 334,500 customers safe drinking water



Peel Regional Police responding to **265,000** citizen initiated events and Ontario Provincial Police to **24,750** calls



73,000 vaccine doses administered in the 2018/2019 school year



Maintaining **1,690+ lane kilometres** of road to help keep residents safe and traffic moving



Managing **550,000 tonnes of waste** for 352,000 curbside and 104,000 multi-residential households



101,000 children and caregivers who participate in EarlyON programs

SERVICES:

- Chronic Disease Prevention
- Early Growth and Development
- Heritage, Arts and Culture
- Infectious Disease Prevention
- Land Use Planning
- Roads and Transportation
- Waste Management
- Wastewater
- Water Supply
- Assessment Service
- Conservation Authorities
- Police Services



2020 Budget

A Future-Oriented and Accountable Government

Leading :

Government is future-oriented and accountable.

\$199 million
OPERATING

\$33 million
CAPITAL



Our Contact Centre provided live support to **1 million people**



72% Employee engagement



74% of residents reported the Region provides value for tax dollars



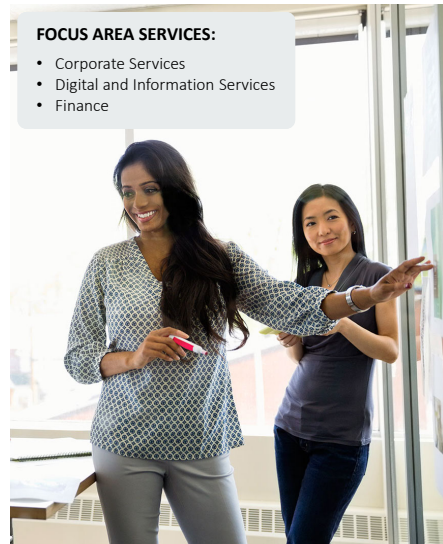
Earned a **Triple-A** credit rating – the highest possible rating



Maintaining **\$30B** of Regional assets, such as roads, bridges and buildings

FOCUS AREA SERVICES:

- Corporate Services
- Digital and Information Services
- Finance





- Excellence Canada Platinum Accreditation
- Tax and Utility ratepayers benefit from Peel’s disciplined approach to Continuous Improvement
 - Program evaluation
 - Business process management or LEAN
 - Service level reviews
 - Line-by-line reviews
 - Review of user fees
 - Alternate service delivery models
- Provincial Audit and Accountability Funding for Child Care



2020 Budget

Continuing to find ways to save Money



- **Cost savings** - \$2.6 million
- **Cost avoidance** - \$1.9 million
- **Improved Cash Management** - \$6 million (in 2019)

Continuous Improvement 2016 - 2019	\$ Million
Regionally Controlled Tax Supported	56.7
Utility Rate Supported	23.6
TOTAL	\$80.3



- Provincial Funding Changes
- Legislation and Regulations
- Climate/ Weather
- Changing Nature of Employment
- Economic and Market Volatility
- Aging Infrastructure



2020 Budget

What the Average Property Tax Bill Funds

PEEL REGION	41%
LOCAL MUNICIPALITIES	41%
EDUCATION	18%



2020 Budget

Operating Overview



Tax Supported

Operations	2.4%
Maintaining Infrastructure	1.0%
Provincial Funding Cuts	0.9%

Net Tax Levy

4.3%



Utility Rate Supported

Operations	1.3%
Maintaining Infrastructure	5.0%

Average Utility Rate Increase

6.3%

2020 Budget

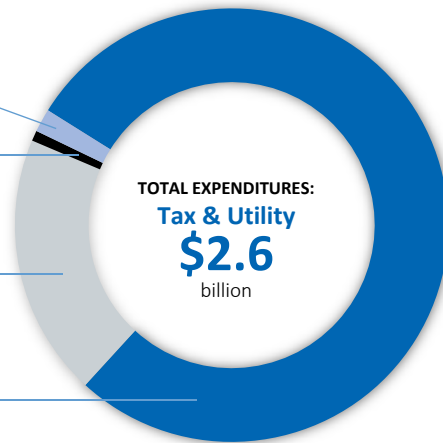
Proposed Operating Budget

*Conservation Authorities
\$45M, **2%**

*Municipal Property Assessment Corporation
\$20M, **<1%**

*Police Services
\$503M, **20%**

Regionally Controlled Services
\$2,002M, **78%**



*External Agencies Operating Budget total \$568M

2020 Budget

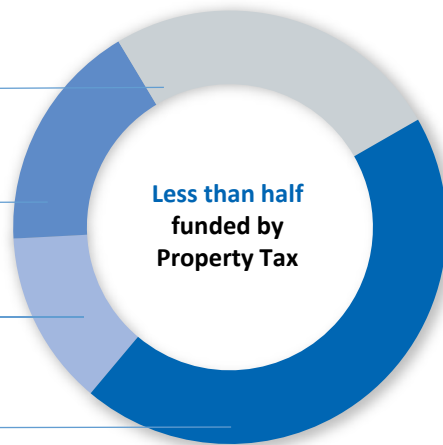
How We Fund Our Services

Grants and Subsidies
\$651M, 25%

Utility
\$443M, 17%

Other
\$336M, 13%

Property Tax
\$1,141M, 45%



Managing \$19 Million of Provincial Funding Cuts

Issue	Approach
Service levels	Some provincial services eliminated/reduced and core municipal services protected
Inflation	Funded by a combination of efficiencies & property tax
Population growth	Paramedics funded by Province, balance by property tax & efficiencies
Provincial/Municipal cost share ratios	Cost share adjusted based on latest available information

2020 Budget

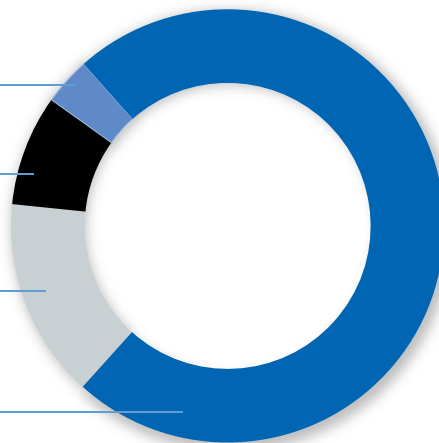
Labour Costs 27% of Budget

Labour Costs Utility Rate Based
\$71M, 4%

Labour Costs Subsidy Based
\$166M, 8%

Labour Costs Property Tax Based
\$299M, 15%

Program Services &
Capital Reserves Contribution
\$1,466M, 73%



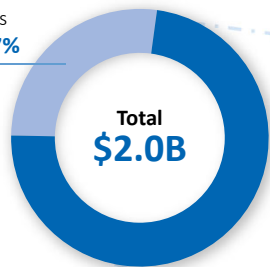
Total Regionally
Controlled
Services Budget
\$2.0B

Total Labour
Costs at 27%
\$0.54B

2020 Budget

Non-Labour Costs 73% of Budget

Labour Costs
\$536M, 27%

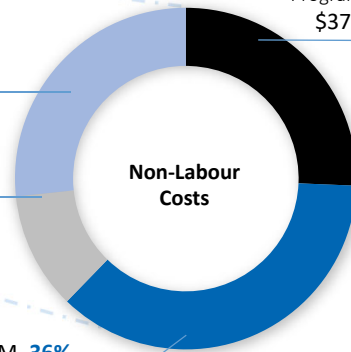


Infrastructure Intensive
Tax & Utility \$391M, 27%

Leveraging the
Private Sector \$163M,
11%

Working with Partners
to Achieve Outcomes \$536M, 36%

Program Services
\$376M, 26%

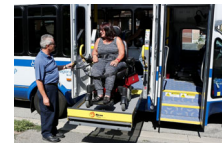


Note: Regionally Controlled Services only

2020 Budget

People Delivering Services to People

Regionally Controlled Services	Resources to Achieve Approved Level of Service	
	2019 * (FTEs)	2020 (FTEs)
Tax Supported:		
Living	2,204	2,228
Thriving	1,188	1,186
Leading	758	761
Total	4,150	4,175
Utility Rate Supported	523	532

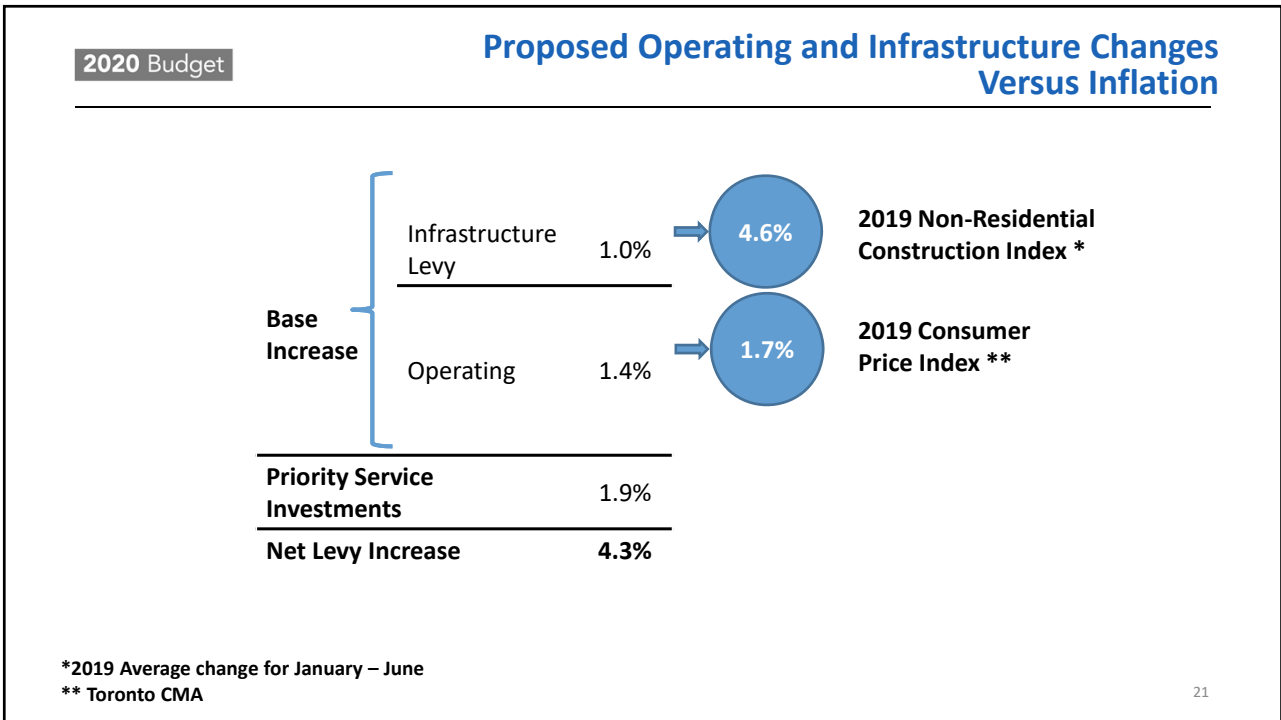


*Includes 9 positions made regular to maintain 2019 service levels previously approved and funded by Council.

Note: numbers may not add due to rounding.

TAX SUPPORTED OPERATING





5.2-22

2020 Budget

Respect the Tax Payer

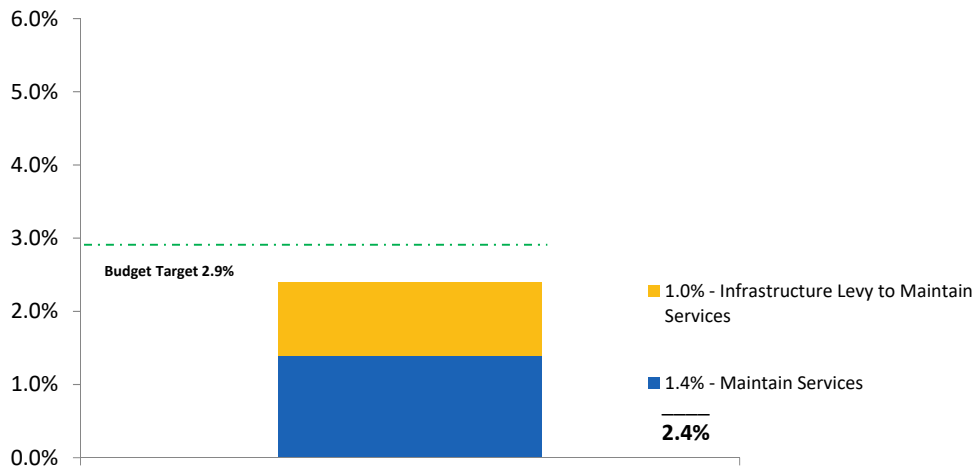
	Council's Target	Proposed Budget
Peel Regional Police	3.4%	5.4%
Regionally Controlled*	6.1%	5.0%
Ontario Provincial Police	3.0%	3.7%
Credit Valley Conservation **	3.4%	3.4%
Toronto & Region Conservation**	2.6%	2.6%
Conservation Halton	3.4%	0.2%
Sub-total	4.0	5.1
Assessment Growth	(1.1%)	(0.8%)
Net Tax Levy	2.9%	4.3%

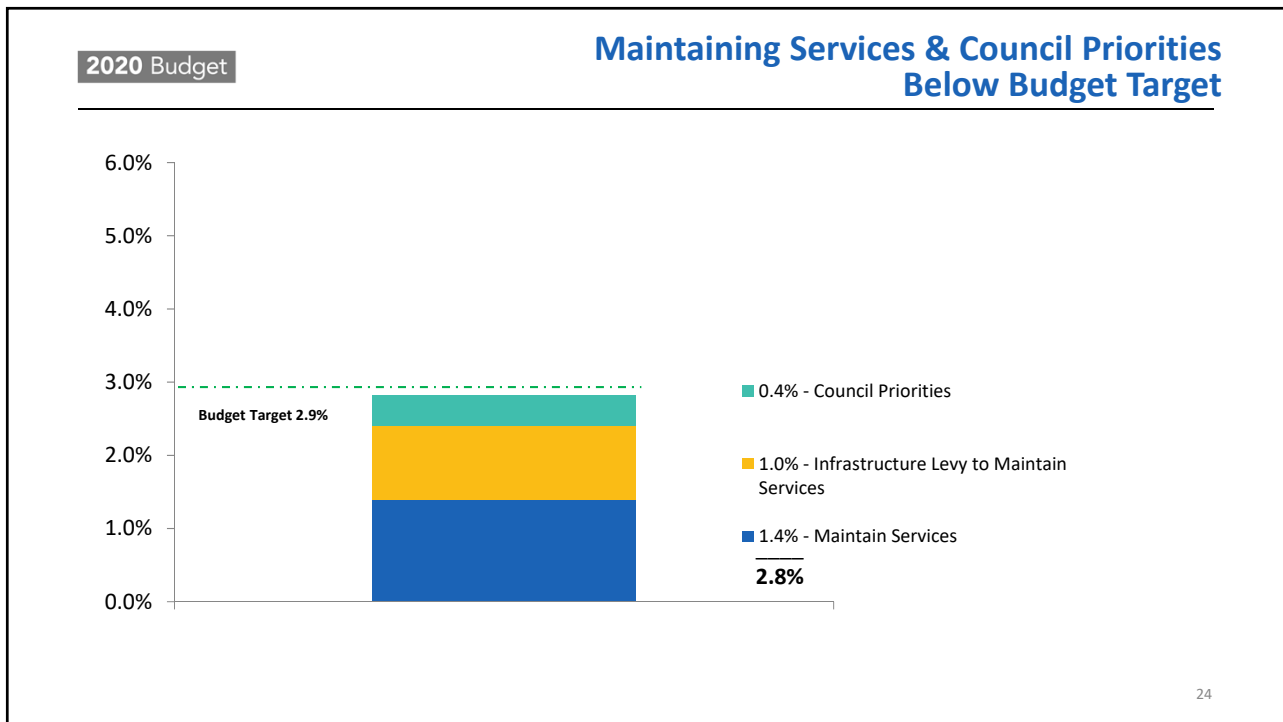
* Includes the Infrastructure levy, Council priorities and impact of Provincial funding cuts

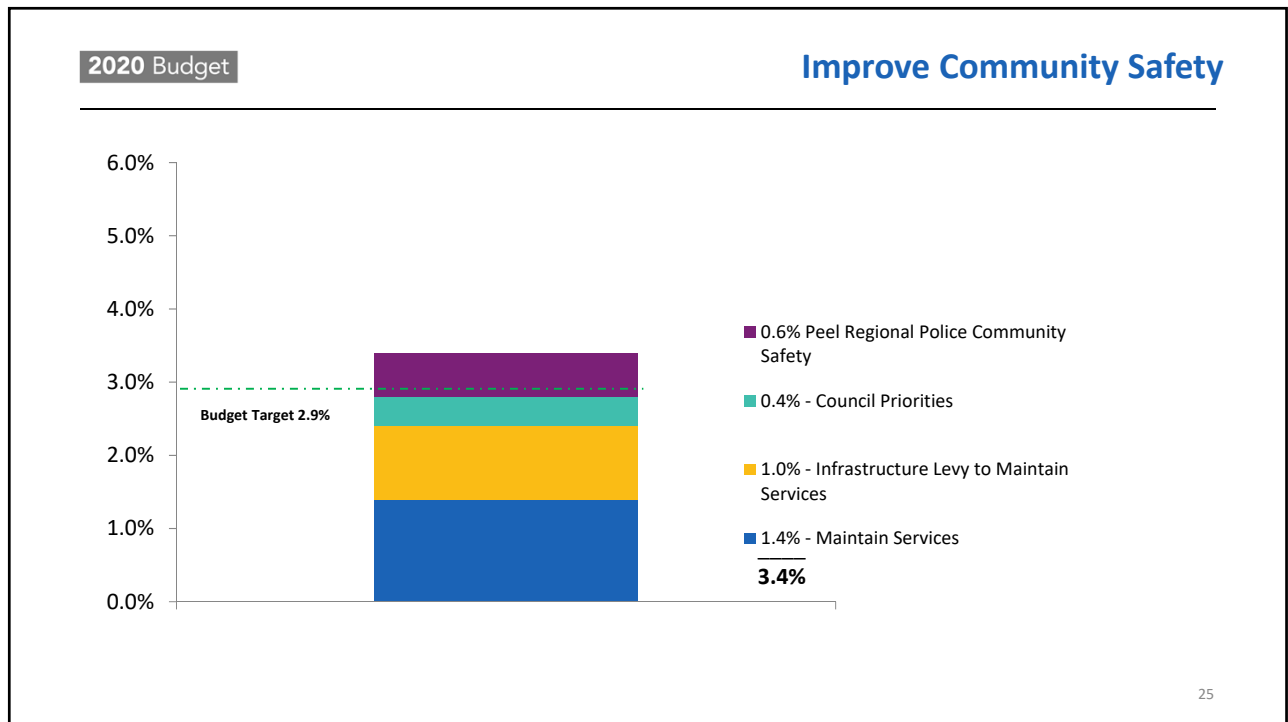
** Excludes one time costs

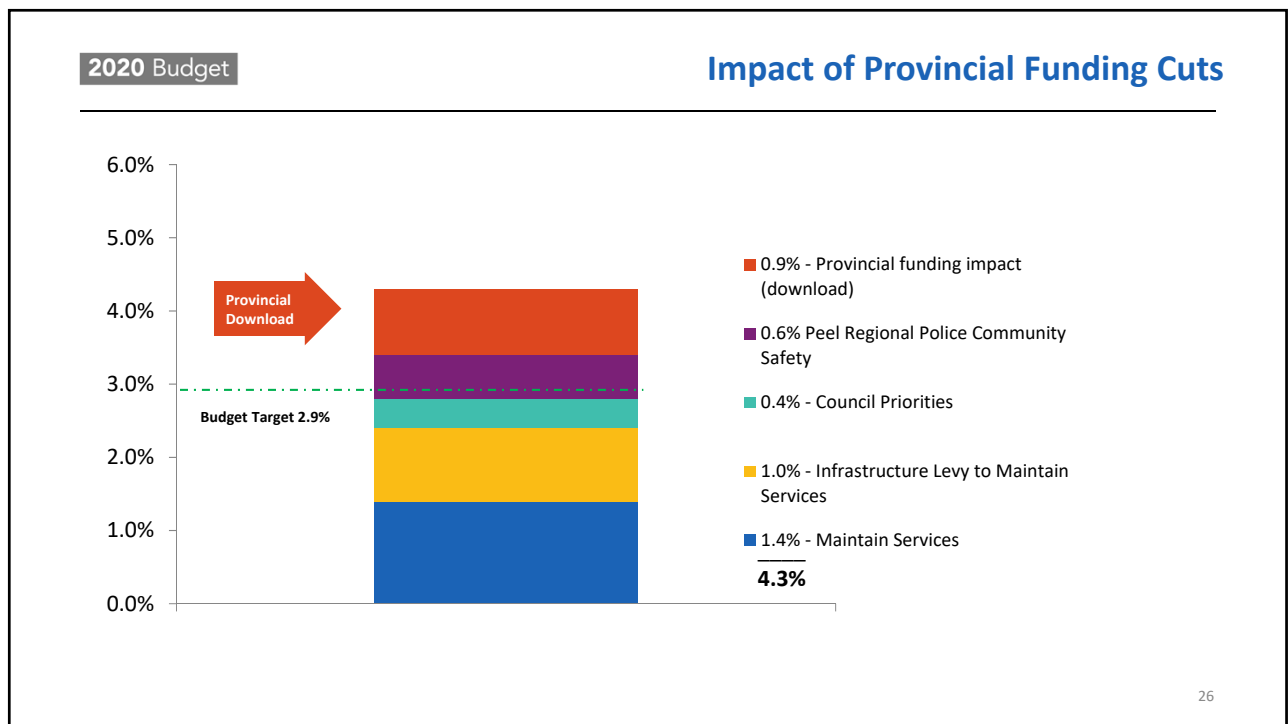
2020 Budget

Maintaining Services in line with Inflation









2020 Budget

Tax Supported Budget Increases

	Regionally Controlled	External Agencies*	Total (\$Millions)
2019 Services to 2020 Population	\$7.6	\$15.7	\$23.3
Continuous Improvement Savings	(1.6)	(0.1)	(1.7)
NEW in 2020 Service investments	7.4	6.6**	14.0
Capital Infrastructure (1%)	10.4	-	10.4
Provincial Funding Cuts	6.5	2.7	9.2
NET TAX LEVY INCREASE	\$30.3	\$24.9	\$55.2

***External Agencies include:**

- Peel Regional Police (PRP)
- Ontario Provincial Police – Caledon
- Conservation Authorities (CAs)
- Municipal Property Assessment Corporation

** Includes PRP's additional resource plan of \$6.6 million.

2020 Budget

Improving People's Lives

Living:

People's lives are improved in their time of need.

+\$3.3 million

OPERATING

NEW
in 2020

Note: Regionally
Controlled Tax Services



Responding to **+5,600** more paramedic response calls



Providing **+21,000** more accessible transportation rides



Providing **+900** more Affordable Transit trips for residents



Implementing the **Butterfly model** to enhance quality of life at **Tall Pines**



Ensuring that **1,100 children** and caregivers do not have to wait for child care



2020 Budget

Integrated, Safe and Complete Communities

Thriving:
Communities are integrated, safe and complete.

+\$0.9 million
OPERATING

NEW
in 2020

Note: Regionally Controlled Tax Services



Expansion of EarlyON services for **6,000** children and parents/caregivers



Addressing **12,000** more housing units that are increasingly complex



Moving towards **75%** 3R waste diversion target & **5,000** new households



2020 Budget

A Future-Oriented and Accountable Government

Leading :
Government is future-oriented and accountable.

+\$ 3.2 million
OPERATING

NEW
in 2020

Note: Regionally Controlled Tax Services



Implementing sustainable procurement - \$149K



Investing in Community Hubs \$3.0M reserve contribution for four years



Investing in State of Good Repair - \$10.4M



Reduction in tax support of utility operations - \$2.4M



2020 Budget

Respect the Tax Payer

Request	\$ Millions
2019 Services to 2020 Population	\$6.0
Service Demands	7.4
Capital Infrastructure (1%)	10.4
Provincial Funding Cuts	6.5
Regionally Controlled	30.3
External Agencies*	18.3
Additional Peel Police Services Board Request	6.6
TOTAL Requests	\$55.2

1.7%
Property Tax
increase to fund
a
Gap of
↓
\$46.5M



Funding Sources	\$ Millions
Assessment Growth	8.7
TOTAL Revenues	\$8.7

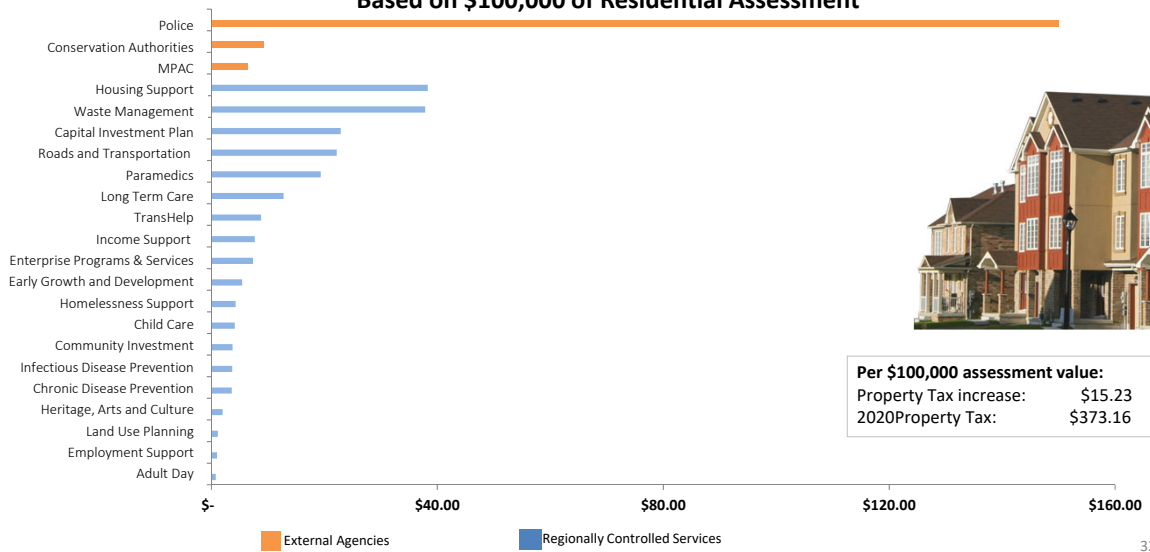
*External Agencies include:

- Peel Regional Police (PRP), Ontario Provincial Police – Caledon, Conservation Authorities (CAs), Municipal Property Assessment Corporation

2020 Budget

Where Your 2020 Tax Dollars Will Be Spent













Based on \$100,000 of Residential Assessment



Per \$100,000 assessment value:
 Property Tax increase: \$15.23
 2020 Property Tax: \$373.16

2020 Budget

Regional Tax Impact by Housing Type

		Market Assessment Value ¹	Property Tax ²	2020 Increase ²
		\$264,207	\$1,026	\$39
		\$422,797	\$1,641	\$62
		\$583,407	\$2,265	\$85
		\$518,193	\$1,478	\$34
		\$453,389	\$1,293	\$29
		\$670,428	\$1,912	\$43
		\$326,501	\$1,220	\$54
		\$500,256	\$1,869	\$82
		\$766,135	\$2,862	\$126

¹ MPAC Value is the average for each housing type

² 2020 Property Tax and 2020 Increase are estimated values

2020 Budget

Investing to build our
Community for Life

UTILITY RATE SUPPORTED OPERATING



 **Region of Peel**
working with you

2020 Budget

Utility Rate Supported Budget



Water and wastewater services for 4,000 new customers

	2020 Net Increase (\$Millions)
Maintain Service Level	\$12.0
Continuous Improvement Savings	\$(0.9)
NEW in 2020 Service Investments	\$0.5
Capital Infrastructure	\$18.5
Total Increase	\$30.1

Average Utility Rate Increase

6.3%

Utility Rate Payer Impact



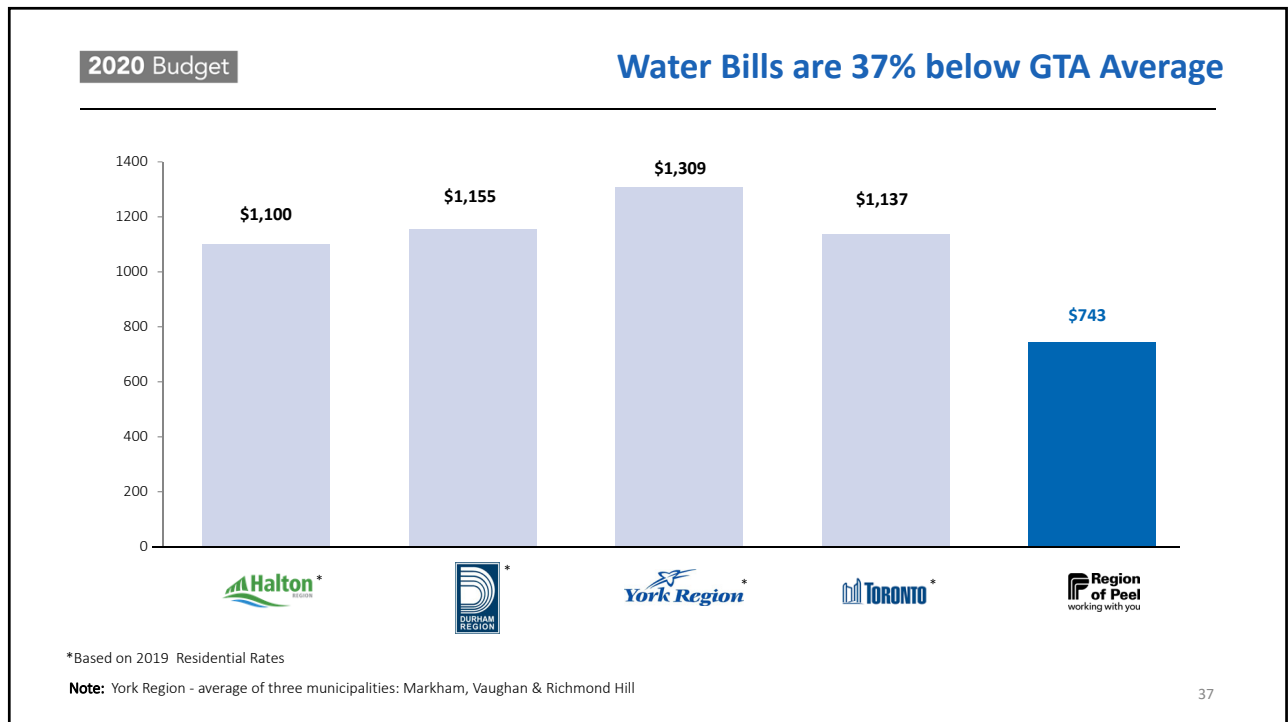
Residential

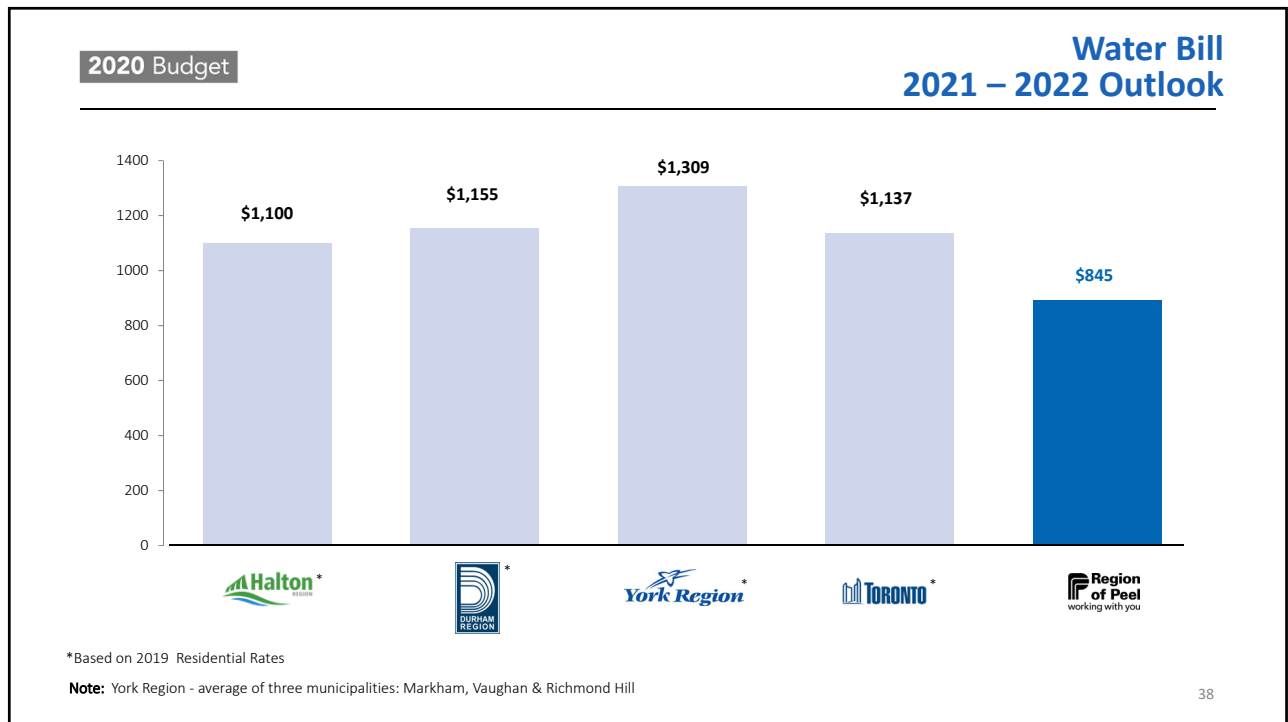


Small Business

Increase	\$0.13/day \$46/year	\$0.33/day \$119/year
Annual Water Bill	\$743	\$1,903
Annual Consumption	290m ³	695m ³







2020 Budget

Investing to build our
Community for Life

CAPITAL PLAN & BUDGET



 **Region of Peel**
working with you

2020 Budget

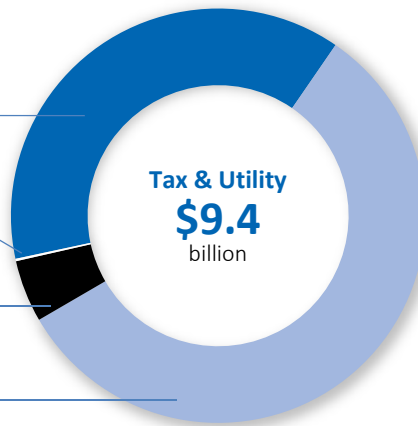
Ten Year Capital Plan

Regionally Controlled Tax
\$3,570M, **38%**

Conservation Authority Managed
\$18M, **< 1%**

Police Services
\$457M, **5%**

Utility Rate Supported
\$5,368M, **57%**



Capital Plan Funding:

- 47% Reserves
- 44% Development Charges
- 6% External
- 3% Debt

2020 Budget

Ten Year Capital Plan Regionally Controlled - \$8.9 billion

Living:

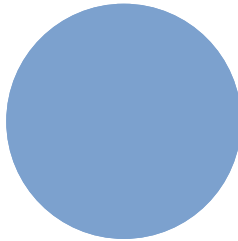
People's lives are improved
in their time of need.



\$1,210M

Thriving:

Communities are integrated,
safe and complete.



\$7,531M

Leading:

Government is future-oriented
and accountable.



\$197M



2020 Budget

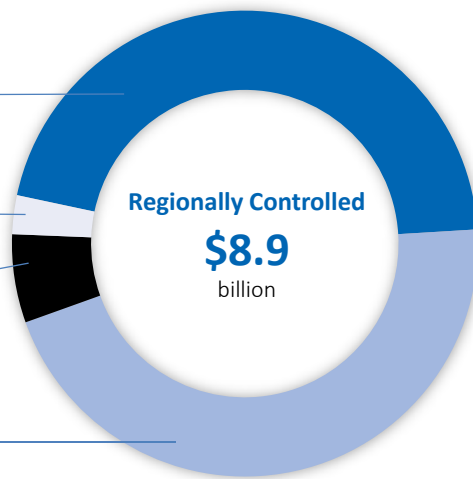
How We Pay for the Capital Plan

Capital Reserves
\$4,084M, 46%

Debt
\$240M, 3%

External
\$548M, 6%

Development Charges
\$4,067M, 45%



2020 Budget

Where Do We Invest



State of Good Repair
\$3.1B

35%



DC Funded Growth
\$4.1B

46%



Non DC Funded Growth
and Council Priorities
\$1.7B

19%

Note: For overall Regionally Controlled Services

2020 Budget

Ensure the Capital Plan is Sustainable

\$1.8 B - 20 Year Funding Shortfall
Regionally Controlled Tax

Tax Supported 2020- 2039 Non-DC Capital Plan Portion to be Funded from Tax	Unfunded gap requires 1% for 6 years
	1% ↑ in 2020
\$5.2 B	Total Available Funding (including interest)
	\$3.4 B

Total Asset Value: \$5.7 B



2020 Budget

Ensure the Capital Plan is Sustainable

\$1.4 B - 20 Year Funding Shortfall

Utility Rate

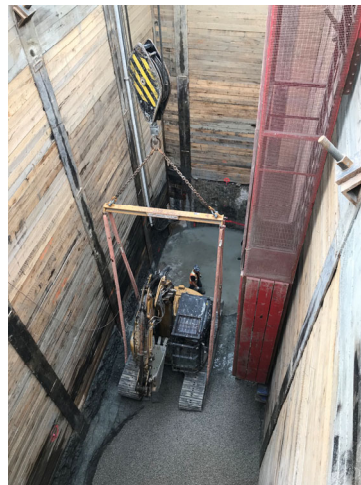
Utility Rate Supported 2019 – 2038 Non-DC Capital Plan Portion to be Funded from Utility Rate \$5.9 B	Unfunded gap - requires 5% for 2 years
	5 % ↑ in 2020
	Total Available Funding (including interest) \$4.5 B

Total Asset Value: \$23.9 B



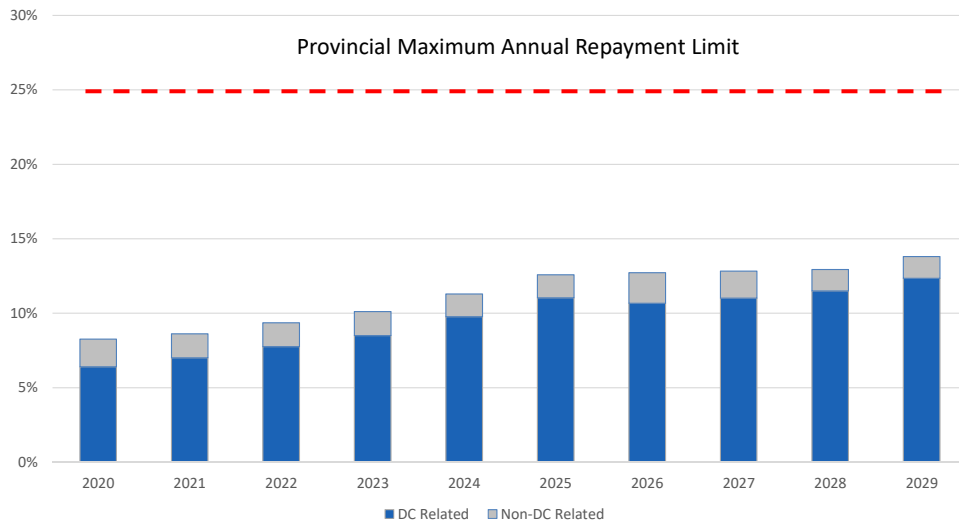
Why Increase Infrastructure Levy

- To match Federal & Provincial infrastructure funding
- To manage unanticipated capital work
- To sustain 2020 and future capital program
- To manage credit rating risk



2020 Budget

Flexibility to Fund Infrastructure



* Excludes impacts of Bill 108: *More Homes, More Choice Act*

2020 Budget

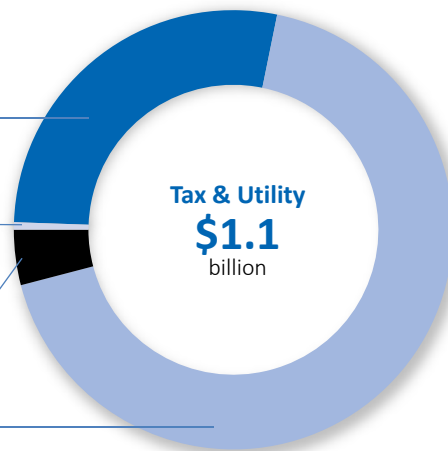
Capital Budget

Regionally Controlled Tax Supported
\$293M, 28%

Conservation Authority Managed
\$6M, <1%

Police Services
\$43M, 4%

Utility Rate Supported
\$717M, 68%



Capital Budget Funding:

- 47% Reserves
- 50% Development Charges
- 3% External



Living:

People's lives are improved in their time of need.

\$43 million

- Affordable housing capital loan
- Ambulance Facilities, Fleet and Support Vehicles
- Community Hubs
- TransHelp vehicles
- Maintain Long Term Care Homes



Thriving:

Communities are integrated, safe and complete.

\$982 million

- East to West Diversion Sanitary Trunk Sewer
- Victoria Reservoir
- Construction of new watermains to service growth
- Widening of Mayfield Road at multiple sections and the widening of Bovaird Drive from Lake Louise Road to Creditview Road
- Waste Facilities State of Good Repair
- Peel Regional Police facilities, fleet and technology



Leading:

Government is future-oriented and accountable.

\$33 million

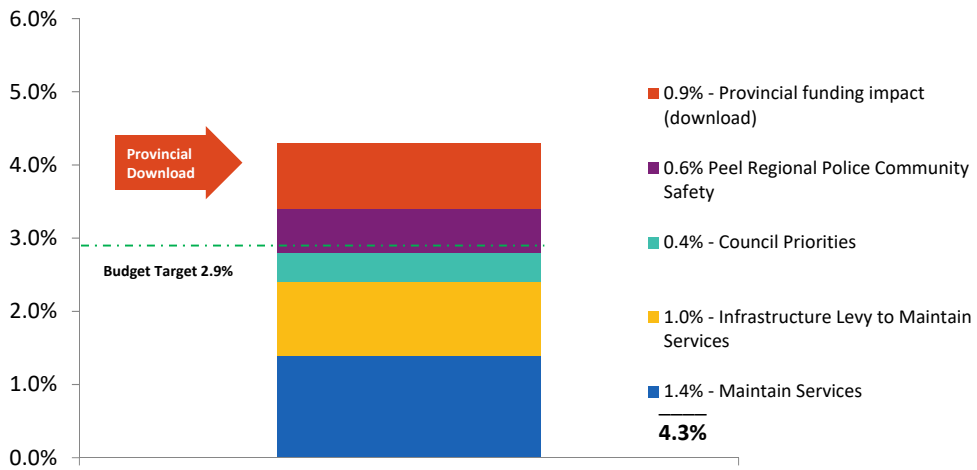
- Maintain Technology Assets
- Maintain Office Facilities

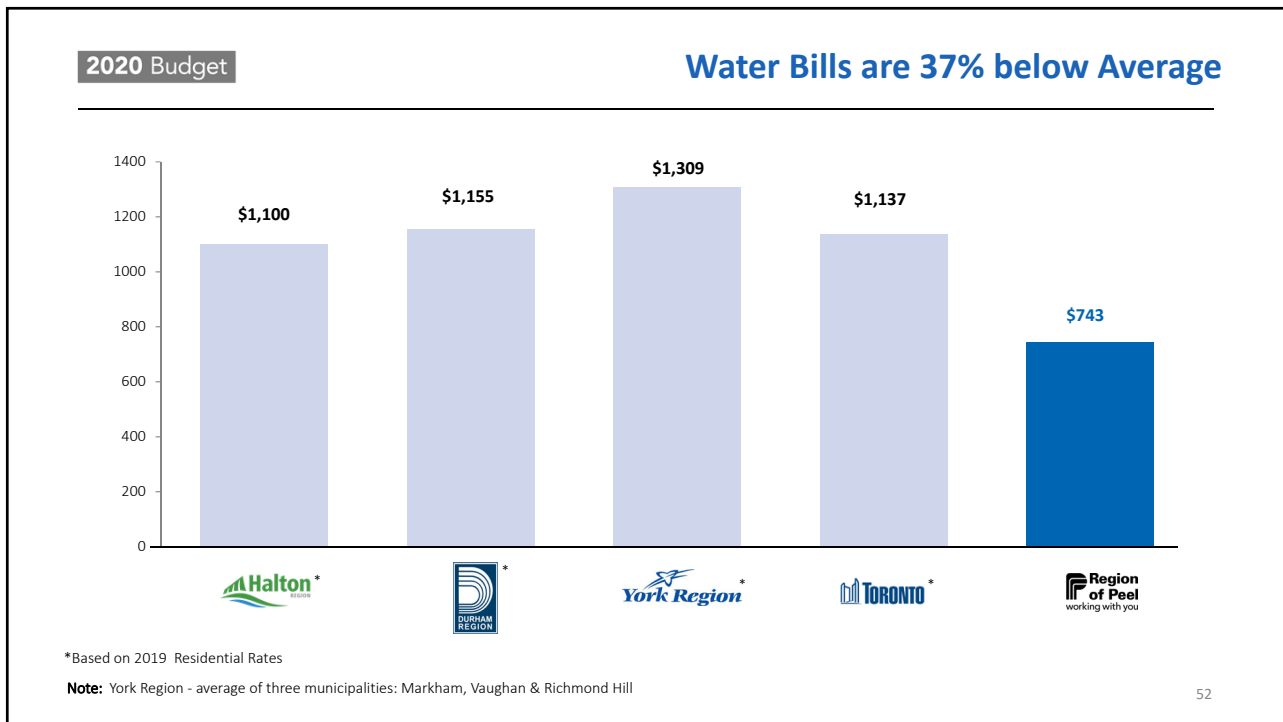
BUDGET SUMMARY



2020 Budget

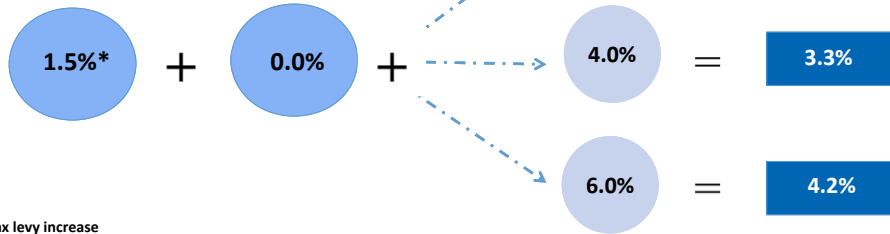
Tax Supported Summary





2020 Budget

Average Residential Property Tax Impact



NTL: net tax levy increase

Assumptions:

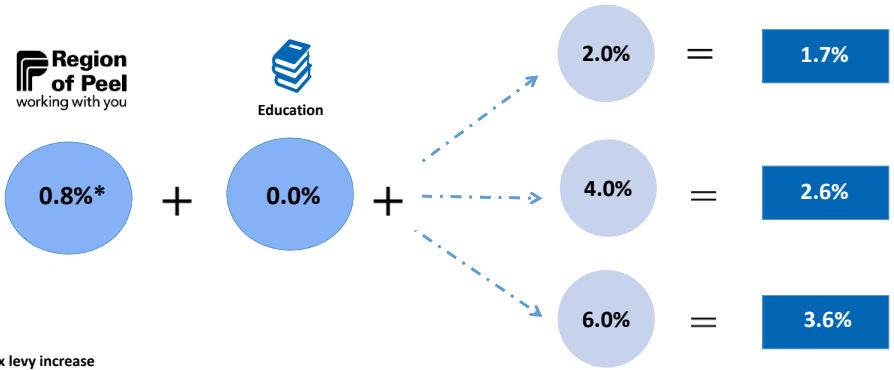
* Peel 38% (4.3% NTL increase)

Education 16% (0% increase)

Local 46% (2% NTL =0.9% property tax increase, 4%=1.8%, 5%=2.3%, 6%=2.8%, 7%=3.2%)

2020 Budget

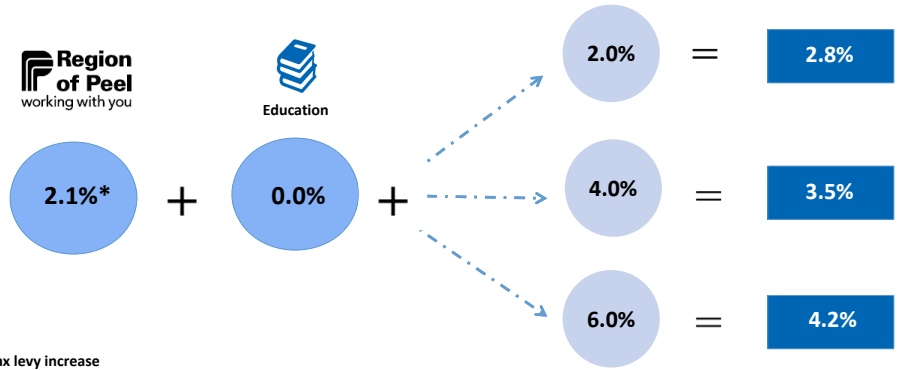
Average Residential Property Tax Impact



NTL: net tax levy increase
Assumptions:
 * Peel 34% (4.3% NTL increase)
 Education 20% (0% increase)
 Local 46% (2% NTL =0.9% property tax increase, 4%=1.8%, 5%=2.3%, 6%=2.8%, 7%=3.2%)

2020 Budget

Average Residential Property Tax Impact



NTL: net tax levy increase

Assumptions:

* Peel 45% (4.3% NTL increase)

Education 20% (0% increase)

Local 35% (2% NTL =0.7% property tax increase, 4%=1.4%, 5%=1.8%, 6%=2.1%, 7%=2.5%)

MANDATORY PROGRAMS:

- Long Term Care Accommodation
- Peel Access to Housing
- Child Care Fee Subsidy
- Ontario Works


OPTIONAL PROGRAMS:

- Affordable Transit
- Tax Relief for Low-income Seniors and those with disabilities
- Preventing Homelessness in Peel
- Seniors Dental Program



2021-2023 OUTLOOK



2020 Budget	2021 to 2023 Outlook			
	2020	2021*	2022*	2023*
Net Tax Levy Increase	4.3%	3.9%*	3.3%*	3.3%
Regionally Controlled Services	4.2%	5.0%	3.4%	3.6%
External Agencies	4.4%	2.5%	3.3%	3.0%

*Includes 1% for Tax Supported Capital plan and assumes 1.0% for Assessment Growth

* Reflects the known impact of provincial funding changes

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2020 Budget

Options to Lower Property Tax Impact to 1.5% or Less

- Adjustments of greater than \$5.6M required

Organization/Agency	Minimum to Achieve Council Direction (\$ millions)
Region Of Peel – Tax supported services	3.21
Peel Regional Police	2.18
Credit Valley Conservation	0.08
Ontario Provincial Police	0.06
Toronto and Region Conservation Authority	0.06
Conservation Halton	0.002
Total	\$5.6

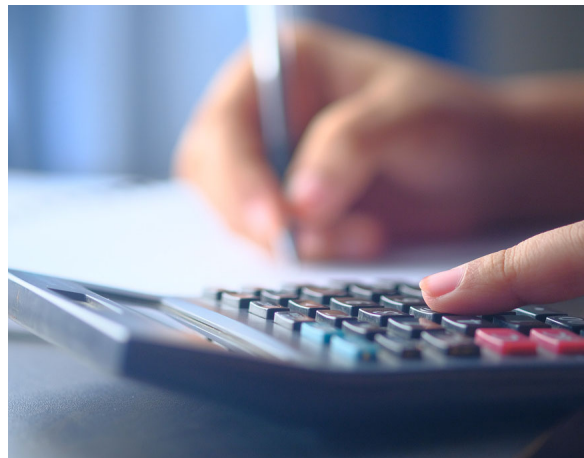
- Protect service levels for a growing population
- Ensure long term sustainability
- Ensure taxpayer fairness
- Leverage continuous improvement



2020 Budget

Preliminary Options to Reduce Property Tax Impact

- Update tax assessment
- End tax subsidy of water/wastewater services
- Extend phase-in financing of Community Hubs
- Revisit funding \$9.2M of Provincial shortfall
- External Agency Options - TBD



Next Steps:

Regionally Controlled Service Presentations

Future Budget Meetings:

Thursday, December 5 – External agencies

- Peel Regional Police
 - Ontario Provincial Police
 - Conservation Authorities:
 - Conservation Halton
 - Toronto & Region Conservation Authority
 - Credit Valley Conservation Authority
 - Regional Budget Summary
-

Thursday, December 12 and 19 – As required

Living



People's lives are improved
in their time of need.

Thriving



Communities are integrated,
safe and complete.

Leading



Government is future-oriented
and accountable.

Investing in better outcomes
for residents

APPROVED AT REGIONAL COUNCIL
October 10, 2019

10. **ITEMS RELATED TO HUMAN SERVICES**

Chaired by Councillor M. Medeiros

10.1. **Update on the Affordable Transit Program**

Referred to staff for report to a Regional Council 2020 Budget meeting 2019-925

At the request of Councillor Saito, the Commissioner of Human Services undertook to investigate whether the process of issuing bus tickets for some programs and the use of Presto Cards for other programs could be streamlined.

Councillor Vicente suggested that new applications to the Affordable Transit Program should not be capped effective January 1, 2020.

Councillor Saito requested that staff report to a Regional Council Budget meeting illustrating how funds spent on the Affordable Transit Program saves money from other services, and include details of the impact of capping versus not capping applications on the 2020 budget.

DATE: October 2, 2019

REPORT TITLE: **UPDATE ON THE AFFORDABLE TRANSIT PROGRAM**

FROM: Janice Sheehy, Commissioner of Human Services

RECOMMENDATION

That a proposed budget increase of \$600,000 to the Affordable Transit Program as outlined in the report of the Commissioner of Human Services, titled “Update on Affordable Transit Program”, be considered for the 2020 Budget;

And further, that effective January 1, 2020, new applications to the Affordable Transit Program be capped based on budget availability, demand forecasts and potential capacity.

REPORT HIGHLIGHTS

- In 2014, the Affordable Transit Pilot Program was initiated in partnership with MiWay (Mississauga Transit).
- An evaluation of the Affordable Transit Pilot Program highlighted several benefits, with users reporting increased social engagement, and/or enhanced access to employment, educational, food, recreation and/or medical services.
- In 2017, Regional Council approved the conversion of the pilot initiative into a permanent Affordable Transit Program, with a \$1 million annual budget for transit fare subsidies for Brampton and Mississauga residents.
- While uptake during the initial pilot had been low, efforts to enhance marketing and outreach and a streamlined application process have proven successful, anticipated sales could potentially result in a forecasted year-end deficit of approximately \$800,000.
- A scan of other municipalities, offering similar affordable transit programs, has highlighted the fiscal challenge of meeting participant demand, resulting in some cases, of a review of the design and eligibility criteria of the program.
- Staff recommends Regional Council consider a budget increase of \$600,000 as part of the 2020 Budget, bringing the revised budget to \$1.6 million.
- The current Presto technology used by Transit Authorities, is constrained in the ability to cap sales, as such it is recommended that effective January 1, 2020, staff limit the number of applications processed. This will curb the number of passes sold, to stay within budget.
- The Affordable Transit Program supports the 2018 to 2028 Peel Poverty Reduction Strategy, including its strategic action for more accessible, seamless transit systems region wide.

UPDATE ON THE AFFORDABLE TRANSIT PROGRAM**DISCUSSION****1. Background**

In 2014 the Affordable Transit Pilot Program was initiated in partnership with MiWay, with the goal of understanding the impact of accessibility of transit on health, employment and social inclusion.

An evaluation of the pilot determined that users experienced:

- Increased social engagement and/or
- Enhanced access to employment and/or
- Enhanced access to educational services and/or,
- Increased access to food, recreational and medical services

The Social Return on Investment (SROI) for the Affordable Transit Pilot Program illustrated that for every dollar invested a social and financial return of \$3.93 was observed.

In 2017, Regional Council approved a permanent Affordable Transit Program with a \$1 million annual budget for transit fare subsidies for eligible City of Brampton and City of Mississauga residents (Council Resolution 17-720). The Affordable Transit Program, which provides a 50 per cent discount on a monthly adult and senior pass for twelve months, was officially launched on February 1, 2018 in Mississauga and May 1, 2018 in Brampton. The Region of Peel is responsible for the application process and budget and works in partnership with Brampton Transit and MiWay to ensure a seamless delivery of service for participants.

The Affordable Transit Program uses the Low-Income Measure to determine eligibility. The Low-Income Measure is commonly used in Canada, including by the Peel Poverty Reduction Strategy and the Ontario Poverty Reduction Strategy. The Low-Income Measure utilizes a fixed percentage (50 per cent) of Canadian median income, adjusted by taking household needs into account. Whereby, a household is considered 'low income' if its after-tax income falls below the median for all Canadian households. See Appendix I for detailed income levels.

Residents apply and provide proof of income online through the web-based portal. Once approved, they visit a Brampton Transit or MiWay transit terminal with identification, and staff add the twelve-month concession to their PRESTO card. Participants are then able to receive the discount by purchasing a monthly pass online or in person for a maximum of twelve months.

The web-based portal approved by Council was fully implemented in May 2018 and has been instrumental in creating a streamlined application process and providing tracking data such as number of applications received and approved. The sales data resides within the PRESTO system and is provided to the Region of Peel from the Transit Authorities on a monthly basis.

In 2018, Regional Council endorsed the 2018 to 2028 Peel Poverty Reduction Strategy including its strategic action to partner with stakeholders and advocate for more accessible, seamless transit systems region wide. Regional staff remains committed to increasing access to transit for low-income residents and will continue to work with stakeholders to achieve this goal.

6.1-4

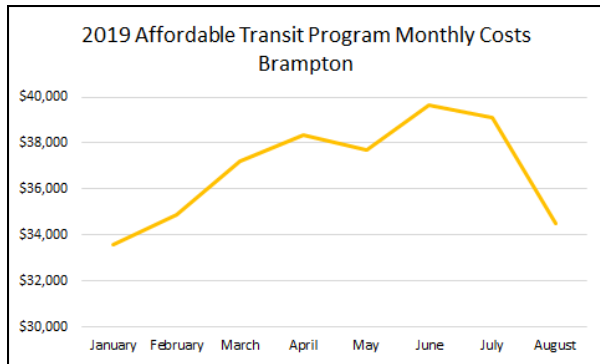
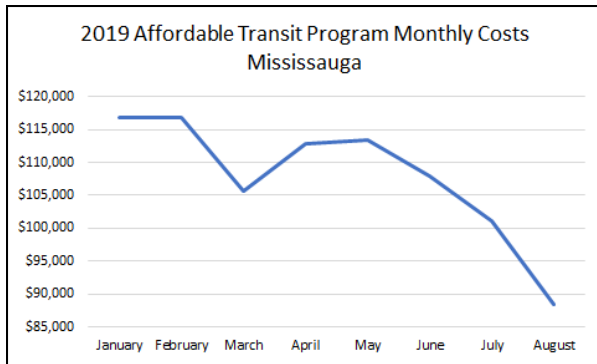
UPDATE ON THE AFFORDABLE TRANSIT PROGRAM

2. Current Demand for the Affordable Transit Program

The Affordable Transit Program is proven successful in achieving its outcome of making transit more accessible for residents most in need. Effective marketing by the Transit Authorities and community agencies, enhanced outreach, word of mouth, a streamlined application process and an increasing need in the community has contributed to its success in less than two years. There are approximately 4,500 registered users as of August 2019. The total number of riders served between May 2018 and August 2019 is approximately 38,400 with an average of 2,400 riders monthly. According to the most recent census, 172,210 residents in Brampton and Mississauga are living in low-income. This Program supports approximately 2 per cent of the low-income population.

In the 2018 Affordable Transit update to Council, it was noted that participation rates were in the initial stages of showing an upward trend, and that two years of stable baseline data would be required to fully enable staff to predict future demand. Further that if the trend continued, the program would reach a point where it may exceed the budget allocation.

During this initial period of program implementation, the absence of historical data and the lack of maturity of the Program have made it challenging to accurately model forecasted demand and patterns of usage, resulting in increased expenditure in 2019. Current year to date data shows inconsistent usage month over month.



The challenges of managing demand are not unique to Peel. Other jurisdictions such as Halton Region, York Region and Region of Waterloo are also experiencing pressures on their budgets due to high demand and are reviewing their current program models.

3. Recommended Changes to the Affordable Transit Program

As a result of the increased demand for the Program and based on sales of transit passes, the \$1 million budget has been over-spent by \$160,000 effective August 31, 2019. If sales continue at the current rate, estimates show the Program could be overspent by up to \$800,000 by year end. This figure represents a worst-case scenario based on the data currently available.

There are several options available to manage the Program going forward: change the eligibility criteria, reduce the subsidy amount, or increase the budget and cap intake of applications.

Option 1: Change Eligibility Criteria

As mentioned, the Affordable Transit Program uses the Low-Income Measure to determine eligibility. Potential changes to the eligibility criteria include use of different

6.1-5

UPDATE ON THE AFFORDABLE TRANSIT PROGRAM

measures of low-income (e.g. Market Basket Measure, Low-Income Cut-off) and/or restricting the Program to specific populations (e.g. seniors, Ontario Works recipients).

Preliminary demographic data for the Affordable Transit Program shows that 52.5 per cent of registered users report an annual income of \$22,133 or below. Almost 10 per cent of users report income from Ontario Works or Ontario Disability Support Program. Making changes without enough data to model usage by user type (adult or senior), could have unintended consequences on low income residents who are more often reliant upon public transit. Therefore, changes to the eligibility criteria are not recommended.

Option 2: Change the Subsidy Amount

The affordable transit pass currently provides a 50 per cent subsidy on a monthly bus pass. A review of other jurisdictions such as City of Toronto, Region of Waterloo, Halton Region and York Region indicates that most provide a discount of 50 per cent. See Appendix II.

While more individuals would be served with a reduced subsidy, given annual incremental increases to transit fares and the percentage of individuals reporting income of \$22,133 or less, staff do not recommend reducing the subsidy at this time.

Option 3: Increase the Budget and Cap Intake of Applications

Council may wish to consider a budget increase of \$600,000 for the Affordable Transit Program as part of the 2020 budget deliberations. As such, the following factors should be considered:

- Council approved the permanent Affordable Transit Program with a \$1 million budget in 2017. This budget was based on the relatively low participation rate of the Mississauga pilot. Subsequently, the program was extended to Brampton without additional funding.
- Currently the Program demand is 60% more than the budgeted allocation (actual ridership is 2,400 compared to the forecasted level of 1,500), a \$600,000 increase would accommodate that demand.
- As Transit fares continue to increase, without a budget increase the Program will continue to serve less residents year over year.

The Presto system does not have the functionality to cap sales of passes each month. As the only option available to manage participation in the program, staff recommends capping the intake of new applications based on monthly expenditure, budget availability, demand forecasts and potential capacity.

4. Additional Transit Programs and Subsidies

Staff continually monitor changes to transit programs in order to identify opportunities for residents to gain increased access to transit:

- Brampton Transit now offers a \$15 per month pass for seniors. All current Affordable Transit Pass participants 65 years and older will be transferred to the new Brampton program. Given the relatively low number of senior participants from Brampton, the financial impact to the Affordable Transit Pass program is minimal.
- MiWay provides a discounted fare and participating in several outreach opportunities every year to help seniors make an easier transition to using public transit. The \$1 cash

6.1-6

UPDATE ON THE AFFORDABLE TRANSIT PROGRAM

fare provides seniors (65 years and older) with rides on MiWay for \$1 during off-peak hours.

- To assist Ontario Works and Ontario Disability Support Program (ODSP) clients, funding for medical transportation and employment related expenses is provided as part of their case management plan.
- MiWay implemented the Mississauga Food Banks Discount Ticket Program to support the work these organizations do in the community. Food banks are now eligible to purchase tickets at a 50 per cent discount.

Recently, the Ministry of Community, Children and Social Services (MCCSS) worked with the City of Kingston to implement an affordable transit prototype for ODSP participants which improved and increased the uptake of public transportation. Ministry staff reached out to staff at the Region of Peel, York Region and Durham Region to determine interest in participating in a similar prototype. Additional details will be shared with Regional Council as this discussion evolves.

FINANCIAL IMPLICATIONS

Due to demand, Program spending for 2019 is projected at approximately \$1.8 million. The 2019 over expenditure forecasted at approximately \$800,000 will be offset within projected Regional surplus funds. If the recommendations in this report are approved, the 2020 proposed Budget will include an increase of \$600,000 for the Affordable Transit Program, for Council's consideration.

RISK CONSIDERATION

Given limited data, there is a risk that a sudden spike in applications for the remainder of 2019 could increase the over expenditure beyond what is forecasted. It is expected that demand for the Affordable Transit Program will always exceed the budget.

Currently, the PRESTO system does not have the functionality to cap sales of passes each month. To mitigate this, effective January 1, 2020, staff is recommending capping the number of approved applications throughout the year as required. Capping applications and limiting access to the program may lead to resident frustration. It is important to note that there is not a precise and predictable relationship between applications and sales, which could lead to inaccurate year end forecasts. Not all participants purchase a pass each month. Until longer-term, stable data is available to understand the usage trends, and complex modelling can be undertaken, staff will continue to be challenged with trying to accurately forecast usage, to be able to fully utilize the funding and thereby maximize the number of individuals being supported.

CONCLUSION

The Affordable Transit Program is an important and essential support for low-income families and has illustrated the need for affordable transit in Peel Region. Many participants report that it enables them to get to appointments, employment and other essential services. In less than two years, the Affordable Transit Program has proven to be effective in increasing access to transit. Regional staff will continue to assess the Affordable Transit Program and make operational adjustments as it matures.

UPDATE ON THE AFFORDABLE TRANSIT PROGRAM



Janice Sheehy, Commissioner of Human Services

Approved for Submission:



N. Polsinelli, Interim Chief Administrative Officer

APPENDICES

Appendix I – Low Income Measurement

Appendix II - Eligibility Criteria and Transit Subsidy by Municipality

For further information regarding this report, please contact Adaoma Patterson, Manager Poverty Reduction Initiatives, Community Partnerships - ext. 4015.

**APPENDIX I
UPDATE ON AFFORDABLE TRANSIT PROGRAM****Low-Income Measure**

LIM is a commonly used low-income measure in Canada and uses a fixed percentage (50%) of median income, adjusted by taking household needs into account.

Household size	Net household income
1 person	\$22,133
2 persons	\$31,301
3 persons	\$38,335
4 persons	\$44,266
5 persons	\$49,491
6 persons	\$54,215
7 persons	\$58,558

6.1-9

APPENDIX II UPDATE ON THE AFFORDABLE TRANSIT PROGRAM

Eligibility Criteria and Transit Subsidy by Municipality

Municipality	Eligibility Criteria	Subsidy Amount on Monthly Pass
City of Toronto	LIM + 15% Low-income residents	21%
Region of Waterloo	Market Basket Measure Low-income residents	50%
York Region	LIM Low-income residents	50%
Halton Region	LICO + 15%	50%



DATE: October 17, 2019

REPORT TITLE: **2020 OPERATING AND CAPITAL BUDGET**

FROM: Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

RECOMMENDATION

That the 2020 Operating Budget at a total value of \$2,570,095,726 as set out in Summary I of the 2020 Consolidated Operating and Capital Budget (attached as Appendix II) to the report of the Commissioner of Finance and Chief Financial Officer, titled “2020 Operating and Capital Budget”, be approved;

And further, that the appropriate by-law to apportion the \$1,140,592,055 net levy funding required, be presented for enactment;

And further, that the 2020 Capital Budget for Property Tax and Utility Rate Supported Services totaling \$1,058,495,000 as set out in Summary VI (a) of the 2020 Consolidated Operating and Capital Budget (attached as Appendix II), be approved;

And further, that the Consolidated 10 Year Capital Plan totaling \$9,413,137,000 as summarized in Summary VII of the 2020 Consolidated Operating and Capital Budget (attached as Appendix II) be approved, in principle, for planning purposes;

And further, that the changes to the user fees and charges proposed in Summary VIII of the 2020 Consolidated Operating and Capital Budget (attached as Appendix II), be approved to take effect in accordance with the associated By-law;

And further, that the Water, Wastewater and Waste Management System fees and charges as outlined in Summary IX of the 2020 Consolidated Operating and Capital Budget (attached as Appendix II), be approved to take effect in accordance with the associated By-laws;

And further, that the salary portion of the 2020 Regional Budget which includes a 1.75 per cent non-union salary band adjustment be approved;

And further, that the Commissioner of Finance and Chief Financial Officer be authorized to carry out any necessary technical adjustments and present the necessary levy By-law for enactment;

And further, that the necessary User Fee By-laws be presented for enactment.

2020 OPERATING AND CAPITAL BUDGET

REPORT HIGHLIGHTS

- A copy of the 2020 Budget document (draft) was distributed to Members of Regional Council on November 7, 2019.
- An Executive Overview Presentation of the Budget will take place at the Regional Council Budget meeting on November 28, 2019.
- New User Fees and Charges By-laws will be brought forward to Council for enactment.
- Proposed net tax levy impact of 4.3 per cent or average property tax impact of 1.7 per cent resulting in a property tax increase of \$83 to a residential home assessed at \$545,900 and a \$148 increase to a small business assessed at \$617,500.
- Proposed Utility Rate impact of 6.3 per cent resulting in an increase of \$46 for average residential consumption and a \$119 increase for average small business consumption.
- The annual debt carrying costs related to the borrowing for the proposed budget can be supported within the Region of Peel's annual debt repayment limit as calculated in accordance with O. Reg. 403/02.
- All funds raised and collected in 2019 for a sinking fund have been deposited in said fund in accordance with section 424 of the *Municipal Act, 2001*, as amended.

DISCUSSION**1. 2020 Budget Planning Process**

On May 9, 2019 Council set a net tax levy target increase of 2.9 per cent (2.3 per cent for all services plus an additional 0.6 per cent for Council directed priorities) for 2020 assuming assessment growth of 1.1 per cent. The direction represents a balance between financial sustainability, financial vulnerability and financial flexibility, as required by the Region's Long Term Financial Strategy. It also reflects the financial principle of "Respect for the Taxpayer" which is measured by tax increases in line with inflation.

On July 11, 2019, Council further directed staff to increase the target by 1.0 per cent to account for the anticipated impact of changes in Provincial cost sharing ratios, resulting in a 3.9 per cent overall target.

Development of the Region of Peel's (Region) 2020 Budget was guided by the 2015 – 2035 Strategic Plan and the priorities for the current Council term. The 2020 Budget continues to invest in the three areas of focus of the Strategic Plan (Living, Thriving and Leading), to build a healthy, safe and connected community that serves its residents today and strengthens a solid foundation for tomorrow.

The Region's budget, property tax and utility rate plans are developed on the basis of respect for the taxpayer, and according to principles which include fairness, sustainability and affordability, user pays where appropriate, value for money and managing assets. By using a risk-based approach to the budget, services that are able to sustain service levels under these trends appropriately saw no significant changes while services seeing increased demand required intervention and additional investment. This focused approach guided increased investments to where they make sense and where they will advance service outcomes to Peel's community.

The development of the Region's 2020 Budget was guided by Council's net tax levy target increase of 3.9 per cent, the Strategic Plan and the Term of Council Priorities. In addition,

6.2-3

2020 OPERATING AND CAPITAL BUDGET

the proposed 2020 Budget includes additional resources for service level adjustments through significant policy changes and priority initiatives that Council approved in 2019 after the 2020 budget target was established. Significant policy changes and initiatives include the following:

- Operating Budget Items
 - Providing more subsidized transit rides in Brampton and Mississauga
 - Participating in the Province’s new Seniors’ Dental Program (fully funded by the Province)

- Capital Budget/Capital Plan Items
 - Enabling the development of Community Hubs
 - Implementing the Housing Master Plan
 - Addressing the growth requirements to the 2041 Planning Horizon

Presented below are the key timelines for the development and approval of 2020 Budget.

Activity	2019 Date
Update on the Status of the Long Term Financial Planning Strategy	April 25
Approach to the Development of the 2020 Budget – Council Report	May 9
External Agencies Presentations on Progress Report and Future Outlook	June 27
Strategies to address the Provincial Funding Cuts – Council Report	July 11
Service Level Implications Peel Programs Impacted by Provincial Envelope Funding Reductions – Council Report	September 26
Continuous Improvement Update – Council Report	November 14
Overview and Update on the Status of Reserves – Council Report	November 14
The 2019 Infrastructure Status and Outlook – Council Report	November 14
The Changing Economic Environment and Implications for Peel	November 14
2020 Budget Presentations <ul style="list-style-type: none"> • Regional Budget Corporate Overview • Regional Services Budget Presentations • Police Services Budget Presentations • Conservation Authorities Budget Presentations 	November 28 November 28 December 5 December 5
Additional Budget deliberation	December 12 & 19

The 2020 Budget deliberations for Council approval will begin with the Regional Budget Corporate Overview presentation on November 28, 2019. An appropriate notice with respect to the intention to adopt a budget was prepared and published in four local newspapers, a minimum of 10 days before the final adoption of the budget and posted on the Region’s web site, meeting the Region’s notice requirements.

2. 2020 Budget Overview

The development of the Region’s 2020 Budget was guided by the Region’s 2015 – 2035 Strategic Plan and the community priorities recommended for consideration prior to the budget. The 2020 Budget is one of the most difficult budgets in the past decade It is a

6.2-4

2020 OPERATING AND CAPITAL BUDGET

responsible budget that balances the need to maintain core services, protect the community and respect the taxpayer. The Region's 2020 Budget focused the Regional services and resources towards having increased and measurable community impact.

The Executive Summary of the proposed 2020 Budget is contained in Appendix I of the subject report and provides a high level overview of the proposed Budget. A comprehensive 2020 consolidated budget analysis is provided in Appendix II of the subject report.

The annual impact of the proposed 2020 budget increase is as follows:

	Average Residential	Average Small Business
Property Tax Impact of 1.7% ¹	\$83	\$148
Utility Rate Impact of 6.3% ²	\$46	\$119
Total Impact	\$129	\$267

¹ Home assessed by the Municipal Property Assessment Corporation at \$545,900, and small business with an assessed value of \$617,500

² Residential consumption of 290m³, average small business consumption of 695m³

After incorporating these increases, a residential homeowner with an assessed value of \$545,900 will pay a Regional tax and utility bill in the amount of \$2,037 and \$743 respectively.

The 2020 Capital Budget for Property Tax and Utility Rate Supported Services totals \$1.1 billion with \$341 million for Tax Supported Services and \$717 million for Utility Rate Services.

In addition to the one year Capital Budget, the Region prepares a nine year forecast, which is approved by Council in principle. The Region's 10-year Capital Plan amounts to \$9.4 billion with \$4.0 billion for Tax Supported Services and \$5.4 billion for Utility Rate Services.

3. Budget Document

The Region of Peel is committed to producing a budget that is fiscally responsible and demonstrates accountability and transparency in budget reporting. The development of the 2020 Budget document continues to be based on guidelines of the Government Finance Officers Association of the United States and Canada (GFOA) for effective budget presentation. The 2020 Budget document includes an Executive Summary, a Consolidated Operating and Capital Budget document ("Consolidated Budget"), including detailed budget documents for Regionally Controlled Services, as well as detailed budget documents for Regionally Financed External Organizations. The Executive Summary is attached as Appendix I to this report and an abridged version of the Consolidated Budget is attached as Appendix II.

Similar to the 2018 Community Annual Report, the 2020 Budget represents a budget that continues to place focus and emphasis on services and service outcomes as opposed to administrative structure and strives to streamline how the information is presented to both Council and the public.

The Budget Document includes discussions on:

- How the 2020 budget is aligned to the Region's Strategic Plan and its three areas of focus – Living, Thriving and Leading including detailed budgets by service

2020 OPERATING AND CAPITAL BUDGET

- Major trends Peel is facing
- Service outcomes to meet community needs
- Key investments proposed in 2020 to serve Peel's residents better
- Key budget assumptions and risks
- A high level forecast for outlook years

4. User Fees

Each year a review and update, guided by the financial principle "Users Pay Where Appropriate", as outlined in the Financial Management By-law, is conducted on the user fees. The review and update are to determine changes, additions and deletions to the user fee schedules. The 2020 proposed changes to the user fees and charges have been included within the 2020 Consolidated Budget (see Appendix II) of the budget document:

- Summary VIII of the Consolidated Budget includes all the changes to the 2019 operational fees covered by the User Fees By-law. A complete schedule outlining all 2020 user fees will be attached to the appropriate by-laws when presented to Council for consideration.
- Summary IX includes the 2020 proposed fees and charges related to water consumption, wastewater and waste management systems. This summary also incorporates a blended increase of 6.3 per cent for water and wastewater services and outlines all effective dates.

5. Debt Financing

The Region of Peel has issued debt since 2010 primarily to provide appropriate levels of cash flow for the large utility expansions required to accommodate growth in Peel. The majority of the debt will be repaid with Development Charges (DC) revenues and a minor portion through property taxes. The annual debt carrying costs related to the borrowing for the proposed budget can be supported within the Region of Peel's annual debt repayment limit estimated at approximately \$418 million (per 2018 Financial Information Return) and as calculated in accordance with O. Reg. 403/02. To date, the Region's annual debt payment requirements are \$140 million, therefore \$278 million remains for future debt commitments.

In 2019, DC Revenues have been below forecast (based on 2015 DC background study); however, DC related expenditures are also below initial forecasts. Based on current forecasts, the DC Reserve Fund balance may be in a negative cash position by early/mid 2020. To manage the DC cash flow, and to provide additional flexibility, it may be strategically advantageous to issue DC related debt in the early part of 2020. The Region may also be required to issue debt in 2020 to support affordable housing and other capital projects. Staff will seek Council approval prior to issuing any additional debt.

In accordance with section 424 of the *Municipal Act*, 2001, as amended, and the Region's Debt Policy, the 2020 Budget includes all required contributions to sinking funds under existing debenture by-laws issued. The Treasurer advises that the sinking fund contribution requirements for 2020 are as follows:

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2020 OPERATING AND CAPITAL BUDGET

Funding Source	Amount Budgeted (2020)
Development Charges	\$ 45,482,850
Property Taxes	\$ 1,203,340
Caledon Recovery	\$ 7,715
Total	\$ 46,693,905

Note: These amounts include sinking fund contributions for Coleraine Drive transferred to the Region of Peel from the Town of Caledon.

Also, in accordance with section 424 of the *Municipal Act*, 2001, as amended, and in accordance with the direction from Council on adopting the Region's Debt Policy, the Treasurer confirms that all funds raised and collected in 2019 for a sinking fund have been deposited in said fund. The full accounting of the funds will be provided in the annual Treasury Report to Regional Council and annually as separate audited financial statements to the Audit and Risk Committee.

6. Disclosure of Unfunded Liabilities

In 2009, the disclosure requirements were put in place by O. Reg. 284/09. This has resulted in the Region of Peel being required to report on additional liabilities related to post-employment benefits and amortization.

a) Post-Employment Benefits (Peel Regional Police)

The 2020 Budget fully funds the current year retiree benefit payments totaling \$3.4 million, as well as, \$2.3 million for future payments when members retire, leaving \$2.3 million in estimated accrued post-retirement benefit liability unfunded.

At the end of 2020, funding totaling \$45.7 million will have been set aside to fund estimated accrued post-retirement benefit obligations. This represents a balanced approach to maintain financial flexibility while acknowledging future obligations.

b) Tangible Capital Asset Liability

The proposed 2020 annual reserve contributions for both Tax and Utility Rate supported Services exceed respective estimated 2019 amortization expense for Tangible Capital Assets estimated at \$267 million..

7. Plan for the 2021 Budget

Consistent with the principle of "Respect for the Taxpayer" within the Long Term Financial Planning Strategy, net tax levy increases that are in line with the Canadian Price Index (CPI), generally between 1 per cent and 3 per cent, are recommended.

As noted in Appendix I: Executive Summary, the forecasted net tax levy increase for 2021 is 3.9 per cent which is higher than the upper end of the Bank of Canada inflation target and above current Consumer Price Index increases. This increase includes the forecasted increase for the Peel Regional Police currently estimated at 4.0 per cent. The forecast was

2020 OPERATING AND CAPITAL BUDGET

developed using global and service specific assumptions, i.e., service demand, labour costs, CPI on contracts, operating impact of new capital, impact of Provincial funding changes, and previously approved Council tax strategies. The average net tax levy increase for the outlook years (2021 to 2023) is 3.6% assuming assessment growth of 1.0 per cent. The outlook years also reflect the average forecasted increases for Peel Regional Police of 4.07 per cent.

As provincial funding represents over one quarter of the Region's funding, staff will bring forward a report to Council in Spring 2020 after the Provincial budget to recommend a target increase for 2021 as well as other recommendations required to achieve the target.

CONCLUSION

The proposed 2020 Budget for the Region of Peel advances Council's 20-year Strategic Plan in a fiscally responsible manner. The proposed budget represents a responsible balance between meeting community needs and maintaining long term financial sustainability, while minimizing the impact on Region of Peel tax and rate payers.



Stephen VanOfwegen, Commissioner of Finance and Chief Financial Officer

Approved for Submission:



N. Polsinelli, Interim Chief Administrative Officer

APPENDICES

- Appendix I - Executive Summary – Region of Peel Proposed 2020 Budget
- Appendix II - 2020 Consolidated Operating and Capital Budget (including Summaries I-IX)

For further information regarding this report, please contact Norman Lum extension 3567 or via email norman.lum@peelregion.ca.

Authored By: Norm Lum

Investing to build our *Community for Life*

Living



Leading



Thriving

Investing in efficient, outcome-driven services you can count on. Today and in the future.

2020 Budget at a Glance

The 2020 Budget is one of the most difficult budgets in the past decade. It is a responsible budget that balances the need to maintain core services, protect the community and respect the taxpayer.

Property tax **+1.7%** **+\$83** Residential **+\$148** Small Business

Per \$100,000 of residential assessment = \$15.23 Owner of an average home (\$545,900)







Utility rate **+6.3%** **+\$46** Residential **+\$119** Small Business



From the widest perspective, the Region's 2020 Budget:

- Maintains core service levels for services impacted by Provincial funding
- Meets service needs for a growing and aging population, focusing on Paramedic services, community safety and TransHelp
- Improves financial strength and flexibility to maintain Peel's \$30 billion in infrastructure including new affordable housing











The Region of Peel is a growing, thriving community and a major economic hub, that is facing a changing and dynamic environment. Major trends which are resulting in increased service pressures and more complex community issues impacting service demand are:

 <p>Growing and rapidly aging population Adding the population equivalent of a City of Hamilton by the year 2041</p>	 <p>Aging Infrastructure Peel's assets are valued at more than \$30 billion</p>	 <p>Climate Change Impact of significant climate change and weather patterns</p>	 <p>Changing economy Impacting employment and market conditions</p>	 <p>Rapidly Changing Technology Adapting how we connect with residents and deliver services</p>	 <p>Constantly evolving legislation and regulation Provincial funding cuts and changes</p>
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Over the past year, a number of significant Provincial changes and cuts were made that impacted key services such as Child Care, Paramedic Services and Long Term Care. To support Peel's most vulnerable residents, Regional Council has included investments in the 2020 Budget to maintain core service levels while also recognizing the limited appetite for tax increases.



Budget Highlights: How we are sustaining current service levels required by a **population that is expected to grow by an average of 20,000 people per year**, while our population continues to age at the same time.

 <p>+5,600 paramedic response calls</p>	 <p>Maintaining PAMA's 100+ exhibitions</p>
 <p>+21,000 more accessible transportation rides</p>	 <p>Moving towards 75% 3R waste diversion target & 5,000 new households</p>
 <p>Implementation of Butterfly model at Tall Pines</p>	 <p>35 more police officers to increase community safety</p>
 <p>Expansion of EarlyON services for 6,000 children and parents</p>	 <p>(\$2.4M) reduction in tax subsidy of utility operations</p>
 <p>900 more residents receiving affordable transit</p>	 <p>\$3M temporary levy for community hub developments</p>

2020 Budget Investments

With the support and encouragement of Region of Peel Council, the 2020 Budget invests in the Region’s Strategic Plan’s three focus areas – **Living, Thriving and Leading** – to continue to build a healthy, safe and connected community that serves its residents and businesses today, and strengthens a solid foundation on which to build toward our **Community for Life**.



\$3.7
billion

Invested in services that advance and support Council’s priorities and long-term outcomes.

\$2.6
billion

2020
Operating budget

\$1.1
billion

2020
Capital budget



Living:

People's lives are improved in their time of need.

We are investing in more paramedics to preserve response times, investing in increased access to accessible transportation and investing in better care for our Long Term Care home residents.

Thriving:

Communities are integrated, safe and complete.

We are investing in better wastewater handling for storms and to reduce the risk of flooding, increased waste diversion from landfills and community safety.

Leading:

Government is future-oriented and accountable.

We are investing in increased capacity to manage and deliver essential services and in developing innovative solutions to reduce service costs.

\$902
million

\$1.47
billion

\$199
million

\$43
million

\$982
million

\$33
million

Services

LIVING

ADULT DAY
CHILD CARE
COMMUNITY INVESTMENT
EMPLOYMENT SUPPORT
HOMELESSNESS SUPPORT
HOUSING SUPPORT
INCOME SUPPORT
LONG TERM CARE
PARAMEDICS
TRANSHELP

THRIVING

CHRONIC DISEASE PREVENTION
EARLY GROWTH AND DEVELOPMENT
HERITAGE, ARTS AND CULTURE
INFECTIOUS DISEASE PREVENTION
LAND USE PLANNING
ROADS AND TRANSPORTATION
WASTEWATER
WASTE MANAGEMENT
WATER SUPPLY

LEADING

ENTERPRISE PROGRAMS AND SERVICES

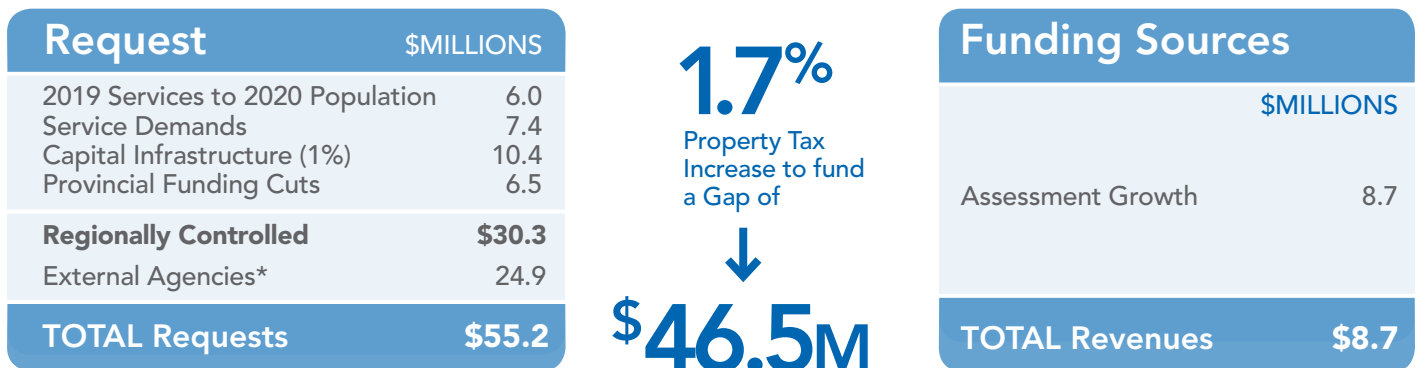
- CORPORATE SERVICES
- FINANCE
- DIGITAL AND INFORMATION SERVICES

PLUS:

POLICE
CONSERVATION AUTHORITIES
ASSESSMENT SERVICES

Funding Community Service Needs while Respecting the Taxpayer

The Region of Peel has a demonstrated track record of innovation leading to improved outcomes and value to the taxpayer. A Lean Six Sigma approach has been formally adopted by the Region that supports its Continuous Improvement program to achieve cost savings and efficiencies. Between 2016 and 2019 the Region has **cumulative cost savings of over \$56.7 million** for tax supported programs. However, in order to fund the service demands for 2020 and to ensure the Region’s infrastructure is sustainable, an overall property tax increase of 1.7% is required.



*Includes: Peel Regional Police (PRP), Ontario Provincial Police – Caledon, Conservation Authorities (CAs), Municipal Property Assessment Corporation

2020 Service Levels

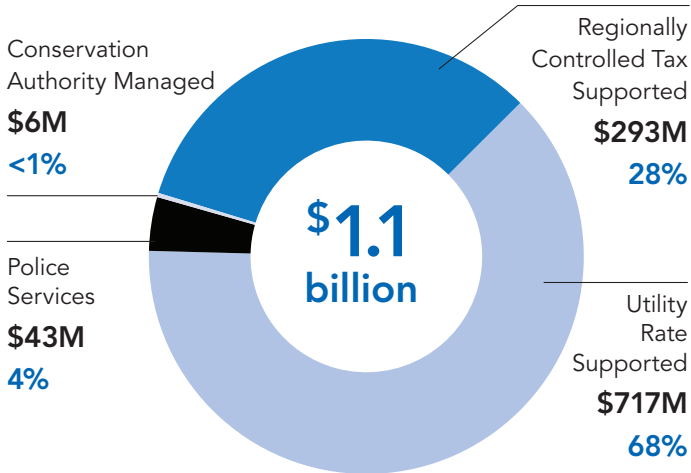
In addition to meeting increasing service demands, the overall property tax and utility rate also pays to maintain existing service levels.

Highlights of 2020 service levels include:

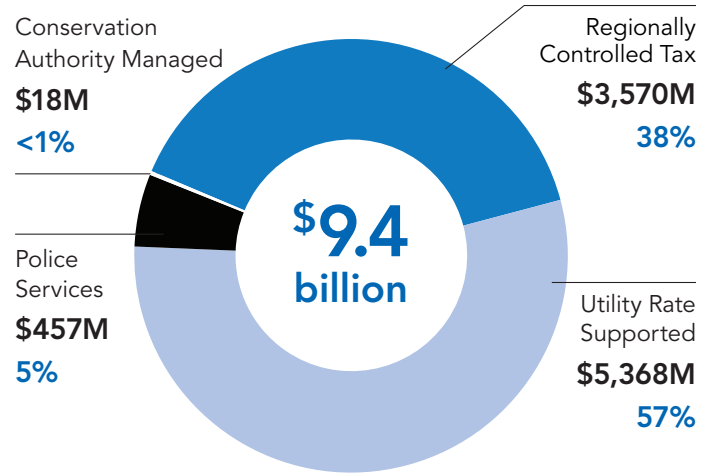
Service Outcome	Service for the Community
Residents and visitors receive quality pre-hospital care from paramedic services	Responding to an estimated 148,000 emergency calls
Residents in need can travel within their community without barriers using accessible transportation	Providing 779,000 TransHelp trips
Residents in need have access to a range of housing options	Providing over 11,500 housing subsidies
Waste is collected on time and managed in a safe and environmentally responsible manner	Managing over 550,000 tonnes of waste for 352,000 curb-side households and 104,000 multi-residential households
Residents in our Long Term Care homes receive care to enhance their quality of life	Providing 900+ residents with quality care through five long term care homes
Protecting the safety and property of residents	Providing effective and visible policing services including responding to 208,000 citizen initiated events in Mississauga and Brampton by Peel Regional Police
Wastewater is removed in a safe and environmentally responsible manner	Collecting and treating 644 million litres per day of municipal wastewater from approximately 328,000 retail and wholesale customer accounts
Residents have access to safe and affordable child care	Providing 17,000+ fee subsidies making it possible for lower-income families to benefit from licensed child care

The 2020 Capital Budget and 2020 – 2029 Capital Plan provide the necessary investments to ensure that Peel’s assets continue to provide the community with the service levels it has come to depend on as well as meet the needs of both a growing and evolving community.

2020 Capital Budget



2020 – 2029 Capital Plan



Capital Budget Funding:

47% Reserves | 44% Development Charges
6% External | 3% Debt

Capital Plan Funding:

46% Reserves | 45% Development Charges
6% External | 3% Debt

Highlights of the 2020 Capital Budget



Living: People’s lives are improved in their time of need.

\$43 million

- Affordable housing capital loan
- Ambulance Facilities, Fleet and Support Vehicles
- Community Hubs
- TransHelp vehicles
- Maintain Long Term Care Homes



Thriving: Communities are integrated, safe and complete.

\$982 million

- East to West Diversion Sanitary Trunk Sewer
- Victoria Reservoir
- Construction of new watermains to service growth
- Widening of Mayfield Road at multiple sections and the widening of Bovaird Drive from Lake Louise Road to Creditview Road
- Waste Facilities State of Good Repair
- Peel Regional Police facilities, fleet and technology

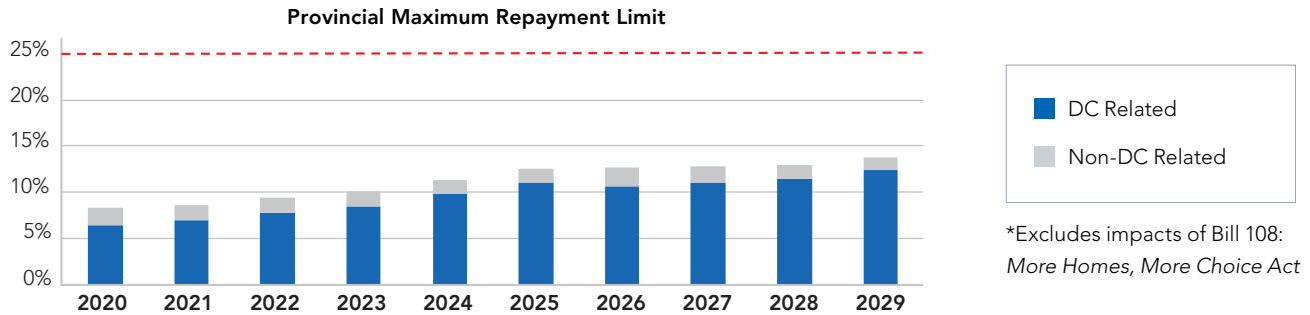


Leading: Government is future-oriented and accountable.

\$33 million

- Maintain Technology Assets
- Maintain Office Facilities

Peel's Long Term Financial Planning Strategy identifies debt as part of its comprehensive capital financing strategy.



Peel's current and future borrowing capacity is within Provincial Annual Repayment Limits of 25% of own source revenue which means that Peel has flexibility to address significant capital financing requirements.

Maintaining Taxpayer and Ratepayer Fairness:

Peel Region residents can be assured that their property tax will remain affordable and utility rates will remain the lowest in the Greater Toronto Area. For the 2021 to 2023 period, net tax levy increases averaging 3.5% are forecast after assessment growth of 1.0%. For the 2021 to 2022 period, utility rates are forecast to increase by 6.8%.

Tax Supported Programs	FORECAST		
	2021	2022	2023
Regionally Controlled Services	2.7%	2.3%	2.6%
External Agencies*	1.6%	1.9%	1.7%
Less: Assessment Growth	(1.0%)	(1.0%)	(1.0%)
Sub-Total	3.3%	3.2%	3.3%
Provincial Funding Impact	0.6%	0.1%	–
Net Tax Levy Impact	3.9%	3.3%	3.3%
Property Tax Impact	1.6%	1.4%	1.4%

* Excludes Conservation Authorities' one-time costs related to Emerald Ash Borer

Utility Supported Programs	FORECAST		
	2021	2022	2023
Operations	2.3%	1.3%	TBD
Capital Infrastructure	5.0%	5.0%	–
Average Utility Rate Impact	7.3%	6.3%	TBD

How Peel Region Manages Risks

The 2020 Operating and Capital Budget was developed to reflect significant trends and assumptions such as decreasing electricity prices, continuation of provincial funding commitments, changes to the economy and even the weather. However, there is always the risk that a significant change could happen after the budget is prepared.



Peel Region is well positioned to address the financial impact of risk, as it has maintained a high level of financial flexibility as well as its Triple "A" Credit rating using its Long Term Financial Planning Strategy to guide long term financial decisions.

Budget Principles

The Region's Budget, property tax and utility rate plans are developed on the basis of **respect for the taxpayer, and according to principles which include fairness, sustainability and affordability, user pays where appropriate, value for money and maintaining assets.**

By using a risk-based approach to the budget, services that are able to sustain service levels appropriately saw no significant changes while services seeing increased demand – whether from a growing and aging population, changing legislation or being impacted by climate change – required intervention. This focused approach includes increased investments where they make sense and where they will advance service outcomes to Peel's community.



BUDGET FACTS

Peel's population is expected to grow by an average of **20,000 people per year**, while our population continues to age at the same time

\$30 billion in assets remain in good condition because of a strong, risk-based asset management approach

Respect for the Taxpayer
74% of residents have a positive perception of value for tax dollars



Investing to build our **Community for Life**

2020 Budget Summary

Peel Region residents and ratepayers benefit from sound financial management in the efficient and cost-effective delivery of programs and services, advancing Council's priorities and long-term objectives in the three areas of focus: **Living, Thriving and Leading.**

The 2020 Budget effectively implements

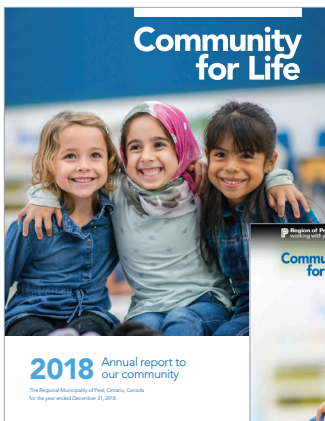
Council's directions regarding its priorities and the importance of a responsible budget.

The 2020 Budget effectively maintains

service levels for Peel Region's rapidly growing and aging population base and manages risks from Provincial funding cuts.

The 2020 Budget enables progress

toward the long-term goals established by Peel Region's strategic plan vision statement: Creating a Community for Life.



Additional information on Peel Region's role in your Community for Life, including extensive financial data, can be found in the 2018 Annual Report to Our Community or online at peelregion.ca/dashboard

2020 Budget

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

2020 Consolidated Operating and Capital Budget

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**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

Investing to Build Our Community for Life

The Region of Peel provides community and infrastructure services to approximately 1.5 million people and 182,400 businesses in Brampton, Caledon and Mississauga. The Region of Peel is part of a two-tier municipal structure providing a range of municipal services to residents and businesses. The Region is made up of three diverse local municipalities within which there are many cultural, economic, and social communities. Peel works closely with the local municipalities and other levels of government to ensure services meet the needs of the community.

The development of the Region’s 2020 Budget (the “Budget”) was guided by the Region of Peel’s (the “Region’s”) 2015 – 2035 Strategic Plan and the community priorities recommended for consideration prior to the Budget. The Region’s 2020 Budget enables the achievement of Peel’s vision of “Community for Life”. Investments are balanced between the needs of residents and the infrastructure needs of the broader community and with consideration of taxpayer affordability.

In 2019, the Province of Ontario made a number of announcements throughout the year that impacted services delivered by the Region of Peel. These announcements included funding reductions and changes to funding formulas that effectively downloaded costs to the Region of Peel. To help mitigate the impact to the taxpayer, additional focus was placed on identifying efficiencies throughout the organization.

Below provides a summary of the tax and utility rate impact of the Budget.

PROPERTY TAX INCREASE

UTILITY RATE INCREASE

1.7%

6.3%

Brampton	Caledon	Mississauga
1.5%	0.8%	2.1%
+\$80	+\$35	+\$90

Residential

+\$148

Small Business Owner



+ \$46

Residential

+ \$119

Small Business Owner

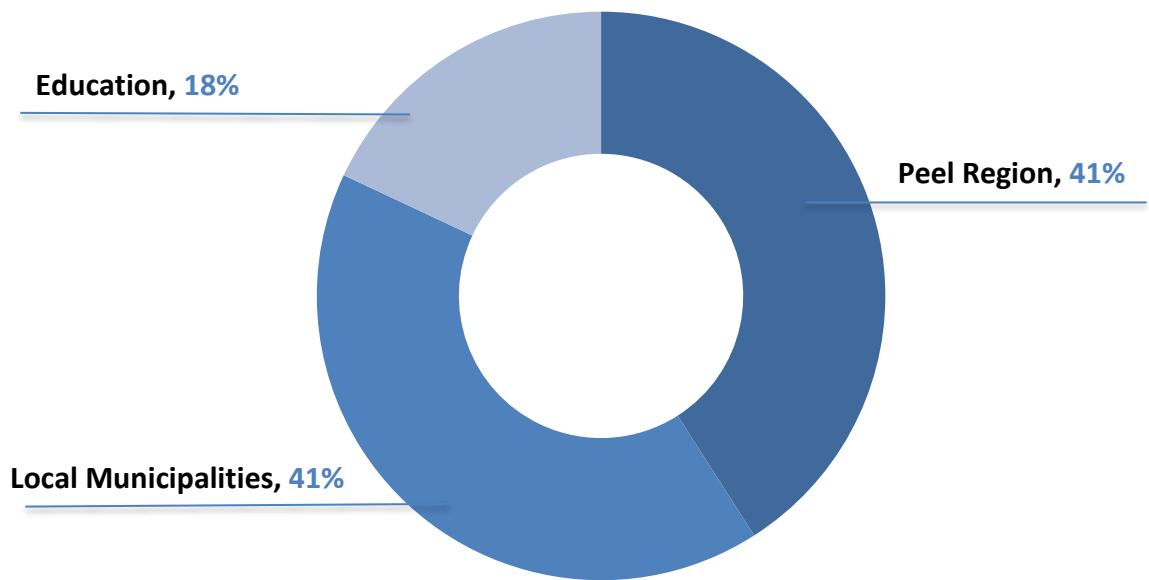
In May 2019, through the report “Approach to the Development of the 2020 Budget”, Council approved a net tax levy target of 2.9 per cent (assuming assessment growth of 1.1 per cent) to meet the service level needs of a growing and aging population. Not included in the target was the impact of the Provincial funding announcements on the Budget. On September 2019, staff updated Council through the report “Service Level Implications for Peel Programs Impacted by Provincial Envelope Funding Reductions” which outlined the risks to service outcomes from Provincial funding reductions. Council made difficult choices including: protecting cores services by increasing property tax funding and decreasing some service levels in recognition of property taxpayer affordability. During 2019, Council also identified key priorities to be included in the budget for consideration.

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2020 OPERATING AND CAPITAL BUDGET**

The Region’s Budget includes a net tax levy increase of 4.3 per cent (or an overall property tax increase of 1.7 per cent) and a utility rate increase of 6.3 per cent. The Region’s utility rates remain the lowest in the Greater Toronto Area (GTA) with the 2020 increase.

What Your 2020 Property Tax Bill Funds

The property tax bill has three components: cost of Regional services, cost of local municipal services, and cost of education. The chart below displays the breakdown of the three components affecting Peel’s taxpayer. The education portion (residential only) of the combined tax bill has gradually decreased from 29% in 2001 to 18% in 2019 as the education component has remained flat while the municipal taxes have gradually increased. The proportions vary between the local municipalities, depending on a number of factors including their relative share of total assessed market value by the Municipal Property Assessment Corporation (MPAC).



2020 Business Planning Process

Peel’s Budget process started in early 2019 using Council’s Strategic Plan and Term of Council priorities (ToC) as the foundation for its annual planning and budgeting process. Emphasis was placed on the impact of significant high level trends on Peel’s ability to achieve service outcomes under the three areas of focus for the Strategic Plan; Living, Thriving and Leading. Significant trends assessed include:

- Growing and rapidly aging population
- Changing and evolving economy
- Continued aging infrastructure
- Climate change and weather patterns
- Constantly changing legislation
- Changing nature of employment

The Region’s budget, property tax and utility rate plans are developed on the basis of respect for the taxpayer, and according to principles which include fairness, sustainability and affordability, user pays where appropriate, value for money and managing assets. By using a risk-based approach to the budget, services that are able to sustain service levels under these trends, appropriately saw no significant changes while services seeing

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

increased demand required intervention and additional investment. This focused approach guided increased investments to where they make sense and where they will advance service outcomes to Peel’s community.

Similar to the 2018 Community Annual Report, the Budget represents a budget that places more focus and emphasis on services and service outcomes as opposed to administrative structure and strives to streamline how the information is presented to both Council and the public. The 2020 Budget Document presents the overall budget by Council’s three areas of focus: Living, Thriving and Leading. As illustrated below, the Region’s Budget includes operating investments of \$2.6 billion and capital investments of \$1.1 billion in an array of Regional services to support and advance Council’s long term vision for Peel.

2020 Budget - \$3.7 Billion
 \$2.6B - Operating Budget
 \$1.1B - Capital Budget



Living
 People’s lives are improved in their time of need.

\$902 million (operating)
\$43 million (capital)

- Adult Day
- Child Care
- Community Investment
- Employment Support
- Homelessness Support
- Housing Support
- Income Support
- Long Term Care
- Paramedics
- TransHelp



Thriving
 Communities are integrated, safe, and complete.

\$1.47 billion (operating)
\$982 million (capital)

- Chronic Disease Prevention
- Early Growth and Development
- Heritage, Arts and Culture
- Infectious Disease Prevention
- Land Use Planning
- Roads and Transportation
- Waste Management
- Wastewater
- Water Supply
- Assessment Services
- Conservation Authorities
- Police



Leading
 Government is future-oriented and accountable.

\$199 million (operating)
\$33 million (capital)

- Enterprise Programs and Services
 - Corporate Services
 - Digital & Information Services
 - Finance

As seen in *Chart 1* below, in May 2019, Council directed Regional staff and External Agencies to develop the 2020 Budget to achieve an overall net tax levy increase of 2.9 per cent. Council’s budget target reflected Peel’s Long Term Financial Planning Strategy principle of “Respect for the Taxpayer” which is measured by tax increases in line with inflation. Subsequent to the approval of the 2020 Budget target, provincial funding announcements were made that reduced funding for a number of services such as Child Care, Paramedic Services and Long Term Care. To mitigate the impact of these funding changes, Council directed a revised budget target of 3.9% in July 2019 to include funding to maintain cores service levels impacted by increases in Peel’s share of the costs. Regionally Controlled Services and External Agencies were also asked to reduce from their respective 2020 Forecasts included in the 2019 Budget in developing the budget.

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

Chart 1

	2019 Approved	2020 Forecast*	2020 Council Target (May 2019)
Net Tax Levy (Core Service)	1.4%	3.6%	2.9%
Provincial impact	-	-	1.0%
Adjusted Net Tax Levy	1.4%	3.6%	3.9%
Utility Rate	6.5%	7.8%	N/A

*As forecasted in the 2019 Budget

Before making budget recommendations to Council, overall pressures and priorities were considered. The pressures identified for the Budget include needs for direct service delivery services as well as for internal services which are critical in supporting the delivery of Peel's public services. The Budget requests resources needed to support Peel's strategic outcomes, under the areas of focus of Living, Thriving and Leading and additional property tax funding to partially replace provincial funding reductions.

The development of the Region's Budget was guided by Council's net tax levy increase target, the Strategic Plan and the Term of Council Priorities. In addition, the 2020 Budget includes additional resources for service level adjustments that Council approved in 2019 after the 2020 budget target was established, such as the approval of the Housing Master Plan, expansion of the EarlyON child care program, implementation of Sustainable Procurement, additional funding for affordable transit as well as investing in community hubs in Brampton and Mississauga.

The Budget demonstrates an emphasis on providing the right services in the most cost effective way, thereby ensuring value for money to Peel's tax and utility rate payers. It reflects Peel's commitment to being citizen focused, maintaining and improving existing services, while being fiscally responsible and financially stable.

To better understand whether Peel is meeting these expectations, Peel conducts a number of surveys to solicit public input across a broad spectrum of its services. The Focus GTA Spring 2019 survey shows that 74 per cent of Peel residents are satisfied with Regional Government and that 74 per cent feel they receive good value for tax dollars. This is slightly more favourable than ratings a year ago. The results of this study also confirm that the Region's priorities align to the issues raised by the communities in Peel.

6.2-23**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

Key timelines for the development and approval of the Budget are presented below.

Activity	2019 Date
Update on the Status of the Long Term Financial Planning Strategy	April 25
Approach to the Development of the 2020 Budget – Council Report	May 9
External Agencies Presentations on Progress Report and Future Outlook	June 27
Strategies to address the Provincial Funding Cuts – Council Report	July 11
Service Level Implications Peel Programs Impacted by Provincial Envelope Funding Reductions	September 26
Continuous Improvement Update – Council Report	November 14
Overview and Update on the Status of Reserves – Council Report	November 14
The 2019 Infrastructure Status and Outlook – Council Report	November 14
The Changing Economic Environment and Implications for Peel	November 14
2020 Budget Presentations	
<ul style="list-style-type: none"> • Regional Budget Corporate Overview 	November 28
<ul style="list-style-type: none"> • Regional Services Budget Presentations 	November 28
<ul style="list-style-type: none"> • Police Services Budget Presentations 	December 5
<ul style="list-style-type: none"> • Conservation Authorities Budget Presentations 	December 5
Additional Budget deliberation	December 12 & 19

The Budget deliberations for Council approval will begin with the Regional Budget Overview presentation on November 28. An appropriate notice with respect to the intention to adopt a budget was prepared and published in four local newspapers a minimum of 10 business days before the final adoption of the budget and posted on the Region’s web site, meeting the Region of Peel notice requirements.

APPENDIX II
2020 OPERATING AND CAPITAL BUDGET

2020 Regional Budget Overview



Regional Budget Summary

The Budget has two distinct components: the Tax Supported Budget and the Utility (Water/Wastewater) Rate Supported Budget. These two components are further broken down into Operating Budget and Capital Budget. The Tax Supported Budget supports both Regionally Controlled Services and Regionally Financed External Organizations.

The Region of Peel Operating Budget totals \$2.6 billion, and the Region of Peel Capital Budget totals \$1.1 billion, inclusive of the Tax and Utility Rate Budgets.

Chart 2 below displays the total Operating and Capital Budgets as well as the average annual increase to the tax and utility rates for Peel's average household and small business.

Chart 2

2020 Regional Budget Overview - \$3.7B			
Operating Budget - \$2.6B & Capital Budget – \$1.1B			
10-Year Capital Plan - \$9.4B			
 Property Tax Supported		 Utility Rate Supported	
Operating Budget	\$2,009M	Operating Budget	\$561M
Capital Budget	\$341M	Capital Budget	\$717M
10-Year Capital Plan	\$4,045M	10-Year Capital Plan	\$5,368M
*Property Tax Increase	1.7%	Average Utility Rate Increase	6.3%
(includes 1.0% for Infrastructure)		(includes 5.0% for Infrastructure)	
**Impact :		Impact:	
Home assessed at \$545,900	\$83	Household water consumption of 290m ³	\$46
Small Business assessed at \$617,500	\$148	Small Business water consumption of 695m ³	\$119
Commercial assessed at \$1,852,600	\$445		
Industrial assessed at \$1,851,700	\$451		
Region's Portion of Annual Residential Municipal Tax Bill	\$2,037	Annual Residential Water Bill	\$743

* Assumed weighted average municipal portion of tax bill is approximately 41 per cent

** Weighted average of 3 local municipalities. Actual impact will vary based on the MPAC assessment and the local municipality.

APPENDIX II 2020 OPERATING AND CAPITAL BUDGET

2020 Service Levels

The Budget includes resources to deliver current levels of service and service level increases to support the areas of focus defined in the Strategic Plan: Living, Thriving and Leading.

Here are some highlights of our 2020 services in each area of focus.



Living = People's lives are improved in their time of need.

In 2020, Peel will improve people's lives in their time of need by:

- Providing 779,000 TransHelp trips
- Providing 17,400 households with income support through Ontario Works (OW) program
- Supporting 2,600+ people through Employment Services
- Providing over 11,500 housing subsidies
- Providing 12,000+ visits to regional shelters
- Providing 17,000+ fee subsidies making it possible for families to benefit from licensed child care
- Providing public transit subsidies to 4,500 residents
- Responding to 148,000 emergency calls
- Providing 900+ residents with quality care through five long term care homes
- Providing 38,100 days of care to support clients and their caregivers in Adult Day Services



Thriving = Communities are integrated, safe, and complete.

In 2020, Peel will contribute to integrated, safe and complete communities by:

- Managing over 550,000 tonnes of waste for 352,000 curbside and 104,000 multi-residential households
- Collecting and treating 644 million litres per day of municipal wastewater from approximately 328,000 retail and wholesale customer accounts
- Treating, transmitting, and distributing 575 million litres per day of municipal water to over 334,500 retail and wholesale customer accounts
- Maintaining 1,690+ lane kilometres of roads, 183 structures (including bridges and major culverts) and 465+ signalized intersections
- Providing 95,000 children with dental screening and providing 11,500 children with urgent treatment
- Conducting 11,000 health inspections at 6,259 food premises
- Welcoming more than 30,000 visitors with local arts and exhibitions at the Peel Art Gallery, Museum and Archives (PAMA)
- Providing effective and visible policing services including responding to 265,000 citizen initiated events in Brampton and Mississauga by Peel Regional Police.
- Providing effective and visible policing services including responding to over 24,750 calls for service by Ontario Provincial Police in Caledon
- Continuing to work with Conservation Authorities who regulate approximately 34,280 hectares of land to protect life and property of Peel residents from hazards due to flooding, erosion and slope failure as well as manage approximately 5,580 hectares of Peel public land providing opportunities for recreation

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

for Peel citizens, and the project to plant approximately 185,000 trees, shrubs and seedlings over the course of 2020



Leading =

Government is future-oriented and accountable.

In 2020, Peel will be a future-oriented and accountable government by:

- Providing live support to over 1 million people through our Contact Centre
- Maintaining Peel’s high credit rating
- Modernizing service delivery by leveraging technology and implementing the digital strategy
- Maintaining a skilled, healthy and engaged work force to provide critical services to residents
- Managing Peel’s energy consumption and building environmental resilience
- Continuing to seek alternative service delivery methods to improve cost effectiveness and the quality of Peel services
- Managing procurement in a sustainable manner that promotes the environmental, economic and social well-being of the Peel community
- Managing the Region’s \$30 billion in infrastructure

Budget Highlights: Some of the ways we are sustaining current service levels and addressing increased service demand required by a population that is expected to grow by an average of 20,000 people per year, while our population continues to age at the same time, include:



Living



Providing **+21,000** more accessible transportation rides



Responding to **+5,600** paramedic response calls



Providing **+900** more Affordable Transit trips for residents



Implementation of **Butterfly** model to enhance quality of life at **Tall Pines**



Ensuring that **1,100** children and caregivers do not have to wait for child care

Thriving



Expansion of **EarlyON** services to **6,000** more children and parents/ caregivers



Moving towards **75%** 3R waste diversion target & **5,000** new households



+35 police officers for community safety



10.0 KM more sidewalks and paved shoulders



Water and wastewater service for **4,000** new customers



Addressing **12,000 more housing units** that are increasingly complex

Leading



(\$2.4M) reduction in tax subsidy of utility operations



Investing in **State of Good Repair** - \$10.4M



Investing in **Community Hubs** \$3.0M reserve contribution for four years



Implementing **sustainable procurement** - \$149K

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

2020 Operating Budget – Tax Supported Services

Overview

The Tax portion of the Operating Budget supports both Regionally Controlled services and Regionally Financed External Organization services. *Chart 3* below indicates the services included in each group.

Chart 3

Property Tax Supported Services		
Living	Thriving	Leading
Regionally Controlled Services		
<ul style="list-style-type: none"> • Adult Day • Child Care • Community Investment • Employment Support • Homelessness Support • Housing Support • Income Support • Long Term Care • Paramedics • TransHelp 	<ul style="list-style-type: none"> • Chronic Disease Prevention • Early Growth and Development • Heritage, Arts and Culture • Infectious Disease Prevention • Land Use Planning • Roads and Transportation • Waste Management 	<ul style="list-style-type: none"> • Enterprise Programs and Services <ul style="list-style-type: none"> • Corporate Services • Finance • Digital and Information Services
Regionally Financed External Services		
	<ul style="list-style-type: none"> • Assessment Services (MPAC) • Conservation Authorities* • Police 	

*Also partially funded from Utility Rate

Tax Rate Impact

As mentioned earlier, budget preparation includes consideration of the overall tax bill facing residents of Peel including the portions for local municipalities and education. Peel strives for minimal impact on taxpayers while maintaining essential and expected service delivery in keeping with the Region's financial principles. *Chart 4* below provides a summary of the 2020 Tax Supported Net Budget.

Chart 4

2020 Net Tax Levy Impact							
	2019	2020	2020 vs. 2019		Assessment Growth		Net Levy
	\$M	\$M	\$M	%	\$M	%	%
Regional Services	603.5	633.8	30.3	5.0			2.3
Police	435.5	458.7	23.2	5.3			1.8
Conservation Authorities	27.0	28.2	1.3	4.8			0.1
MPAC	19.4	19.9	0.5	2.3			-
Total	\$1,085.4	\$1,140.6	\$55.2	5.1%	\$8.7	0.8%	4.3%

Note: Number may not add due to rounding

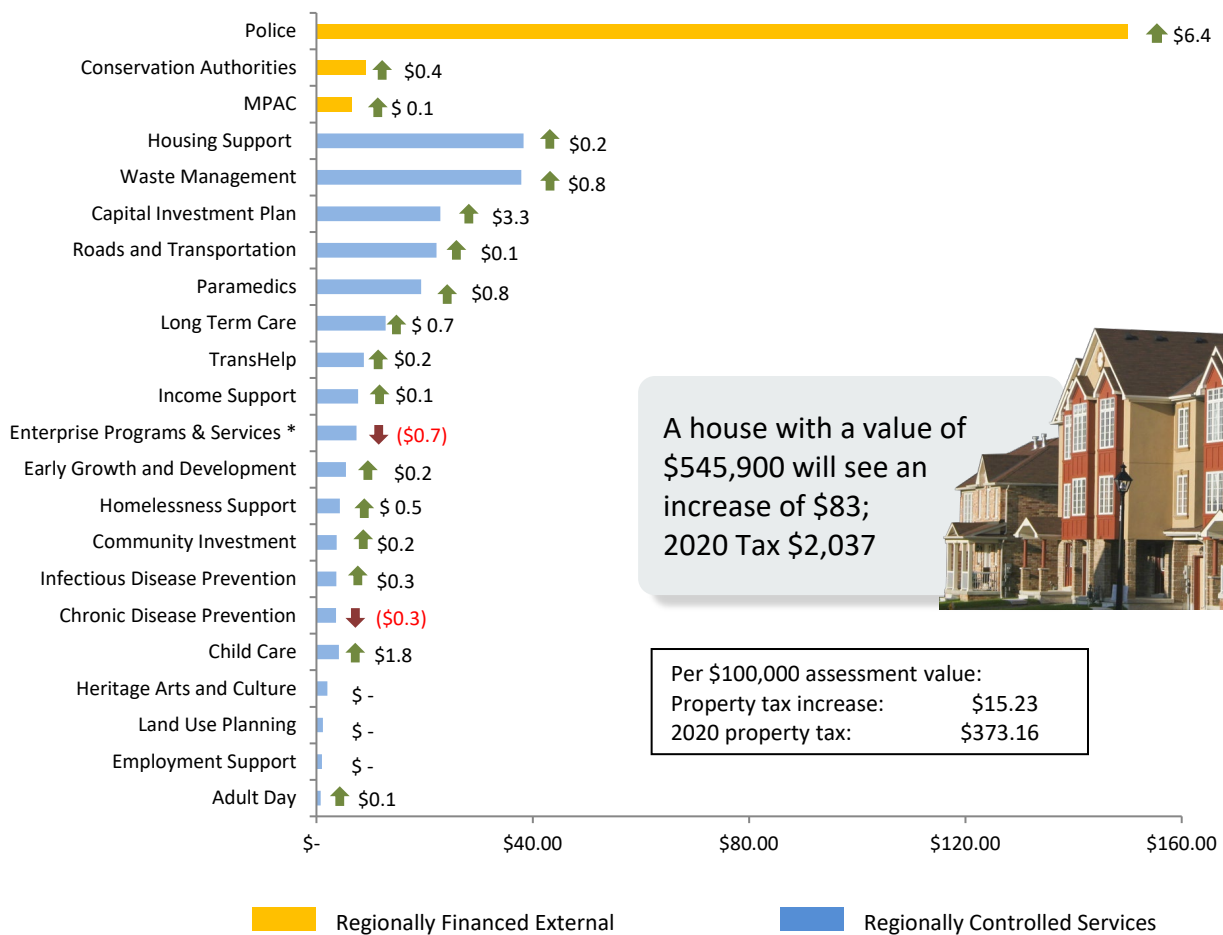
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The Budget results in a net levy increase of \$55.2 million equivalent to a net tax levy increase of 4.3 per cent after assessment growth (see Summary I (a) & (b) for the net budget increase by service and a comparison between 2020 and 2019 budgets). Sixteen per cent or \$8.7 million of the total increase is funded by growth in the property assessment base of 0.8 per cent and the remaining 84 per cent or \$46.5 million is funded by a net tax levy increase of 4.3 per cent.

The 4.3 per cent net tax levy increase is composed of 2.34 per cent increase for Regionally Controlled Services and 1.94 per cent increase for Regionally Financed External Organizations.

Chart 5 outlines where the 2020 tax dollars will be spent based on a residential assessment of \$100 thousand.

Chart 5 **Where Your 2020 Tax Dollars Will Be Spent**
(Based on \$100,000 of Residential Assessment)



* Enterprise Programs & Services includes Corporate Services, Finance, and Digital & Information Services (DIS)

Note: numbers may not add due to rounding; \$ - denotes no material change

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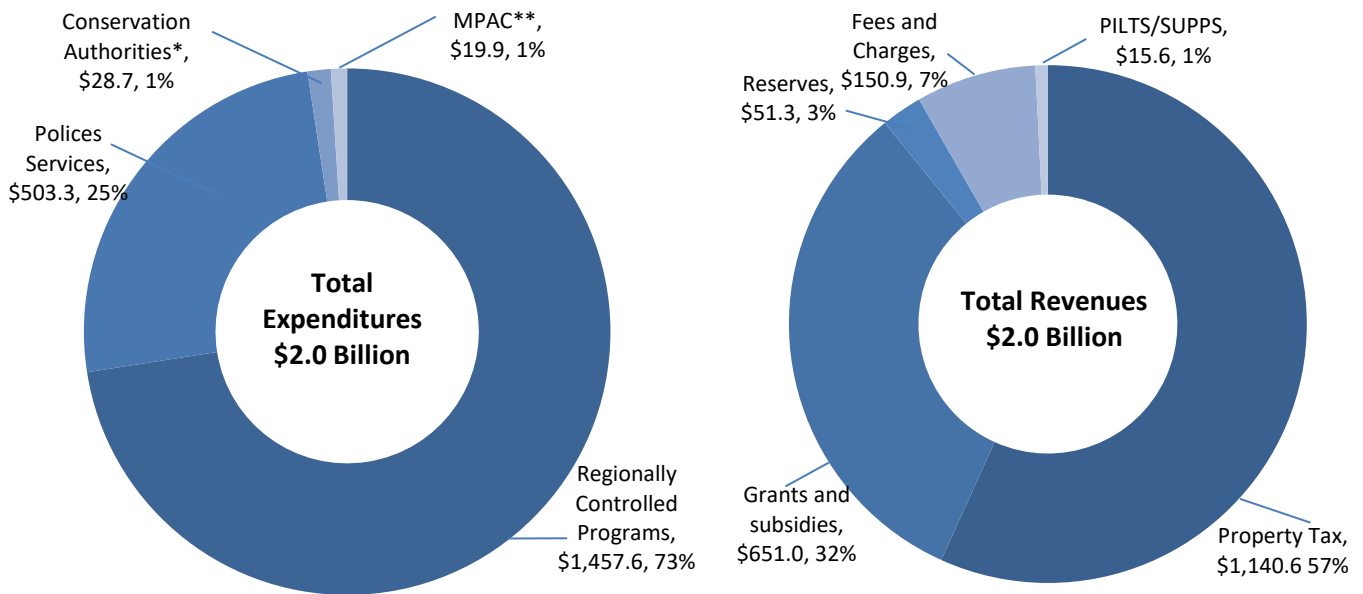
Total Expenditures and Revenues

The Property Tax Supported Operating Budget totals \$2.0 billion for both Regionally Controlled Services and Regionally Financed External Organization services.

- Forty-three per cent or \$869 million of the total gross budget is funded by non-property tax revenue sources
- Fifty-seven per cent or \$1,140 million is funded by property tax.

Chart 6 displays the total operating budget expenditure allocation and related funding sources for Tax Supported Services.

Chart 6 2020 Tax Supported Operating Budget (\$M)



*Excludes \$16 million in Conservation Authorities expenditures funded by Utility

** MPAC: Municipal Property Assessment Corporation;
PILTS/SUPPS: Payment in Lieu of Taxes and Supplementary Taxes

2020 Budget on a Modified Accrual Basis

The Region presents its budget using a modified accrual method which is in accordance with *Municipal Act, 2001* requirements. To enable alignment with the Audited Financial Statements, which are done under a full accrual basis as required by the Public Sector Accounting Board (PSAB), Summary 1(c) provides a reconciliation of the Budget from the modified accrual method to a full accrual method .

For more information on the difference between a modified accrual versus a full accrual basis, please see the Budget Accounting Policy under the Disclosure of Key Budget Assumptions & Risks section.

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Regionally Controlled Services - 2.3 Per Cent Net Tax Levy Increase

Operating Budget Pressures

The Regionally Controlled Tax Supported Services net budget totals \$634.0 million (including the Community Events Policing grants), representing an increase of \$30.3 million or 5.0 per cent over the 2019 Budget. After assessment growth, this is equivalent to a net tax levy increase of 2.34 per cent. The budget increase includes \$4.2 million to enable community priorities identified by Council. The remaining budget increase of \$26.1 million is to maintain and enhance Regional tax supported services.

The Budget increases are categorized as Base Pressures, Service Demand and Capital Infrastructure Funding.

Base Pressures

Base pressures are the additional costs required to provide 2019 level of service in 2020. Broadly speaking, base pressures include adjustments due to inflation, economic factors, annualization of previous Council decisions and prior year tax management decisions. The impact of the base pressures is an overall increase of \$6.0 million which is net of funding increases and efficiencies as summarized below.

Labour Costs

Labour costs increased by \$9.7 million over the Budget. Included in the labour cost increase are settlements of expired bargaining agreements and economic adjustments for bargaining (as per bargained contracts) and non-bargaining employees.

Other Pressures

Other pressures include annualized costs of previous Council decisions and additional costs on goods and services driven by inflation. Service contracts impacted by inflation include operating contracts for Roads, Transportation and Waste. These pressures are partially offset by increases in assumed provincial funding such as for Paramedic funding (\$2.4 million) and additional revenue from increases in user fees to keep pace with inflation and move towards full cost recovery.

Costs Mitigated through Efficiencies

A total of \$1.6 million in budgeted costs have been mitigated through various initiatives and are presented in Summary II of this document. As presented to Council on November 14, 2019 through the report titled "LEAN – Continuous Improvement Update", staff continually seek opportunities to save money. Over the past year, staff have completed over 47 improvement initiatives, found better ways to do business such as the conversion of existing streetlighting to energy efficient LED lighting, implementing digital menus in Long Term Care centres and improving the functionality of the call centre to better manage calls.

Provincial Funding Changes

In 2019, the Province of Ontario made changes to how the cost of services were shared between the Province and the Region and it also reduced funding to a number of services for 2020. To maintain core services, Council directed the inclusion of funding as required under the new cost share models and to replace some of the funding reductions with property tax dollars. Chart 7 provides details of the services for which property tax funding has been proposed to maintain services.

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Chart 7

Service	Costs of mitigating Provincial Funding Reductions (\$'000)
Region Controlled Services	
Child Care	5,200
Public Health	900
Long Term Care	400
	6,500
External Agencies	2,700
Total Provincial Funding Replaced by Property Tax	9,200





Service Demand

Service demand represents incremental investments that support Council's outcomes as defined under the Strategic Plan's areas of focus of Living, Thriving and Leading. These additions respond to priority needs of the community and advance the Region towards its long term strategic objectives and Council's vision for Peel. The Budget includes \$7.4 million in additional Service investments. Service level investments are fully annualized.

Chart 8 provides the details of service needs by strategic areas of focus of "Living, Thriving and Leading".




Chart 8

Living: People's lives are improved in their time of need


Service	Service Outcome	2020 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 TransHelp	Peel residents in need can travel within their community without barriers	Increase trip delivery by 21,000 trips to meet demand	1,077	730
		Support service growth, improve customer experience	68	68
 Long Term Care	Residents in our Long Term Care homes receive care to enhance their quality of life	A Butterfly Household at Tall Pines Long Term Care Home	397	237
		Phase in of debt servicing costs for Seniors' Health and Wellness Village	244	244
 Paramedics	Peel residents and visitors receive quality pre-hospital care	Investing to answer increased 911 calls and growing demand for pre-hospital care including medical supplies and equipment	2,869	1,435
 Community Investment	Community groups in need have support to deliver services to Peel residents	900 more residents receiving Affordable Transit in Brampton and Mississauga	600	600
Living – Total			5,255	3,314

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Thriving - Communities are integrated, safe and complete

Service	Service Outcome	2020 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Waste Management	Waste in the Region of Peel is collected on time and managed in a safe and environmentally responsible manner	Manage increased tonnage of waste collection and processing	165	165
		Education and Enforcement of recycling and composting to improve waste diversion	750	750
		Discontinuation of grass collection	(627)	-
 Land Use Planning	Communities in Peel are complete and sustainable for residents and businesses	To expedite review of complex land development applications	267	-
 Early Growth and Development	Children in Peel are supported to achieve their mental and physical potential	Regional investment in EarlyON Child and Family Centres	1,000	-
Thriving - Total			1,555	915

Leading - Government is future-oriented and accountable

Service	Service Outcome	2020 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Finance	The Region of Peel is financially sustainable	Implementation of a sustainable procurement program	149	149
		Management of expanding asset base	32	32
		Infrastructure levy for Community Hubs	3,000	3,000
Leading - Total			3,181	3,181

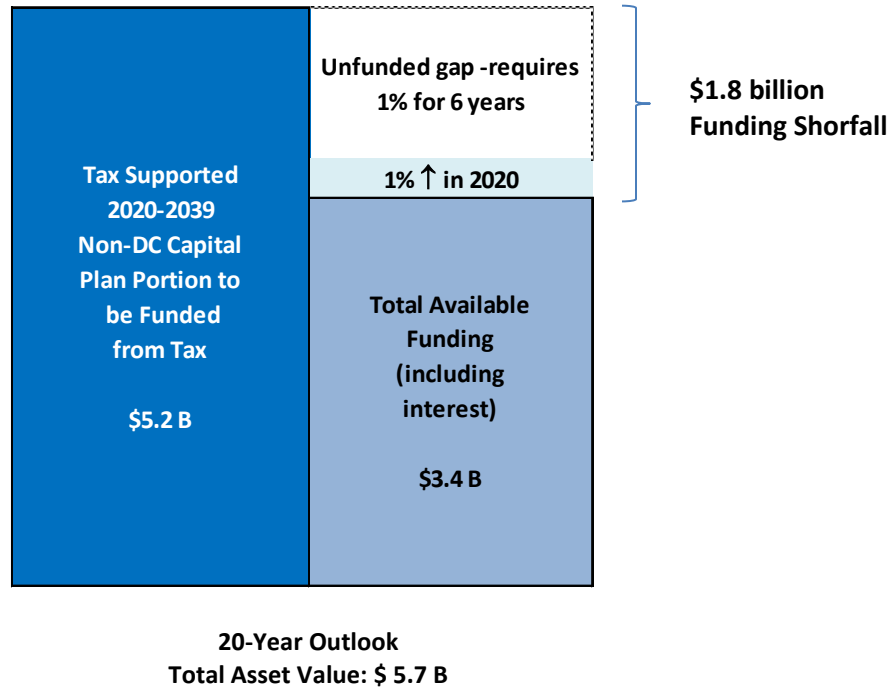
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Capital Infrastructure Funding – Through the Property Tax

An outcome under the Strategic Plan’s area of focus of Leading is *“I trust that sustainability and long-term benefits to future generations are considered.”* To ensure the Region’s services are sustainable, the state of good repair of its capital assets are closely monitored and evaluated on a regular basis. Similar to most municipalities, having sufficient funds to maintain its infrastructure is a primary concern.

As illustrated in Chart 9, based on the most recent reserve adequacy assessment, current Tax Supported reserve levels and contributions are inadequate to fund the forecasted 20-year (2020-2039) capital requirements including the social housing stock. There is a funding gap currently estimated at \$1.8 billion. To address the long term under-funding of the Tax Supported capital requirements, a one per cent infrastructure levy is proposed in the 2020 Tax Supported budget, which represents approximately \$10.4 million of the tax levy increase. Current analysis shows an annual increase of one per cent infrastructure levy for six more years until 2026 will close the funding gap.

Chart 9



Operating Budget Financing

The Budget is supported by a number of revenue sources including Assessment Growth, Payment In Lieu of Taxes and Supplementary Taxes, Grants and Subsidies, User Fees, and Rate Stabilization Draws.

Assessment Growth

The growth in revenue from increased property assessment in Peel for 2020 is estimated at 0.8 per cent, which has been incorporated in the Budget and is lower than the 2020 forecast of 1.1 per cent from the 2019 Budget.

Payment In Lieu of Taxes (PILTs) and Supplementary Taxes

The Budget includes \$15.6 million from Payment In Lieu of Taxes (PILTs) and Supplementary Taxes after tax write-offs and rebates. The 2020 Budget includes an increase \$1.1 million due to additional PILTs

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revenue received from the Greater Toronto Airports Authority and \$2.6 million due to favourable rulings at the Assessment Review Board and \$0.8 million for vacant unit rebates.

Grants and Subsidies

Provincial funding assumptions are reviewed annually. The Regionally Tax Supported budget includes \$651 million in grants and subsidies, a \$19 million or 2.8 per cent decrease over 2019 Budget. The funding reduction is driven by changes to the funding of Regional services such as Child Care, Public Health, Employment Support, Paramedic Services and Long Term Care. The Region of Peel managed the \$19 million in funding reductions through a combination of decreased service levels in low risk areas, replacing some of the Provincial funding cuts with property tax dollars and through efficiencies identified across all Regional services.

User Fees, Service Charges and Recoveries

User fees and service charges are collected for Regional services to recover the costs. This is in keeping with the Region's financial principle of "Users Pay Where Appropriate". The Budget includes an estimated revenue of \$150.9 million. Key items include Federal Gas Tax funding, most of which is allocated to local municipalities, reimbursement for the costs of services provided by the Region to Peel Living and fees from senior residents at long term care homes. The Budget includes an increase in Waste fees totaling \$1.6 million as endorsed by the Waste Management Strategic Advisory Committee.

Rate Stabilization Reserve Draws

The Tax Supported Budget includes \$9.1 million in Rate Stabilization Reserve draws to support various initiatives as presented in Summary III.

Staffing Resources to Achieve Level Service*

As in *Chart 10* below, the Regionally Controlled Tax Supported Operating Budget includes 4,175.5 full-time equivalent staffing resources to deliver services to meet the service demands of Peel's community (Summary V (a)-(c)).

Chart 10

	Staffing Resources to Achieve Level of Service	
	2019	2020
Tax Supported Services	4,149.5	4,174.5

**Regular Positions(Full-Time Equivalent, FTE)*

Through previous budgets, Council approved funding to provide service levels which utilize 4 contract staff for service delivery in the areas of paramedics, housing support and customer call center services. The 2019 level of service reflects these becoming regular FTEs in 2020 to sustain the approved service level and funding approved by Council.

The Budget adds 25.0 full-time equivalent staffing resources for Regionally Controlled Tax Supported services. These staffing resources help to support and achieve service outcomes in Paramedics, Long Term Care, TransHelp and Asset Management. This reflects the reduction of 3 staffing resources in Waste Management due to a change in the processing operation which will result in closing the Caledon composting facility and sending Peel's green bin and yard waste material from that facility to a 3rd party processor.

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Regular and temporary positions are approved and managed in accordance with the Workforce Level and Control Policy HR04-01. The Tax Supported Budget includes wage gapping in the amount of \$6.7 million (equivalent to 65 positions), which recognizes the financial impact of the natural staff turnover patterns.

Regionally Financed External Organizations – 1.9 Per Cent Net Tax Levy Increase

Overview

In the proposed Budget, the Region's tax levy includes financing to non-Regionally controlled external organizations for a total net cost of \$506.8 million or \$24.9 million over the 2019 Budget. The proposed increase is equivalent to a net tax levy increase of 1.94 per cent after assessment growth.

The following table outlines the external organizations that Peel is required to fund based on provincial legislation and the corresponding method of apportionment:

External Agencies Funded by the Region:	Method of Apportionment for External Agencies:
Peel Regional Police (PRP)	Budgeted costs after other revenue sources such as Provincial funding are apportioned by weighted assessment to the cities of Brampton and Mississauga property tax payers
Ontario Provincial Police (OPP) Caledon Detachment	Budgeted costs after other revenue sources such as Provincial funding are apportioned to the Town of Caledon property tax payers
Three Conservation Agencies: - Credit Valley Conservation (CVC) - Toronto and Region Conservation Authority (TRCA) - Conservation Halton (CH)	Budgeted costs after other revenue sources such as Provincial funding and user fees are apportioned to municipalities within the watersheds they manage. Peel's allocation is funded by property tax with a portion on the utility bill
Municipal Property Assessment Corporation (MPAC) for assessment services	Budgeted costs are funded by municipalities according to a formula based on assessment value and the number of properties in each municipality as a per cent of the provincial totals. The budgeted cost is fully funded by property tax.

Operating Budget Pressures

For the Regionally Financed External Organizations, the following drivers outline the proposed budget changes:

Peel Regional Police

The Peel Regional Police net budget of \$445.8 million represents an increase of \$22.7 million or 5.4 per cent over the 2019 Budget and is mainly due to:

- Base budget increases totalling \$11.9 million primarily related to cost of living and other inflationary increases. This has been offset by:
 - The inclusion of \$0.4 million in increased net recoveries from external contract costs;
 - Efficiencies of \$0.1 million realized through additional outsourced cleaning services. This includes a reduction of four full-time positions which were eliminated as a result of contracted services.

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- Service Level demand increases to address community safety totalling \$6.6 million for an additional 27 Uniform Patrol Officers, 8 Speciality Bureau Officers, and 22 Civilian Support positions.
- Other Pressures increased by \$2.7 million to address operating requirements and inflationary pressures, such as utilities, maintenance contracts, implementation of capital projects, and full deployment of mobile devices. These pressures were offset by \$0.1 million decrease in the Police Services Board
- Service Demand reflects the the loss of \$2.6 million in Provincial grant funding, which is partially offset by the elimination of the Strategic & Tactical Enforcement Policing (STEP) program, resulting in a net increase of \$2.1 million

Policing at Community Events

An increase of \$0.02 million has been included in the Regionally Controlled Budget to fund additional events requiring the presence of the Peel Regional Police at community events.

Ontario Provincial Police (Town of Caledon)

The net budget for Caledon OPP totals \$12.6 million, representing an increase of \$0.4 million or 3.7 per cent over the 2019 Budget and is mainly due to:

- Base Budget changes of \$0.4 million:
 - An increase of \$0.2 million in the OPP contract costs, driven by cost of living adjustments, inflationary increases, and base cost increases which are linked to an increase in property counts within the Town of Caledon.
 - Other pressures of \$0.1 million are included to reflect a decrease in billings reconciliation rebates
- Service level demand includes operating costs of \$0.02 million for a new extended service office at the Southfields Village Community Centre (Mayfield West Phase 1 secondary plan)
- Service demand is driven by the loss in Provincial funding of \$0.1 million

Conservation Authorities (CAs)

The **2020** net budgets submitted by the three Conservation Authorities totalling \$28.2 million represents an increase of \$1.3 million or 4.8 per cent over the 2019 Budget. Highlights of the budget increases, related drivers and funding sources are:

- \$1.3 million levy increase is mainly driven by climate change and infrastructure special levy projects and labour costs funded by the general levy.
- One-time cost reduction of (\$0.09) million funded from reserves to address Emerald Ash Borer (EAB) impacts and restoration efforts on CVC and TRCA owned properties; continuation of proposed funding is anticipated from Peel's EAB Reserve until 2023 for CVC.
- No increase for Utility Rate funding as most recent CA project costs were infrastructure driven rather than being watershed focused. The utility rate will be revisited in the next budget cycle as the project focus shifts.

The funding from Peel will be incorporated into each Conservation Authority's budget which will subsequently be approved by their respective boards.

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Chart 11

Conservation Authorities \$000's	General Levy Increases	Special Levy Increases	Total Increase	% Increase
Conservation Levies:				
Credit Valley Conservation	288	524	812	3.4
Toronto & Region Conservation	63	429	492	2.6
Conservation Halton	10	(9)	1	0.2
Sub-total CA Levy Increase	\$361	\$944	\$1,305	3.0%
One-Time Costs for EAB*		(90)	(90)	(17.6)
Total CA Levy Increase	\$361	\$854	\$1,215	4.4%
Less Peel Funding:				
• Utility Rate	-	-	-	-
• Peel Reserves	-	90	90	(17.6)
Net Budget	\$361	\$944	\$1,305	4.8%

Note: *One-Time Costs consist of Emerald Ash Borer (EAB) costs for CVC (2019 and 2020) and TRCA (2019)

Municipal Property Assessment Corporation

MPAC's net budget of \$19.9 million represents an increase of \$0.5 million or 2.3 per cent over the 2019 Budget. The Budget is based on historical trends for MPAC budget costs. The provincial allocation formula has a higher impact on high growth municipalities.

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Operating Budget Outlook 2021-2023 – Tax Supported Services

2021- 2023 Forecast

The financial outlook is based on maintaining existing service levels to a growing and changing population in the most cost effective manner, general assumptions for inflation, and the operational impact of capital works. Changing legislation, provincial subsidy and the fluctuating economy will continue to influence budget increases over the next three years.

As seen in *Chart 12* below, based on current Council directed service levels, staff have forecasted an average net tax levy increase of 3.6 per cent over 2021 - 2023. Also included in these forecasts is the impact of the capital plan on the Operating Budget such as the new anaerobic digestion facility to increase waste diversion, operating costs for the Seniors' Health and Wellness Village, new paramedic stations and the investment in sustaining Peel's infrastructure. Similar to the Budget, forecast years 2021 and 2022 include estimated provincial funding impacts. Summary IV provides details on the forecasted net budget increases for 2021-2023. These forecasted increases may change as Council determines priorities throughout the next four years.

Chart 12 Operating Forecast 2021 – 2023 – Tax Supported

	Budget		Forecast	
	2020	2021	2022	2023
	%	%	%	%
Regionally Controlled	2.2	2.7	2.3	2.6
External Agencies	2.0	1.6	1.9	1.7
Tax Assessment Growth	(0.8)	(1.0)	(1.0)	(1.0)
Subtotal	3.4%	3.3%	3.2%	3.3%
Provincial Funding Impact	0.9	0.6	0.1	-
Net Tax Levy Impact	4.3%	3.9%	3.3%	3.3%
Property Tax Impact*	1.8%	1.6%	1.4%	1.4%

* Based on weighted average municipal portion of tax bill is approximately 41 per cent.

Consistent with the principle of "Respect for the Taxpayer" within the Long Term Financial Planning Strategy, net tax levy increases that are in line with the Canadian Price Index (CPI), generally between 1% and 3%, are recommended. For 2021, staff will bring forward a report to Council after the 2020 Budget deliberations to recommend a target increase for 2021 as well as other recommendations required to achieve the target.

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2020 Capital Budget and Ten Year Plan – Tax Supported Services

2020 Capital Budget - \$341.3 Million

The Region’s Capital Budget supports the financial principles of “Ensure the capital plan is sustainable”, “Borrow when appropriate for Capital Infrastructure” and “Manage assets”. The Tax Supported Capital Budget totals \$341.3 million (Summary VI(a)). Regionally Controlled services represent over 86 per cent (\$292.5 million) of the total Tax Supported capital plan with Peel Regional Police and Conservation Authorities accounting for the balance. Similar to the Operating Budget, the Capital Budget also supports the three areas of focus and outcomes of the Strategic Plan.

The two largest components of the Tax Supported Capital Budget are Roads and Transportation at \$204.5 million or 60 per cent and Peel Regional Police at \$43 million or 13 per cent which support Council’s priorities of improving goods movement and community safety. A comparison of the Capital Budget with the 2019 Capital Budget is provided in Summary VI(b). Some of the major capital works in the Tax Supported Capital Budget are as follows:



Living: \$43.0 million

People’s lives are improved in their time of need.

- \$14.1 million for state of good repair of Region owned buildings and capital loans to Peel Living to assist with capital repairs
- \$12.5 million for additional Paramedic ambulances to address call volume growth, replacement of existing fleet and support vehicles, development of two future stations and to maintain state of good repair of Paramedic assets
- \$12 million to develop Community Hubs
- \$2.0 million for facility maintenance and equipment replacement at the Long Term Care Homes
- \$1.8 million to support TransHelp for vehicle purchase and Travel Training program implementation



Thriving: \$264.9 million

Communities are integrated, safe and complete.

- \$122.7M for road construction and widening, improvement of intersections and corridor improvement to accommodate growth
- \$52.2M for road reconstruction and resurfacing and infrastructure maintenance
- \$43.0 million to enable Peel Regional Police to meet service demands including facilities revitalization and expansion, information technology requirements and replacement of fleet vehicles
- \$9.1 million to support Waste including maintaining Waste facilities in a state of good repair, purchase of carts for new households as well as monitor and maintain closed landfill sites



Leading: \$33.5 million

Government is future-oriented and accountable.

- \$11.1 million to support information technology
- \$10.9 million investment for maintaining the Region’s office facilities in a state of good repair
- \$4.0 million for implementation of asset management technology
- \$2.2 million for climate change mitigation and energy management

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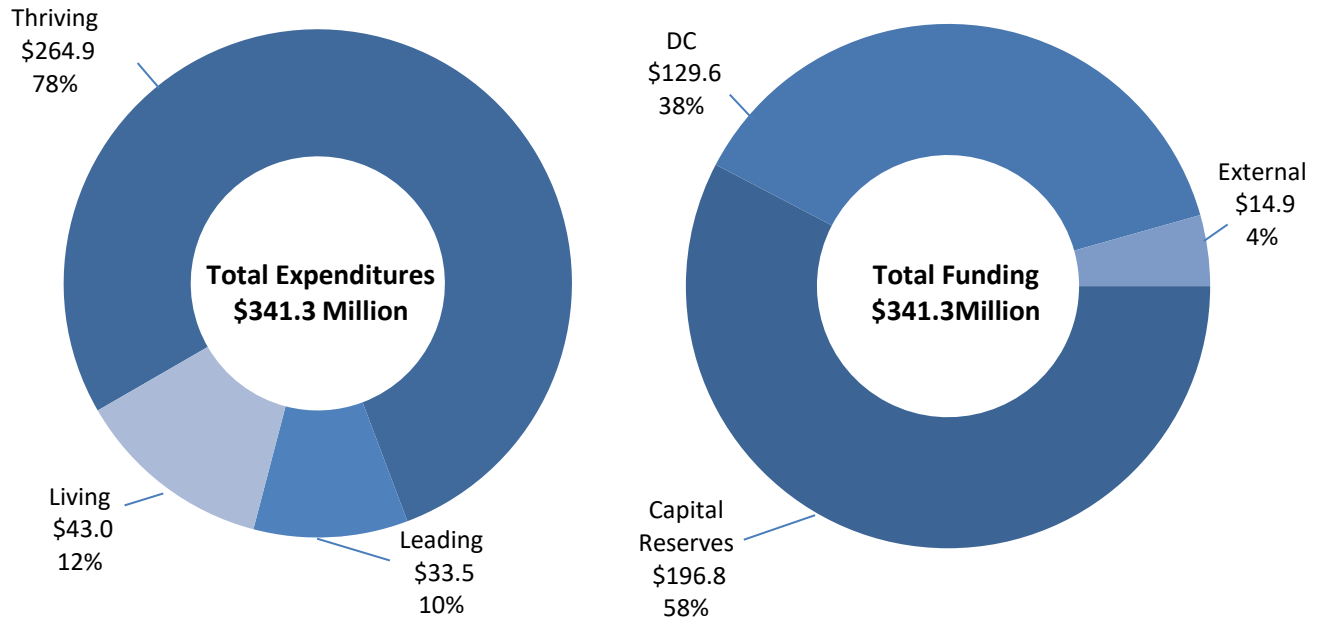
2020 Capital Budget Financing

The Region’s capital financing follows the principles of the Long Term Financial Planning Strategy. To implement Peel’s “Pay As You Go” principle, growth is funded by Development Charges where possible and capital reserves are used to fund the state of good repair. Debt is used to cash flow Development Charges and is leveraged to finance non-development charge eligible growth infrastructure including the development of waste facilities and affordable housing.

The Tax Supported Capital Budget is financed from development charges, reserves and reserve funds, debt and external funding sources which include funding from other municipal partners. Of the Tax Supported Capital Budget of \$341.3 million, 58 per cent is funded by capital reserves and reserve funds, 38 per cent is funded by Development Charge (DC) reserve funds, and 4 per cent is financed by external sources. *Chart 13* below provides the components of the Capital Budget by area of focus and the funding sources.

Chart 13

2020 Tax Supported Capital Budget (\$M)



Operating Impact of 2020 Capital Budget

The Capital Budget includes new infrastructure which will enhance Peel’s service levels to meet the demands of our growing community. When these capital works become operational there will be a direct impact on the operating budget requiring additional resources to service the public. Future expected net operating impact of the Capital Budget is estimated at \$4.6 million as in *Chart 14*, which is phased in over several years as the work is completed. These expected operating costs associated with capital projects have been included in the future years’ operating budget forecast.

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6.2-42

Chart 14

(In \$ Million)	2020	2021	2022	2023	Beyond 2023	Total
Peel Regional Police	\$0.6	\$1.0	\$1.0	\$1.0	\$1.0	\$4.6
Total Operating Impact	\$0.6	\$1.0	\$1.0	\$1.0	\$1.0	\$4.6

- Peel Regional Police: Information technology capital projects require software and hardware maintenance.
- Enterprise Programs and Services: The investments made through the Climate Change and Energy Management project will reduce future energy costs as well as the impact of climate change. The use of updated technology will allow for more efficient and effective operations. Future operating impact will be reflected in program operations.

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2020-2029 Ten Year Tax Supported Capital Plan - \$4.0 Billion

2020-2029 Capital Plan

In addition to the one year Capital Budget, the Region prepares a nine year forecast which is approved by Council in principle. Planning beyond the horizon of the single budget year allows the Region to assess the sustainability of future plans. As the Region's assets approach the end of their useful life, the Region must ensure that there is a plan to repair, replace or decommission these assets to support the community's needs over the long term and to meet Peel's growth requirements. The 10 Year Capital Plan is the first capital plan to address the infrastructure requirements to the 2041 planning horizon. The Ten Year Capital Budget for Tax Supported services totals \$4.0 billion (Summary VII).

Highlights of the 10 Year Tax Supported Capital Plan include the following:

Living: \$1,210.4 million**People's lives are improved in their time of need.**

- \$683.9 million for affordable housing development projects, Housing Master Plan
- \$261.6 million for loan requests to maintain the assets of Housing providers as well as Region owned buildings and condominium units
- \$51.2 million for the maintenance of four Long Term Care homes and equipment replacement and \$60 million for a new Long Term Care home to address needs of growing frail senior population
- \$50.1 million for Paramedic satellite and reporting stations
- \$42.5 million for the replacement and addition of Paramedic vehicles due to growth
- \$17.8 million for defibrillators and other medical equipment replacements in line with safety standards and regulations as well as new equipment tied to growth
- \$12 million to develop Community Hubs
- \$8.3 million for TransHelp vehicle purchase

Thriving: \$2,637.5 million**Communities are integrated, safe and complete.**

- \$1.8 billion investment in Roads and Transportation including several key road widenings, implementation of key Active Transportation infrastructure as outlined in the Sustainable Transportation Strategy, road resurfacing, structure rehabilitation, storm sewer remediation and the Private Noise Wall Conversion Program
- \$457 million for Police Services to ensure community safety
- \$245.6 million for new Waste infrastructure to support 75% Diversion Target including Mixed Waste Processing Facility and Material Recovery Facility
- \$41.1 million to maintain current infrastructure in a state of good repair including equipment repairs/replacements in all Waste Management facilities
- \$17.8 million for growth related purchases of waste containers
- \$17.5 million for monitoring and remediation of landfill sites
- \$13.4 million for enhancement of the Peel Curing Facility

Leading: \$197.2 million**Government is future-oriented and accountable.**

- \$151.2 million for state of good repair capital investments in existing Regional assets to maintain asset conditions and current service levels using Peel's Asset Management Strategy
- \$44.9 million to support climate change studies and investments to build environmental resilience as well as technology initiatives to provide efficient and modern service to residents
- DC Growth related projects of \$1.1 million include development charge reviews to ensure compliance to provincial plans and changing legislation

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2020-2029 Capital Plan by Classification – Regionally Controlled Tax

The Regionally Tax Supported Capital Plan can be separated into three general categories: State of Good Repair (SOGR), DC Funded Growth, and Non-DC Funded Growth & Council Priorities as displayed in the table below. Throughout the budget process the Capital Plan is developed with a focus on ensuring value for money. *Chart 15* illustrates the total Regionally Controlled Tax Supported Capital Plan by category.

Chart 15

Tax Supported Services (Excludes External Agencies)	2020-2029 Capital Plan (\$ M)	%
State of Good Repair	\$ 999.2	28%
DC Supported Growth	\$1,215.1	34%
Non-DC Growth & Council Priorities	\$1,355.9	38%
Total	\$3,570.2	100%

State of Good Repair capital work is estimated at \$999.2 million which represents the capital investment in existing Peel-owned capital assets to maintain asset condition and current service levels using Peel’s Asset Management Strategy. The strategy uses a risk based approach to give a strategic perspective on the state of Peel’s infrastructure highlighting where reinvestments in capital assets are most needed to maintain state of good repair and service levels to the public. The strategy provides a framework that guides the services in planning the most appropriate capital work to address infrastructure needs. The majority of the State of Good Repair capital work in the 10-Year Capital Plan relates to road resurfacing, structure rehabilitation and storm sewer remediation, office facilities maintenance and keeping housing stock in good condition.

DC Funded Growth capital work estimated at \$1,215.1 million represents the capital investment to service the growth in Peel’s population, financed from DC Reserve Funds. The majority of the Growth capital work in the Regionally Controlled Tax Supported 10-year Capital Plan relates to road widenings, primarily in Brampton, most notably along Mayfield Road, Mississauga Road, Bovaird Drive, Dixie Road, Highway 50, Airport Road and Steeles Avenue.

At the time of the development of the Capital Plan, there was insufficient information available to assess Bill 108: *More Homes, More Choices Act* which may impact the collection of development charges for infrastructure related to soft or social services such as paramedic services and social housing.

Non-DC Growth and Council Priorities capital work of \$1,355.9 million represents other capital asset acquisitions and improvements which are largely related to service enhancements and non-DC funded growth that are funded from reserves and reserve funds and external recoveries. Major capital work in the 10-Year Capital Plan includes waste management facilities to support Council’s diversion target of 75 per cent by 2034 and additional affordable housing.

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

2020-2029 Capital Plan Financing

The Tax Supported Capital Plan of \$4.0 billion including external agencies is funded by three sources: 50 per cent is funded by reserves and reserve funds, 32 per cent is funded by DC reserve funds, 12 per cent is funded by external sources and 6 per cent is funded by debt financing.

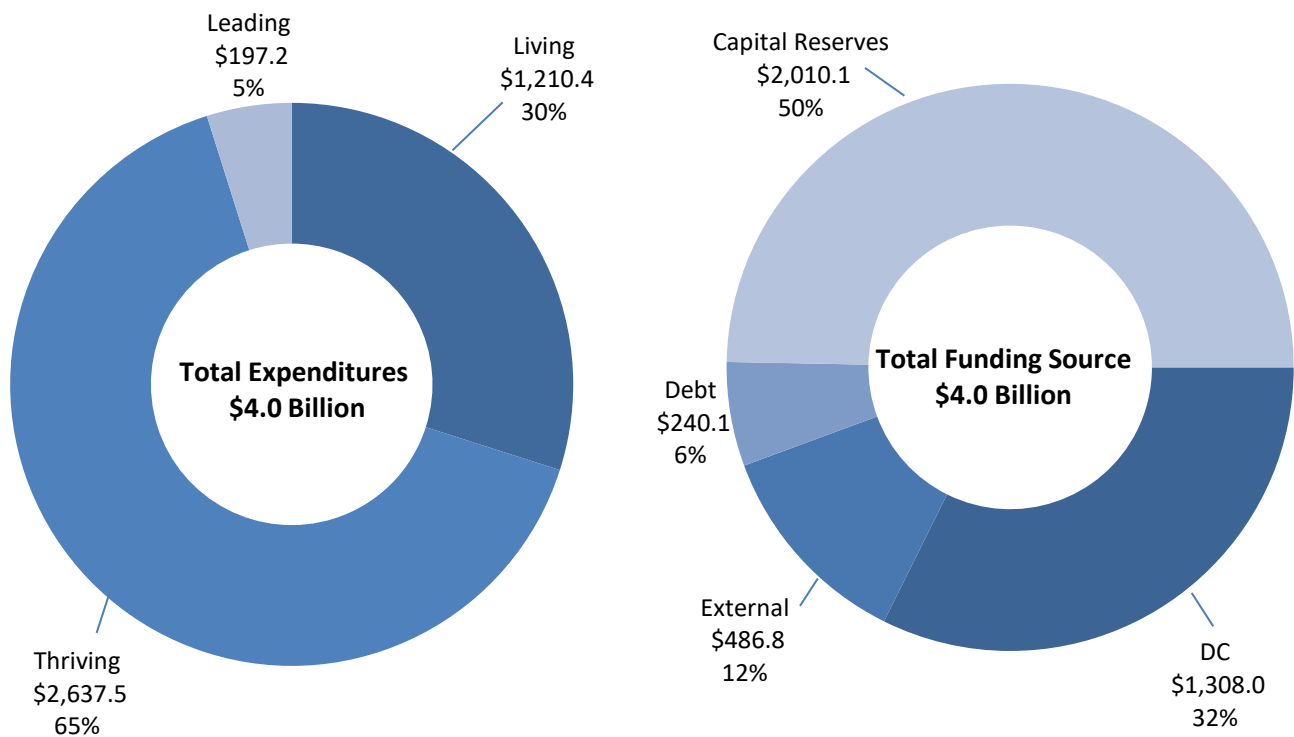
Ontario changed its *Development Charges Act* in December 2015 which allows Peel to use development charges to help pay for waste diversion initiatives. The new waste diversion portion of the Capital Plan will attract development charges following the next DC By-law update.

As reported to Council on June 13, 2019 in the report “Implications of Bill 108, *More Homes, More Choices Act 2019*,” Bill 108, as proposed, would have adverse long term financial implications and risks to the Region. The DC revenue loss would require the Region to take on additional debt or increase property taxes and utilize rates to continue with its capital infrastructure investment plan for growth. It would also impact the Region’s financial sustainability and flexibility over the long term. The proposed 10-year capital plan was developed based on the existing *Development Charges Act* and Peel’s current DC By-law. Future 10-year capital plans will be aligned with the updated DC Act and Peel’s DC By-law reflecting Bill 108 once it is enacted.

Chart 16 below provides the components of the Capital Budget by area of focus and funding source.

Chart 16

2020-2029 Ten Year Tax Supported Capital Plan (\$M)



**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET*****Sustainable Financing******Adequacy of Reserves/Liquidity***

Capital Reserves are used to fund the state of good repair of existing assets and other capital work not eligible for DC funding. The types of capital projects supported by these reserves include replacement of Regional vehicles and equipment, resurfacing of Regional roads, major building equipment repairs and building maintenance, replacement of Regional buildings and waste infrastructure development. Capital Reserves provide the resources to advance the Region's Capital Plan. They provide financial flexibility to meet long term financing requirements and help achieve the long term financial sustainability of Peel's infrastructure.

Regional Council has adopted the strategy to increase the tax supported reserves by one per cent of the net tax levy rate since 2007. Since its implementation, this solution was implemented each year except 2010 to support the non-DC portion of the capital plan. These increases in the capital reserves also contributed to Peel's overall liquidity and financial condition which supports Peel's Triple A (AAA) credit rating.

On April 10, 2014 Council approved the report titled "2014 Annual Update on Peel's Financial Condition", which directed staff to use a 20-year capital forecast of the state of good repair to assess the capital reserve adequacy. Based on the most recent reserve adequacy assessment, current reserve levels and contributions are not sufficient to fund the Regionally Controlled Tax Supported 20-year capital forecast. There is a projected shortfall of \$1.8 billion by the end of 2039. Included in the 2020 Tax Supported Operating Budget is a one per cent net tax levy increase or \$10.4 million to mitigate the funding shortfall and to support Peel's long term infrastructure requirements. An annual increase of one per cent for a further six years from 2021 to 2026 will be required to close the gap.

In 2017, the Region received funding under Phase 1 of the infrastructure funding program. Phase II Green Infrastructure Fund announcements are expected in the fall of 2019. The Region may be eligible for funding under this program for Affordable Housing, climate change, waste diversion and Long Term Care. Staff have been reviewing the funding eligibility criteria and are in the process of applying for funding where applicable. The Tax Supported 10-year capital plan reflects the utilization of infrastructure funding. Future infrastructure funding may be significant and sustainable to reduce the long term pressure on capital reserves.

Leveraging Debt

To support growth driven capital projects and other infrastructure intensive service enhancements that are not eligible for DC funding (such as waste facilities and affordable housing units), debt will be leveraged where appropriate during the period of the Capital Plan. Peel can maintain sufficient flexibility and overall liquidity to be able to meet the infrastructure needs of the community through a combination of debt and internal capital reserves to fund these types of projects. In the Capital Plan, debt has been identified to finance projects such as the Mixed Waste Processing Facility and additional Affordable Housing to ensure generational equity. Staff will seek Council approval prior to issuing any additional debt.

Development Charges

The Region's Growth Management Committee was established in the Fall of 2013 to address the key issues regarding managing growth in Peel. Staff from the Planning, Water and Wastewater, Transportation and Corporate Finance divisions along with the local municipalities and the development industry have been working together to achieve the Program's objectives of accommodating growth in a financially sustainable manner.

**APPENDIX II
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Since the passing of the current DC by-law on September 10, 2015, the combined impact of expenditure management and revenue strategies (i.e. earlier collection of hard service DCs in the development process) has resulted in less DC debt issued than forecasted. The DC By-law update is scheduled for the second quarter of 2020 using 2041 growth plan numbers and will also include changes as a result of Bill 108 (*More Homes, More Choice Act, 2019*).

The Bill's purpose is to address housing supply and affordable housing in Ontario but will create significant funding challenges for the Region due to changes to the Development Charges Act. Over the short-term forecast (2021-2023), Bill 108 could lead to \$60-\$107 million in annual reductions in DC collections. The main impact to the Region's DC collections will be due to the deferral of payment of Industrial, Commercial and Institutional (ICI) development (payment over a five-year period). Another impact to the Region's DC collections is the exemption of DCs for new Secondary units. DCs previously collected for TransHelp, social housing, shelters, and long-term care will be collected from the new Community Benefits Charge. The details on how the charge is calculated is not yet available.

The new legislative changes will have major administrative implications for DC monitoring and reporting and might require further enhancements to technological tools, resulting in further budgetary impacts.

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

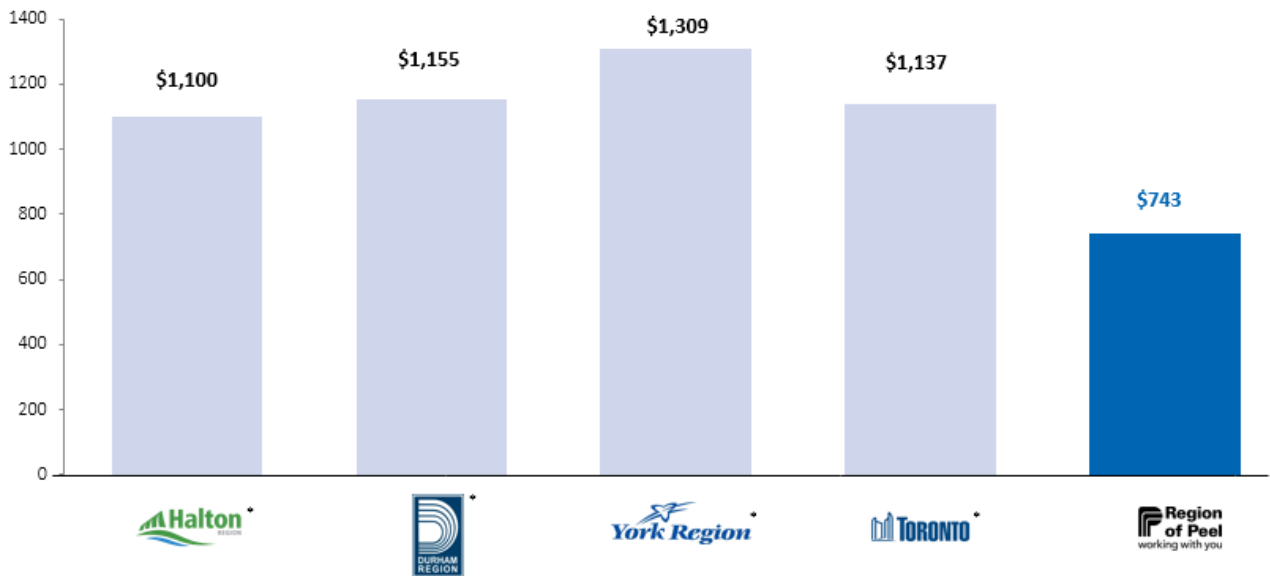
2020 Operating Budget - Utility Rate Supported Services

Overview - 6.3 Per Cent Utility Rate Increase

The Utility Rate Supported Operating Budget totals \$560.7 million. In addition to providing water and wastewater services to Peel Region's citizens and businesses, Peel also provides services to York Region and City of Toronto and the costs for these services are fully recovered. Utility Rate user fees also provide \$16.0 million in financial support to the three conservation authorities which serve the Region. The Water and Wastewater service budget increases are based on identified cost pressures and forecasted billable flows.

Included in the Utility Rate expenditures are the debt costs (interest and sinking fund contributions) to finance Peel's growing population and related infrastructure requirements. These debt costs totalling \$108 million currently have no impact on the Utility Rate as they are completely funded from development charge revenues.

The Utility Rate Supported Operating Budget is financed mostly through revenue from consumers. Other financing sources include external sources (i.e. York Region), grants, and sewer surcharge revenue. The Water and Wastewater Budget results in a blended utility rate increase of 6.3 per cent.



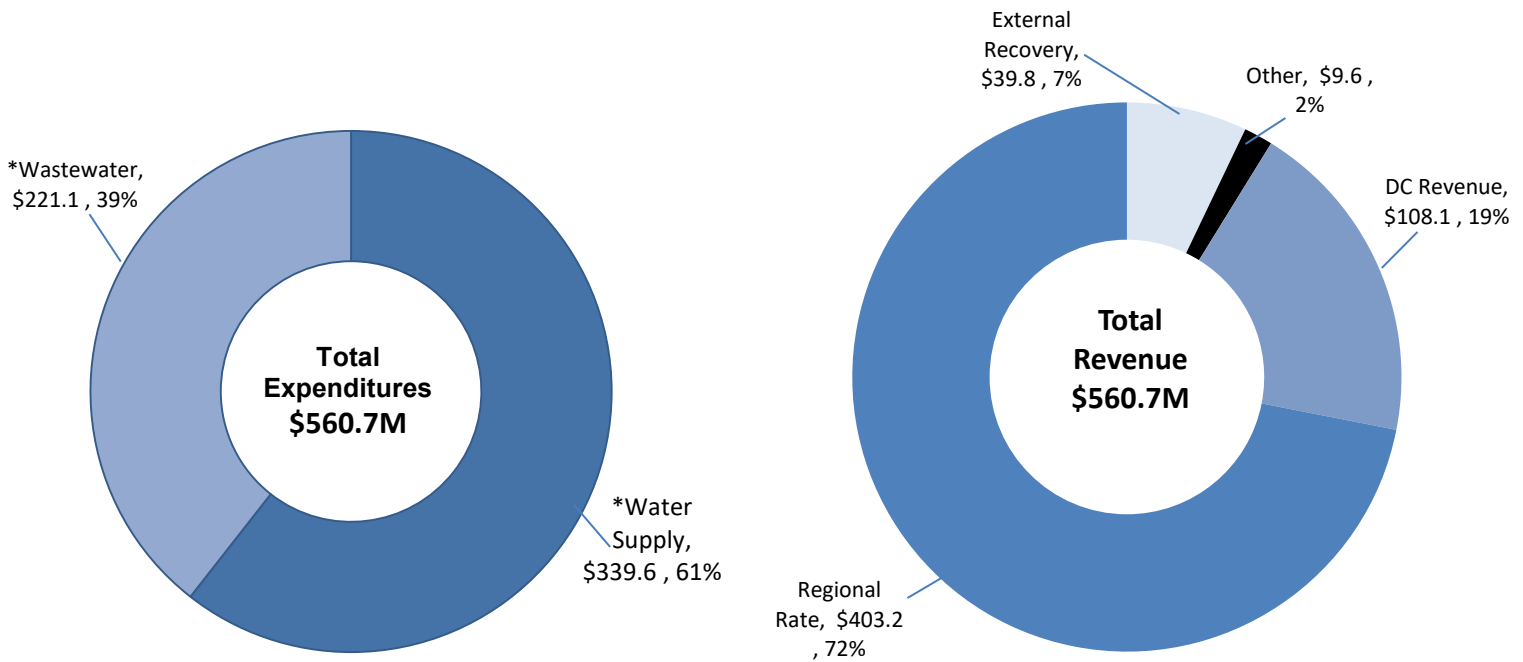
*Based on 2019 Residential Rates

Note: York Region - average of three municipalities: Markham, Vaughan & Richmond Hill

This 6.3 per cent utility rate increase translates into an increase of \$46 to the residential annual water bill based on average household consumption of 290m³ or \$0.13 per day and an increase of \$119 to the small business water bill based on average consumption of 695m³ or \$0.33 per day. In 2020 the average residential homeowner will pay a water bill in the amount of \$743 based on average household consumption. However, Peel's utility rate will continue to be the lowest rate in comparison to neighbouring GTA regions even before their relative 2020 utility rate increases.

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Chart 17 2020 Utility Rate Supported Operating Budget (\$M)



*Note: includes \$16 million Conservation Authorities expenditures and \$108 million Debt financing cost funded by DCs

Operating Budget Pressure

The Peel required billings determine the utility rate applied to Peel users. The Utility Supported Operating Budget has an increase of \$30.1 million in Peel required billings to meet the demand of a number of significant pressures offset by operational efficiencies. The pressures are categorized as Base Pressures, Service Demand and Capital Infrastructure Funding.

Base Pressures

Base pressures include adjustments for inflation, economic factors and prior year management decisions. \$7.1 million related to base pressures in the Utility Rate budget includes:

- \$1.8 million inflationary impact related to materials, supplies and services as well as labour costs
- \$2.4 million for the reduction of tax subsidy of utility operations
- The ten-year Ontario Clean Water Agency (OCWA) contract increase of \$4.2 million

The above pressures are partially offset by efficiencies of \$1.0 million including savings from the LED Light Replacement Project and participation in Industrial Conservation Initiative.

The budget includes resources to provide water and wastewater services for 4,000 new customers in 2020.



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Service Demand

The chart 18 below includes the Service demand in the Utility Rate Supported Budget.

Chart 18

Thriving - Communities are integrated, safe and complete

Service	Service Outcome	2020 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Water Supply	Safe, reliable and high quality drinking water is available to Peel customers	Investing to improve enterprise asset management, OCWA contract oversight, regulatory compliance support and wastewater rehabilitation	390	390
 Wastewater	Wastewater in the Region of Peel is removed in a safe and environmentally responsible manner	Investing to improve enterprise asset management, and OCWA contract oversight	130	130
Thriving - Total			520	520

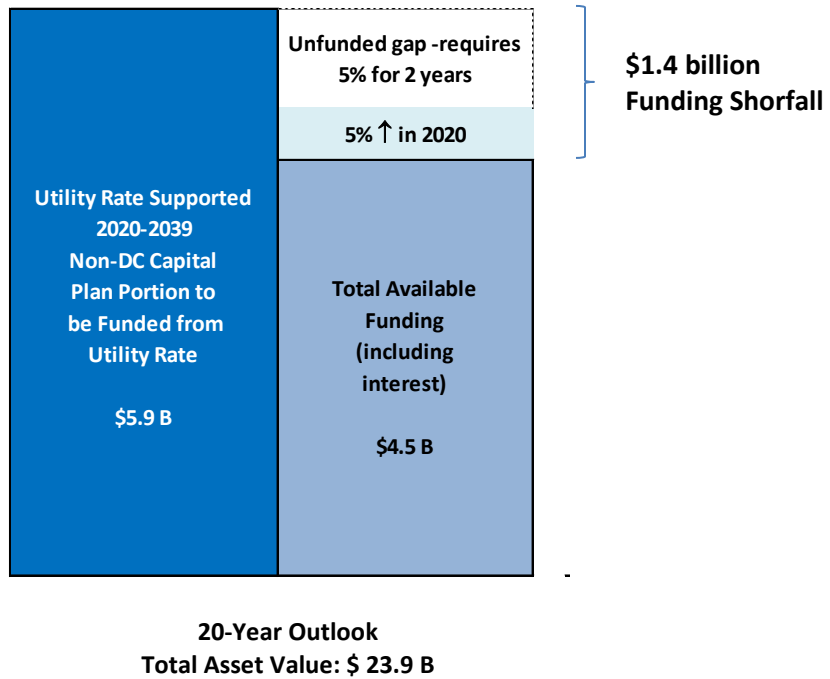
Capital Infrastructure Funding – Through the Utility Rate

The commitment to maintain quality water and wastewater services and comply with regulations includes a continued focus on asset management work. Each year, information on the condition of Peel's infrastructure is updated and re-evaluated over the 20-year horizon as per Council's direction in 2014, to validate the long-term adequacy needs for the capital reserves.

Based on the most recent assessments of Peel's water and water infrastructure, it is estimated that approximately \$5.9 billion will be required over the next 20 years to predominately finance the state of good repair of water and wastewater assets. This level of investment will be sufficient to maintain current service levels to the public and manage infrastructure risks. As illustrated in Chart 19, there is a funding gap currently estimated at \$1.4 billion, which has largely been driven by the growth in Peel's infrastructure combined with some of Peel's more significant infrastructure approaching the end of its lifecycle. To mitigate the current unfunded shortfall and to support Peel's long-term financial sustainability, an increase of a 5 per cent infrastructure rate or \$18.5 million has been included in the 2020 Utility Rate Supported budget. Analysis shows an annual increase for two more years until 2022 will close the current funding gap.

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Chart 19



Water Consumption

In addition to operating costs, the other factor to determine the utility rate is billable flow or average water consumption volume, which has been declining in recent years. The trend is influenced by changes in the Building Code, Built form and changes in the nature of employers. Peel’s utility rate costs are primarily fixed (90 per cent) as the service is infrastructure intensive so there is little ability to reduce operating costs when billed volumes decline. Consumption is reviewed each year and adjustments are made when necessary to Peel’s budgeted flows.

Operating Budget Financing

User Fees and Service Charges

The Utility Rate Supported budget includes approximately \$9.6 million in general user fees and service charges. In addition to general user fees and service charges, the Utility Rate budget includes fees charged to York Region of \$25.8 million, which represents the full cost recovery of providing water and wastewater services to York Region. The largest component of the Utility Rate budget is the direct billing to Peel’s residential and commercial ratepayers which represents approximately 72 per cent of the total funding source.

Rate Stabilization Reserve Draw

The Utility Rate Supported Budget includes \$0.3 million in Rate Stabilization Reserve draws to support various initiatives as show in Summary III.

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Staffing Resources*

As in the *Chart 20* below, the Utility Rate Supported Operating Budget includes 532.06 full-time equivalent staffing resources to deliver services to meet the demands of Peel community (Summary V (a)-(c)).

Chart 20

	Staffing Resources to Achieve Level of Service	
	2019*	2020*
Utility Rate Services	523.06	532.06

*Regular Positions(Full-Time Equivalent, FTE)

Through previous budgets, Council approved funding to provide service levels which utilized 5 contract staff for service delivery. The 2019 level of service reflects these becoming regular FTEs in 2020 to sustain the approved service level and funding approved by Council. In addition, the Budget adds 9 full-time staffing resources to support enterprise asset management maturity, OCWA contract oversight, regulatory compliance and capital asset rehabilitation.

The overall Utility Rate budget includes wage gapping in the amount of \$1.0 million (10 positions), which recognizes the financial impact of the natural staff turnover patterns.

Operating Budget Outlook 2021-2022 – Utility Rate Supported Services

The Utility Rate Budget increase provides the balance to maintain capital infrastructure in a state of good repair, address service level requirements while minimizing the impact to Peel's ratepayer. Assumptions for demand reflect the trends over the past five years and take into account new growth.

For the period 2021-2022, Peel Utility Rate Supported services are forecasting an average combined annual rate increase of 6.8 per cent, of which 80 per cent is to maintain infrastructure which currently projects a funding shortfall of \$1.4 billion by the end of 2039. A number of key assumptions such as the water and wastewater capital stabilization reserve contributions, energy prices, Peel water consumption, and operating costs in water and wastewater services will continue to influence the rates in future budgets. Included in the forecast is a 5.0 per cent increase from 2021 to 2022 to support state of good repair of existing and new regional infrastructure.

Peel's current Utility Rates are the lowest in comparison to similar municipalities in Ontario. With the forecasted increases to 2023, Peel's Utility Rates are expected to remain the lowest in comparison to similar municipalities. Displayed in *Chart 21* below are the projected utility rate increases for the next three years. Of note, all utility rate increases are effective on April 1 of the budget year.

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Chart 21

Forecasted Utility Rate Impact 2020 – 2023				
	Budget		Forecast	
	2020	2021	2022	2023
Operations	1.9%	3.05%	2.05%	TBD
Consumption Adjustment	-0.6%	-0.8%	-0.8%	TBD
Capital Infrastructure	5.0%	5.0%	5.0%	-
Total Utility Rate Impact *	6.3%	7.3%	6.3%	TBD
Household Bill (annual consumption of 290m ³)	\$743	\$794	\$845	TBD
Small Business (annual consumption of 695m ³)	\$1,903	\$2,035	\$2,166	TBD

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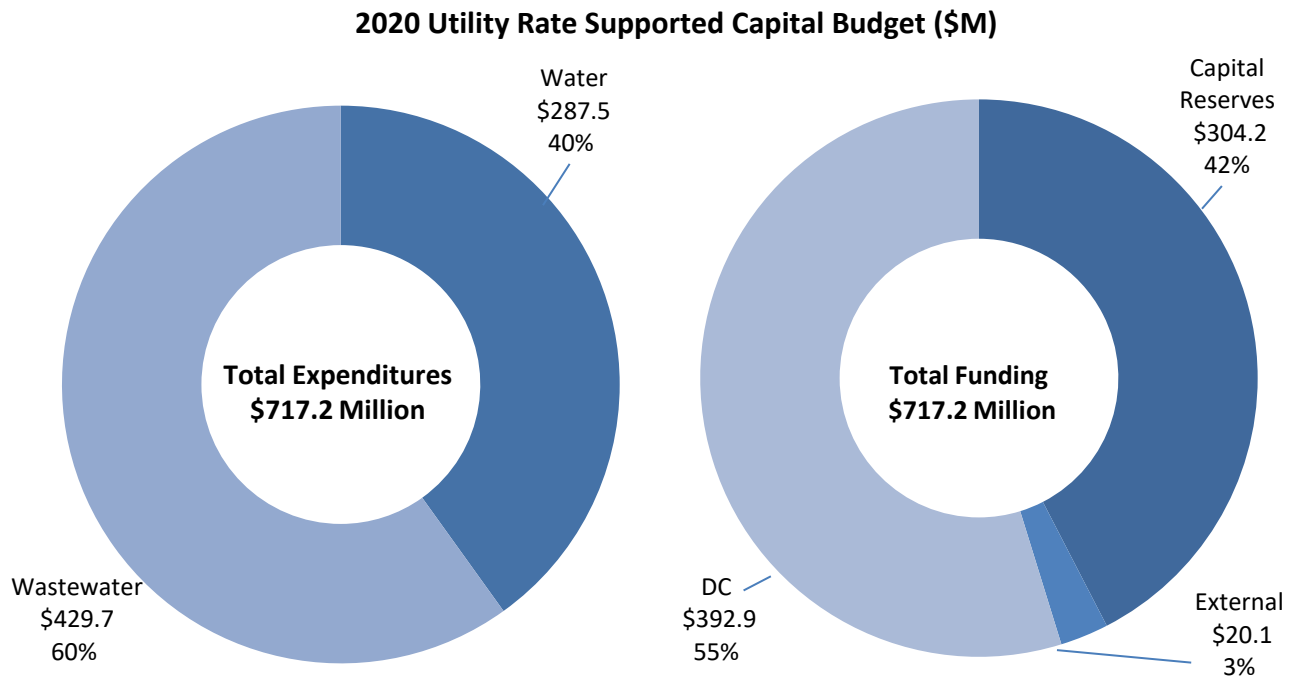
2020 Capital Budget – Utility Rate Supported Services

2020 Capital Budget - \$717.2 Million

The Utility Rate Supported Capital Budget totals \$717.2 million (Summary VI(a)). Water Supply accounts for \$287.5 million or 40 per cent and Wastewater totals \$429.7 million or 60 per cent. A comparison of the Capital Budget with the 2019 Capital Budget is provided in Summary VI(b). *Chart 22* below provides the breakdown of the two services that make up the total of the 2020 Utility Rate Supported Capital Budget.

As presented in *Chart 22* below, of the Utility Rate supported capital budget of \$717.2 million, 55 per cent or \$392.9 million is funded from DC reserves, 42 percent or \$304.2 million from Capital Reserves, and \$20.1 million from External Funding.

Chart 22



Thriving: \$717 million

Communities are integrated, safe and complete.

Highlights of the 2020 investments include:

- East-to-West Diversion Sanitary Trunk Sewer - \$195 million
- Investment in the Region’s linear water infrastructure to maintain a good state of repair - \$101 million
- Linear wastewater infrastructure to maintain a good state of repair - \$81 million
- Construction of other new sanitary sewers to service growth - \$64 million
- Victoria Reservoir- \$60 million
- Improvements and upgrades at the wastewater treatment plants - \$48 million
- Construction of new water mains to service growth - \$39 million

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- Rehabilitation of sewage pumping stations- \$26 million
- Improvements and upgrades at the water treatment plants - \$19 million

Operating Impact of Capital

- Ontario Clean Water Agency operations and maintenance fee increase as new facilities are brought on line
- Additional resources will be required in 2021 and beyond to deliver the plan

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2020 OPERATING AND CAPITAL BUDGET
2020-2029 Ten Year Capital Plan - \$5.4 Billion

2020-2029 Capital Plan

As in the Tax Supported Services, the Utility Rate Supported Services also prepares a nine year forecast, which is presented to Council to approve in principle. The Ten Year Capital Budget for Utility Rate Supported Services totals \$5.4 billion.

Highlights of the Capital Plan include:

- Expansion of the wastewater treatment plants and sewage pumping stations to service growth - \$1,143 million
- Construction of other new sanitary sewers to service growth - \$1,121 million
- Investment in the Region's linear wastewater infrastructure to maintain a good state of repair - \$770 million
- Investment in the Region's linear water infrastructure to maintain a good state of repair - \$683 million
- Construction of new water mains to service growth - \$509 million
- Improvements and upgrades at the water treatment plants and other water facilities - \$296 million
- Improvements and upgrades at the wastewater treatment plants - \$216 million
- New and expanded facilities to service growth - \$175 million
- Rehabilitation of sewage pumping stations - \$76 million

2020-2029 Capital Plan by Classification

The Utility Rate Supported Capital Plan of \$5.4 billion can be separated into three general categories as in *Chart 23: State of Good Repair, DC Funded Growth, Non-DC Funded Growth & Council Priorities*.

State of Good Repair (SOGR) capital work estimated at \$2.2 billion represents the capital improvements on existing Peel-owned capital assets to maintain asset condition and current levels of service including meeting current regulatory requirements. The Region's investment in the state of good repair of its assets is guided by the principles of the Asset Management Policy.

DC Funded Growth capital work estimated at \$2.9 billion represents investment in new capital to service Peel's population growth financed from DC funding sources. Approximately 53 per cent of the total Utility Rate Supported capital work is to address this pressure from growth.

Non-DC Growth and Council Priorities capital work of \$0.4 billion represents capital asset acquisitions and improvements which are largely required for anticipated service enhancements and are funded from internal reserves.

Chart 23

Utility Rate Supported Services	2020-2029 Capital Plan (\$ M)	%
State of Good Repair	\$2,160.8	40%
DC Supported Growth	\$2,851.6	53%
Non-DC Growth and Council Priorities	\$ 355.7	7%
Total	\$5,368.1	100%

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

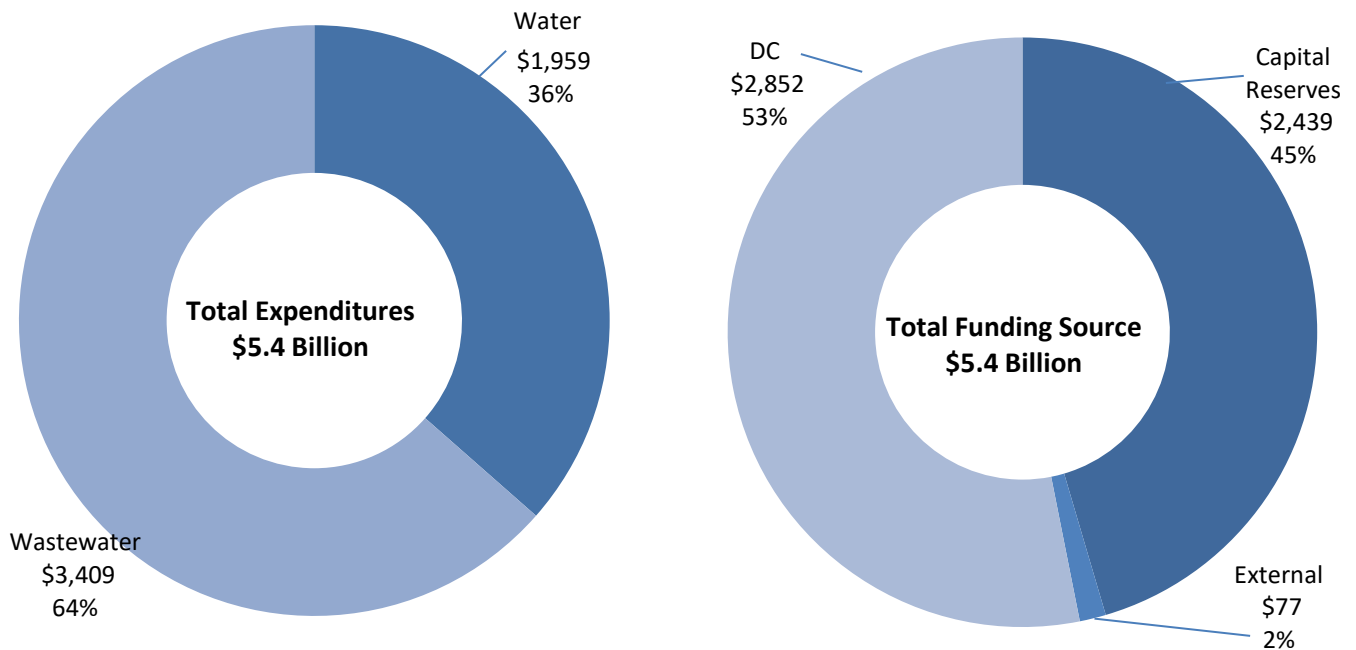
2020-2029 Capital Plan Financing

The Utility Rate Supported Capital Plan of \$5.4 billion (Summary VII) is funded by three sources: 45 per cent is funded by reserves and reserve funds, 53 per cent is funded by DC reserve fund, and the remaining 2 per cent of the total plan is funded by external sources (e.g. York Region, Metrolinx, Local Municipalities, etc.).

Chart 24 provides the components of the Capital Plan by service and the funding sources.

Chart 24

2020-2029 Utility Rate Supported Capital Plan (\$M)



Sustainability – Adequacy of Reserves

Capital Reserves are used to fund the state of good repair of existing assets and other capital work not eligible for DC funding. The types of capital projects supported by these reserves include replacement of vehicles, replacement of linear assets, pipes, feeder mains and facilities.

Capital Reserves provide the resources to advance the Region’s capital plan. They provide financial flexibility to meet long term financing requirements and help achieve the long term financial sustainability of its infrastructure.

In 2008, Council adopted the strategy to increase the utility rate supported reserves each year to support the components of the capital plan not eligible for development charges. Since its implementation, except in year 2010, Council approved utility rate increases in range of three to seven per cent in annual budgets to strengthen Utility Rate Supported Capital Reserves. The increases in the capital reserves are also an important factor in Peel’s overall liquidity and financial condition which supports Peel’s Triple “A” (AAA) credit rating.

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Similar to the Tax Supported Capital Plan staff use a 20-year capital forecast of state of good repair to assess the capital reserve adequacy for Utility Rate Supported services. Based on the most recent reserve adequacy assessment there is a projected shortfall of \$1.4 billion in available funding by the end of year 2039. Included in the 2020 Utility Rate Budget is a 5 per cent rate levy increase or \$18.5 million to mitigate the unfunded shortfall and to support Peel's long term infrastructure requirements. An annual increase of 5 per cent for another two years from 2021 to 2022 will be required to close the gap.

In 2017 the Utility Rate supported services received Phase I funding from federal and provincial infrastructure funding programs. Staff have been reviewing the criteria of phase 2 of the infrastructure funding programs related to Utility Rate supported services. Staff will report to Council with funding programs details as well as the projects that the Region will apply for funding. External funding will reduce the pressure on the internal capital reserves.

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Disclosure of 2020 Budget Key Assumptions & Risks

Budget preparation requires assumptions to be made based on the best available information and are updated annually based on historical trends. The budget reflects an appropriate level of risk but there are certain items which should be highlighted:

Budget Accounting Policy

The Region's budgets are prepared based on a modified accrual basis while the Region's financial annual reports which report the actual results utilize the full accrual basis of accounting in accordance with Canadian public sector accounting standards.

Since 2009, the Canadian public sector accounting standards have incorporated the capitalization of tangible capital assets (TCA) and amortization expenses in the financials for all Ontario municipalities. For budget purposes, *Ontario Regulation 284/09 of the Municipal Act, 2001*, allows municipalities to exclude TCA amortization from the budget.

Different from the financial annual report, the Region's operating budget does not include amortization expenses. Instead, it includes annual contributions to capital reserves to address the potential tangible capital asset liability. The 2020 annual reserve contributions for Tax and Utility Rate supported services both exceed their respective estimated 2019 amortization expense for tangible capital assets.

The Region's Financial Annual Report includes a reconciliation of the budget and actual results. The current approach that the Region utilizes to prepare its budgets provides Council with the information to make decisions on potential changes in tax and utility rates. The Region's Budget is prepared according to the *Ontario Regulation 284/09 of the Municipal Act, 2001*. See Summary I(C) for a presentation and reconciliation of the 2020 Budget under a full accrual basis.

Labour Costs

- **Contract Settlements:** The Budget includes assumptions for interest arbitration awards for bargaining unit staff. The assumptions are consistent with Council direction for negotiating purposes.
- **Pay Equity:** The Region regularly assesses compliance with pay equity legislation. Dependent on the negotiated increases to union members and non-union staff pay band increases, there may be a pay equity impact.

Economic and Market Volatility

- **Revenue for Recycled Materials:** China's regulation on imports of recyclables continues to generate significant risk in marketing the Region's commodities and related revenue generation. The Budget includes a revenue reduction of \$2.1 million.
- **Energy Costs:** The Region of Peel is forecasted to consume approximately 427 million kilowatt-hours of electricity and 16 million cubic meters of natural gas in 2020. Electricity cost, which is a significant component of the operating costs of Peel's Utility Rate Supported services, is expected to continue to be kept low due to the on-going participation of Regional facilities in the Industrial Conservation Initiative program of the Province. Next year's budget for natural gas already includes increases due to the implementation of the Federal Carbon Tax. Given the volatility in energy costs and the variability of energy consumption that may be brought about by changes in Regional facilities or operations, as well as potential

APPENDIX II 2020 OPERATING AND CAPITAL BUDGET

impacts of new energy legislation or regulation on the energy rates, the actual expenditures may vary from the budget amount.

- **Ontario Works (OW) Caseload:** OW caseload is influenced by the performance of Peel's economy. The Region analyzes trends when forecasting caseload levels, and the Budget includes an average monthly caseload of 17,400, based on actual and projected caseload levels. In 2020, social assistance benefit costs continue to be paid for fully by the Province.
- **Paramedic Call Volume:** From 2015 to 2018 ambulance call volume growth has increased over 30% which equates to approximately 30,000 additional calls going into 2019. Current call volume forecasts an additional increase of 3.9% in 2020 which means Paramedics will respond to approximately 148,000 calls in 2020 or 405 calls per day.
- **Sinking Fund Rate of Return:** The Region contributes amounts annually to sinking funds, which are to be used to retire long term debt at maturity. The annual amount required to be contributed is dependent upon the rate of return on the sinking fund investments. Lower than expected returns may result in the need for additional contributions.
- **Supplemental Assessment, Property Tax Rebates and Write-offs:** Changes in the economy contribute to spikes in assessment growth, property tax rebates and property tax write-offs.

Supplemental taxation is additional property tax revenues generated from new assessments that MPAC has added to the Region's tax roll in the year from new development or renovations / upgrades to existing structures. The amount of additional revenue is dependent on the number and type of property changes processed by MPAC and therefore varies annually.

Property tax write-offs result from assessment appeals to the Assessment Review Board (ARB) and Requests for Reconsideration (RfRs) submitted to MPAC. Successful appeals can result in adjustments for multiple taxation years. The annual property tax write-off expense varies as it is dependent on a number of factors that are beyond the municipality's control, such as the number of successful appeals, the change in assessed value and the number of taxation years impacted. Adding to this volatility are a number of outstanding centralized appeals for banner stores (such as Canadian Tire, Home Depot and Walmart stores) still to be resolved. In an effort to mitigate potential risk and support the Region's long-term financial sustainability, an allowance for property tax appeals in the amount of \$17.9 million has been established to address the potential losses associated with the outstanding assessment appeals. The adequacy of the allowance is reviewed annually. The ARB implemented a new process for assessment appeals which stipulates a strict timeframe for scheduling and completing appeals. It is the intention of the ARB to have all appeals heard within the four-year assessment cycle.

Property tax adjustments also result from applications made to the municipalities for the Region's rebate programs, including vacancies in commercial and industrial buildings, eligible charities, and low-income seniors and low-income persons with disabilities homeowners. The Provincial government has introduced flexibility for municipalities to amend their vacant unit rebate and vacant/excess land subclass reduction programs to respond to community needs. The Region initiated a consultation process with the business community resulting in Regional Council approving a phase out of the vacant unit rebate program by 2020 taxation year (as permitted by O. Reg. 581/17). The Region is currently reviewing the vacant/excess land subclass reduction program with the review results and recommendations to be provided to Regional Council in early 2020.

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Weather

- **Utility Rate Supported Services, Transportation and TransHelp:** Operations of four Regional services are influenced by seasonal weather patterns: Water Supply, Wastewater, Roads & Transportation and TransHelp. Weather impacts water consumption demand primarily during the summer as well as the TransHelp and roads maintenance programs in the winter. Managing financial risks associated with weather volatility in these programs is supported by Rate Stabilization reserves.

Regulations and Legislation

- **Changes to Regulations and Legislation:** The Budget was developed with an understanding of the cost to comply with relevant regulations and legislation. As changes in regulations and legislation come into place staff will assess the cost of compliance and report to Council appropriately. For example, the need to adhere to the required legislation such as the *Construction Lien Act (CLA)*, *Ontarians with Disabilities Act (AODA)*, *ON1Call Act*, *Canadian Environmental Protection Act (CEPA)* and *Waste Free Ontario Act* may pose future challenges.
- **Health System Transformation:** The Provincial Government has proposed to merge Peel Public Health with three other public health units (Halton, Waterloo and Wellington-Dufferin-Guelph) and reduce the Provincial proportion of funding. There are many unknowns at this point due to the lack of detail from the Province, making it very challenging to estimate the full financial risk to the Region. However, what is now known is that there is increased financial risk to the Region if Public Health is no longer part of the Region. The Budget was developed on the basis of Public Health remaining with the Region of Peel in 2020.
- **Ontario Public Health Standards:** Provincial funding received is currently insufficient to meet the Ontario Public Health Standards in full, and as a result, Public Health prioritizes its efforts and activities towards those areas of greatest need as identified through health status data. Council is advised when there are significant risks in not meeting the standards. The Budget assumptions for provincial funding reflect the recent funding changes and no increase for inflation. Even though the Province moved to a 30/70 (Region/Province) cost share model from a 25/75 cost share model, there is no impact to Peel in 2020 from the shift as Peel was already funding more than its required share of 30 per cent. For 2021, the Province has proposed a continued shift to 40/60.
- **Changes to Valuation Process for Multi-residential Properties:** For the 2016 reassessment, MPAC changed the methodology for valuing multi-residential properties to a Direct Capitalization on Net Operating Income approach. Previous valuations were based on the Gross Income Multiplier approach. No special consideration can be given to social housing/ non-profit buildings which must be assessed using the same methodology as all multi-residential properties.

The 2020 reassessment property tax impact is unknown at this time and it is anticipated that the multi-residential reassessment property tax impact will be reviewed/analyzed annually to determine if a further tax ratio adjustment is necessary to minimize this impact

Grants & Subsidies

- **Provincial Funding:** Provincial funding is a primary source of revenue to offset the municipal cost to deliver Health and Human Services. The Region of Peel receives a total of \$651 million in external funding from upper levels of government. This represents a \$19 million decrease from the funding levels in the 2019 Budget. This change reflects the funding announcements made by the Province in 2019. An investment of

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\$9.2 million in property tax dollars was approved by Region Council to replace part of the funding reduction to maintain core service levels in impacted services. As observed over the 2019 year, there were multiple changes to the provincial funding announcements and this may continue into 2020. All of the provincial funding assumptions, including: inflation, population growth and funding formula changes, for the Budget reflect what is understood at the time of the development of the budget.

Rate Stabilization Reserves

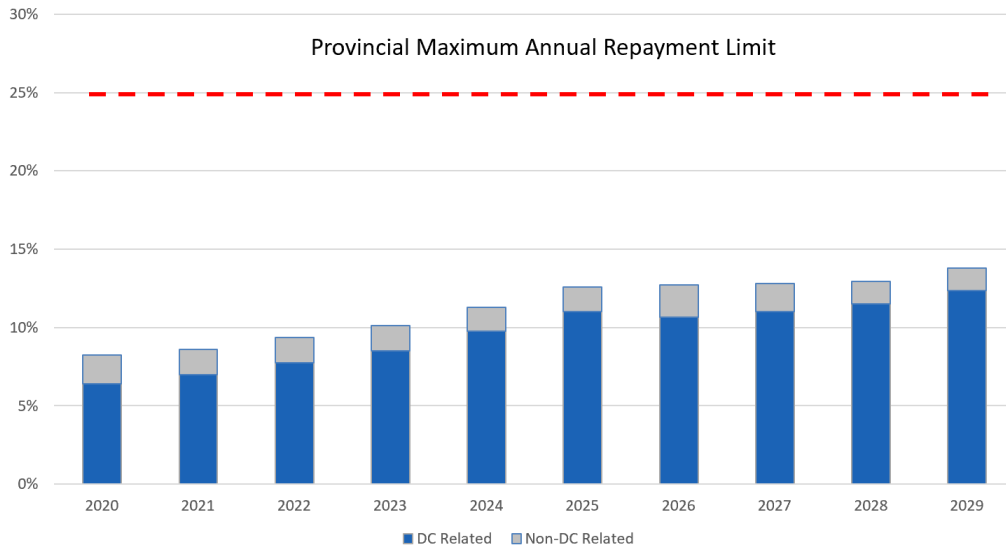
- **Contingent Draws:** Rate Stabilization Reserves are used to minimize annual fluctuations in property tax and utility rates as they provide funding for one-time costs, allow significant pressures to be phased in and are also used to address program pressures where there is some degree of uncertainty. These are especially important given that historical analysis shows that there can be noticeable swings in revenues from year to year. The Budget includes \$11.8 million in contingent Regional Rate Stabilization Reserve draws, \$9.1 million for Regionally Controlled Tax supported services, \$0.3 million for Regionally Controlled Utility Rate supported services, \$0.4 million for Conservation Authorities and \$2.0 million for Peel Regional Police. Utilization of the Rate Stabilization Reserves is contingent on Peel's actual 2020 financial performance. Summary III provides details on the Proposed Rate Stabilization Reserve Draws.

Debt Financing

- **Tax Supported Debt:** As of August 31, 2019 Tax Supported debt (net) totals \$70.8 million. Debt financing costs of \$6.1 million that are expected to be paid in 2020 have been included in the Tax Supported operating budget.
- **Debt to Support Affordable Housing:** To maximize both the number of affordable housing units that can be developed and augment the use of internal capital reserves, debt will be leveraged where appropriate during the period of the Capital Plan.
- **Peel Housing Corporation Mortgages:** While the Region of Peel does not directly hold the mortgages related to Peel Housing Corporation, as its sole shareholder, the Region of Peel is required to include the building mortgages and any future debt requirements as part of its overall debt capacity. The Peel Housing Corporation Board will need to determine its debt requirements and seek approval from Council prior to debt issuance.
- **Development Charge Supported Debt:** By actively managing the growth capital program, DC debt issued to date is \$1.43 billion (\$1.12 billion net of sinking funds). Also, through enhanced expenditure management, the Region currently has an improved DC reserve fund balance relative to the 2015 Background Study forecast, contributing to a reduction in growth related risk.
- **2020 New Debt Requirements:** DC related debt charges are funded by DC revenues. Based on forecasted DC revenue and spending forecasts for 2020, Staff have included a total of \$150 million in potential debt issuance and will seek Council approval prior to issuing any such debt. Debt may also be issued during 2020 for previously approved projects.
- **Debt and the Annual Repayment Limit:** The Annual Repayment Limit (ARL) represents the amount of debt the Region of Peel can issue based on 25 per cent of its own source revenues. As shown in the chart 25 below, Peel is estimated to be at 8.4 per cent of its 25 per cent ARL in 2020, trending slightly higher over the coming years.

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Chart 25



* Excludes impacts of Bill 108: *More Homes, More Choice Act*

- Development Charges Reserve Balance:** Since the passing of the 2015 DC by-law, the Region has borrowed externally only once in 2016 to help finance the Region's growth program. Since 2016, DC expenditures have exceeded revenues, resulting in a reduction in the reserves to negative balance of \$4.5 million as of the end of August 2019. Staff will closely monitor revenue flows in 2020 to inform expenditure and potential borrowing decisions.

Uncertain Liabilities

- GO Transit:** The Budget does not include Peel's potential liability to GO Transit of \$228.6 million (at August 31, 2019), which includes the June 2019 year-to-date amount for the 2007 through 2019 fiscal years. This represents an unfinanced liability due to Peel Regional Council's decision to limit funding for GO Transit to the growth capital plan funded through development charges. The potential GO Liability can be mitigated through the balance retained in Peel's reserves.
- Post-Employment Benefits:** Regionally Controlled Services post-employment benefits costs are based on the latest third party actuarial review including post-employment amounts for those on Long Term Disability and have been included in the Budget.

Low Income Support

The Region of Peel offers a wide variety of programs that provide rebate or subsidy benefits to eligible low income residents. These programs are either provincially mandated or discretionary, and are administered using a variety of criteria to determine eligibility. Mandatory programs must be provided based on the provincial legislation that prescribes the benefits as well as the eligibility criteria to be applied. The Region of Peel provides those programs considered mandatory and has no discretion in the application of the eligibility criteria including income definition. Discretionary programs are not legislated, and are provided by the Region to meet community needs. These programs allow the Region of Peel to support its guiding community vision of a Community for Life.

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Chart 26

Summary of Low Income Assistance Programs Offered by Region of Peel	
Program Name	Brief Description
DISCRETIONARY PROGRAMS	
Housing Stability	Provides financial assistance to eligible residents who need help securing or maintaining affordable accommodation.
Discretionary Benefits to OW and ODSP Clients	Discretionary benefits are provided to eligible OW and ODSP recipients and eligibility is determined on a case by case basis. Some examples of discretionary benefits are: last month's rent, rental/utility arrears, moving cost, medical equipment, dental costs and others.
Time Limited Housing Allowance and Employment Program	Peel Access to Housing clients can participate in this program which provides a monthly housing allowance as well as one-on-one support to further develop job related skills.
Ontario Seniors' Dental Care Program	Assists seniors who have no dental insurance and cannot afford the cost of dental care. This program provides basic dental care including cleanings, fillings, dentures, etc.
Downspout Disconnection Financial Assistance Program	The Region of Peel is offering a Financial Assistance Program to eligible Peel home owners to assist with the disconnection of downspouts from the sanitary sewer system within the disconnection program areas.
Affordable Transit Program	This program is a partnership between the Region of Peel, the City of Brampton, and the City of Mississauga to assist eligible residents (including seniors) in affordability of transit services. Discounts only apply for the City in which the eligible applicants live.
Adult Day Services	Service for individuals who are at risk of social isolation, or require assistance and/or supervision with day to day activities. A subsidized rate is provided to eligible low income seniors
Community Volunteer Income Tax Program (File Your Taxes for Free! Get Your Benefits Now! campaign)	Free income tax preparation services including: free tax preparation services offered by the Region of Peel and the Halton Peel Chartered Professional Accountants (CPA) Ontario Association.
Financial Help for Funeral Arrangements	This program pays for the cost of a basic funeral, burial, or cremation for a deceased Peel resident whose family is not on OW but is unable to afford it.
Healthy Smiles Ontario	Healthy Smiles Ontario is a government-funded dental program that provides free preventive, routine, and emergency dental services for children and youth 17 years old and under from low-income households.
Low cost birth control	This program provides low cost birth control options through Healthy Sexuality clinics (available to all clients regardless of income).
Healthy Start	Prenatal and early post-partum program for economically-disadvantaged women. This program is run in partnership with the Canadian Prenatal Nutrition Program (federally-funded) who provide funding for bus tickets, prenatal vitamins and food vouchers for attendance at the program.
Teen Prenatal Supper Club	This program is run in partnership with Bridgeway (EarlyON). It provides subsidy to clients for bus tickets, food vouchers, and prenatal vitamins.

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MANADATORY PROGRAMS	
Property Tax Rebate Program	The Region of Peel participates with its local municipalities in providing eligible low-income seniors and low-income persons with disabilities with an annual property tax rebate. The cost of the rebate is shared between the Region, the local municipality and the school board in the same proportion that they share in the tax revenues. Increased annually by the blended tax impact, 2019 rebate is \$423 in the City of Mississauga, \$416 in the City of Brampton and \$490 in the Town of Caledon.
Peel Access to Housing (PATH)	PATH is the “one-window” point of access for people who want to apply for subsidized housing in the Region of Peel.
Child Care Subsidy	The Region of Peel provides financial assistance to assist eligible families with their child care costs for children up to 12 years of age in licensed child care programs.
Ontario Works	Assists individuals who are in financial need. The program offers two types of assistance: financial and emergency assistance. Financial assistance includes income support for the costs of basic needs, and employment assistance to assist clients to find, prepare for and keep a job. Emergency assistance is also available to people who are in a crisis or an emergency situation.
Long Term Care: Co-Payment Rate Reduction for Resident Accommodation	Reduction in the co-payment amount for accommodation in Long Term Care home up to the full amount of the basic accommodation (depending on income). This reduction is funded by MOHLTC (directly) and Peel (indirectly).

Conclusion

The services provided by the Region of Peel touch the lives of the residents of the three local municipalities in essential ways and contribute to the ability of their residents, businesses and communities to thrive. Peel’s services are focused on positive outcomes for 1.5 million residents and 182,400 businesses.

The Province announced a number of funding changes that resulted in decreased funding for services such as Paramedic Services, Child Care, Employment Support and Long Term Care which support the most vulnerable residents of Peel. The budget includes both investments and efficiencies that partially offset the funding reductions so that core service levels are maintained.

The Operating Budget advances the Strategic Plan and carries on Peel’s tradition of appropriately balancing the priority needs of the community while keeping tax and utility rates as low as possible. Overall, the 2020 Budget:

- Is responsible and efficient
- Supports the strategic outcomes of “Living, Thriving and Leading”
- Manages the risk to key service levels from Provincial funding reductions
- Meets priority needs of the Peel community
- Is responsive to changes in the environment
- Is part of prudent, long-term financial planning that ensures the provision of required programs and services now and in the future.

The Capital Budget and the Ten Year Capital Forecast represents the first capital plan to reflect the requirements needed to address growth to the 2041 planning horizon. It also demonstrates the long term commitment by the Region to serve Peel residents and tax and rate payers through prudent asset management and responsible and

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

necessary maintenance of Regional infrastructure, which assists in delivering the services our citizens need and expect.

Overall, the Budget for the Region of Peel advances Council's 20-year Strategic Plan in a fiscally responsible manner. The budget represents an appropriate balance between meeting community needs, managing the risks from Provincial funding reductions and maintaining long term financial sustainability while recognizing the impact on Region of Peel tax and utility rate payers.

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2020 OPERATING AND CAPITAL BUDGET

2020 Operating Budget Summary by Service

(\$'000)

	2020 Proposed Budget				2019 Budget Net Expenditure	Change from 2019	
	Total Expenditure	Revenue Grants	Revenue Other	Net Expenditure		\$	%
Property Tax Supported							
Adult Day	7,448	(3,999)	(1,049)	2,400	2,119	281	13.3
Child Care	171,553	(158,534)	(329)	12,690	7,275	5,415	74.4
Community Investment	12,264	-	(800)	11,464	10,681	783	7.3
Employment Support	19,074	(15,990)	-	3,084	3,077	7	0.2
Homelessness Support	40,270	(24,921)	(2,175)	13,174	11,618	1,556	13.4
Housing Support	176,997	(27,376)	(32,494)	117,128	115,593	1,534	1.3
Income Support	231,750	(208,204)	-	23,546	22,920	625	2.7
Long Term Care	96,928	(39,297)	(18,485)	39,147	36,693	2,454	6.7
Paramedics	114,728	(55,455)	(104)	59,169	56,253	2,917	5.2
TransHelp	31,231	(775)	(3,598)	26,859	25,923	936	3.6
Living	902,243	(534,550)	(59,033)	308,660	292,153	16,508	5.7
Chronic Disease Prevention	38,096	(26,768)	(259)	11,070	11,980	(910)	(7.6)
Early Growth and Development	55,472	(38,633)	(135)	16,705	15,968	736	4.6
Heritage Arts and Culture	6,566	(43)	(382)	6,140	6,004	137	2.3
Infectious Disease Prevention	34,762	(22,315)	(1,102)	11,345	10,370	975	9.4
Land Use Planning	7,046	-	(3,478)	3,568	3,428	140	4.1
Roads and Transportation	71,164	-	(3,284)	67,880	67,016	864	1.3
Waste Management	143,702	(13,379)	(14,571)	115,753	112,329	3,423	3.0
Thriving	356,809	(101,138)	(23,210)	232,461	227,096	5,365	2.4
Enterprise Programs and Services (EPS) *							
CAO Office	1,177	-	-	1,177	1,157	20	1.7
Corporate Services	25,776	-	(3,000)	22,775	22,364	411	1.8
Council & Chair	2,867	-	-	2,867	2,817	50	1.8
Finance	11,684	-	(2,655)	9,029	8,791	238	2.7
Non-Program (Less Capital Allocation)	67,460	(16,426)	(83,190)	(32,156)	(29,027)	(3,129)	10.8
Digital and Information Services	19,549	-	(612)	18,937	18,581	357	1.9
Subtotal Enterprise Programs and Services	128,513	(16,426)	(89,457)	22,629	24,683	(2,053)	(15.5)
Capital Allocation	70,029	-	-	70,029	59,589	10,440	17.5
Leading	198,541	(16,426)	(89,457)	92,657	84,271	8,386	10.0
Regionally Controlled Services	1,457,593	(652,114)	(171,700)	633,779	603,520	30,259	5.0
External Organizations - Thriving							
Police							
Peel Regional Police	489,978	(15,282)	(28,915)	445,780	423,070	22,710	5.4
Ontario Provincial Police	13,004	-	(390)	12,614	12,169	445	3.7
Community Events Policing Grant *	270	-	-	270	250	20	7.8
Subtotal Police Services	503,251	(15,282)	(29,305)	458,663	435,489	23,174	5.3
Conservation Authorities	28,666	-	(420)	28,246	26,942	1,305	4.8
Municipal Property Assessment Corporation	19,904	-	-	19,904	19,448	456	2.3
Subtotal Conservation and Assessment	48,570	-	(420)	48,150	46,389	1,761	3.8
Region Financed External Organizations	551,821	(15,282)	(29,725)	506,813	481,878	24,935	5.2
Total Property Tax Supported	2,009,414	(667,397)	(201,425)	1,140,592	1,085,398	55,194	5.1
Utility Rate Supported - Thriving							
Water Supply	339,606	-	(74,184)	265,422	249,434	15,987	6.4
Wastewater	221,076	-	(43,485)	177,591	163,499	14,092	8.6
Total Utility Rate Supported Services	560,682	-	(117,669)	443,012	412,933	30,079	7.3
Total Region	2,570,096	(667,397)	(319,095)	1,583,604	1,498,331	85,273	5.7

2019 Operating Budget by Area of Focus

Living	902,243	(534,550)	(59,033)	308,660	292,153	16,508	5.7
Thriving	1,469,312	(116,420)	(170,604)	1,182,286	1,121,907	60,379	5.4
Leading	198,541	(16,426)	(89,457)	92,657	84,271	8,386	10.0
Total Region	2,570,096	(667,396)	(319,094)	1,583,603	1,498,331	85,273	5.7

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budgeted through EPS

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SUMMARY I (b)

2020 VS 2019 Operating Budget by Service
(\$'000)

	2019		2020		2020 Variance			
	Total Expenditure	Net Expenditure	Total Expenditure	Net Expenditure	Total Expenditure		Net Expenditure	
					\$	%	\$	%
Property Tax Supported								
Adult Day	7,091	2,119	7,448	2,400	358	5.0	281	13.3
Child Care	172,213	7,275	171,553	12,690	(660)	(0.4)	5,415	74.4
Community Investment	10,704	10,681	12,264	11,464	1,560	14.6	783	7.3
Employment Support	21,023	3,077	19,074	3,084	(1,950)	(9.3)	7	0.2
Homelessness Support	39,225	11,618	40,270	13,174	1,046	2.7	1,556	13.4
Housing Support	171,959	115,593	176,997	117,128	5,038	2.9	1,534	1.3
Income Support	247,095	22,920	231,750	23,546	(15,345)	(6.2)	625	2.7
Long Term Care	93,800	36,693	96,928	39,147	3,128	3.3	2,454	6.7
Paramedics	109,370	56,253	114,728	59,169	5,358	4.9	2,917	5.2
TransHelp	29,937	25,923	31,231	26,859	1,294	4.3	936	3.6
Living	902,418	292,153	902,243	308,660	(174)	0.0	16,508	5.7
Chronic Disease Prevention	35,510	11,980	38,096	11,070	2,586	7.3	(910)	(7.6)
Early Growth and Development	54,920	15,968	55,472	16,705	552	1.0	736	4.6
Heritage Arts and Culture	6,431	6,004	6,566	6,140	135	2.1	137	2.3
Infectious Disease Prevention	34,256	10,370	34,762	11,345	506	1.5	975	9.4
Land Use Planning	6,520	3,428	7,046	3,568	526	8.1	140	4.1
Roads and Transportation	70,293	67,016	71,164	67,880	871	1.2	864	1.3
Waste Management	144,485	112,329	143,702	115,753	(783)	(0.5)	3,423	3.0
Thriving	352,415	227,096	356,809	232,461	4,394	1.2	5,365	2.4
Enterprise Programs and Services (EPS) *								
CAO Office	1,157	1,157	1,177	1,177	20	1.7	20	1.7
Corporate Services	25,164	22,364	25,776	22,775	611	2.4	411	1.8
Council & Chair	2,817	2,817	2,867	2,867	50	1.8	50	1.8
Finance	11,258	8,791	11,684	9,029	426	3.8	238	2.7
Non-Program(Less Capital Allocation)	66,826	(29,027)	67,460	(32,156)	634	0.9	(3,129)	10.8
Digital and Information Services	19,443	18,581	19,549	18,937	107	0.5	357	1.9
<i>Subtotal Enterprise Programs and Services</i>	126,665	24,683	128,513	22,629	1,848	0.1	(2,053)	(18.3)
Capital Allocation	59,589	59,589	70,029	70,029	10,440	17.5	10,440	17.5
Leading	186,253	84,271	198,541	92,657	12,288	6.6	8,386	10.0
Regionally Controlled Services	1,441,086	603,520	1,457,593	633,779	16,507	1.1	30,259	5.0
External Organizations - Thriving								
Police								
Peel Regional Police	468,574	423,070	489,978	445,780	21,404	4.6	22,710	5.4
Ontario Provincial Police	12,489	12,169	13,004	12,614	515	4.1	445	3.7
Community Events Policing Grant*	250	250	270	270	20	7.8	20	7.8
<i>Subtotal Police Services</i>	481,313	435,489	503,251	458,663	21,938	4.6	23,174	5.3
Conservation Authorities	27,452	26,942	28,666	28,246	1,215	4.4	1,305	4.8
Municipal Property Assessment Corporation	19,448	19,448	19,904	19,904	456	2.3	456	2.3
<i>Subtotal Conservation and Assessment</i>	46,899	46,389	48,570	48,150	1,671	3.6	1,761	3.8
Region Financed External Organizations	528,212	481,878	551,821	506,813	23,609	4.5	24,935	5.2
Total Property Tax Supported	1,969,298	1,085,398	2,009,414	1,140,592	40,116	2.0	55,194	5.1
Utility Rate Supported - Thriving								
Water Supply	322,553	249,434	339,606	265,422	17,053	5.3	15,987	6.4
Wastewater	205,113	163,499	221,076	177,591	15,962	7.8	14,092	8.6
Total Utility Rate Supported Services	527,666	412,933	560,682	443,012	33,016	6.3	30,079	7.3
Total Region	2,496,964	1,498,331	2,570,096	1,583,604	73,132	2.9	85,273	5.7

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budgeted through EPS

2020 Budget - Full Accrual Based
(\$'000)

	Revenue	Expenses
Operating Budget		
Council Proposed Budget	2,570,096	2,570,096
In-year budget adjustments	-	-
Board Proposed Peel Housing Corporation	100,542	100,542
Adjustment for intercompany transactions	(50,381)	(50,381)
PSAB Adjustments		
Contributions to reserves/reserve funds	-	(461,131)
Contributions from reserves/reserve funds	(47,333)	-
Payment to sinking fund for debt retirement	-	(50,983)
Other liabilities	-	(2,267)
Other adjustments	-	-
Adjusted Operating Budget	2,572,924	2,105,875
Capital Budget		
Council Proposed Budget	1,058,495	1,058,495
Timing difference between budget and spending	(274,195)	(274,195)
Board Proposed Peel Housing Corporation	35,500	35,500
Timing difference between budget and spending	(5,500)	(5,500)
PSAB Adjustments		
Contributions from reserves/reserve funds	(406,353)	-
Acquisition of tangible capital assets	-	(598,205)
Amortization	-	292,096
Adjusted Capital Budget	407,947	508,191
Other		
Reserve fund interest and other revenue	58,837	
Budget to be presented in Financial Statements	3,039,708	2,614,067

The schedule above provides a reconciliation of the total proposed 2020 Budget to the full accrual (PSAB) method.

Note: The Region presents its budget using a modified accrual method which is in accordance with *Municipal Act, 2001* requirements.

Under full accrual budgeting revenues are recognized as they are earned, even if the money has not been received, and spending on goods and services when it is incurred, even if the invoice has not yet been paid. Where capital investments are concerned, this treatment also requires that when a new asset is built or acquired, its full cost is not recorded in that year. Instead, only a portion of the cost, called amortization, is recorded as an expense in the year of acquisition and every subsequent year of the asset's useful life.

To enable alignment and comparison with the Audited Financial Statements, which are done under a full accrual basis as required by the Public Sector Accounting Board (PSAB), Summary I(c) provides a reconciliation of the 2020 Budget from the modified accrual method to a full accrual method.

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Summary of Budget Costs Mitigated in 2020 Operating Budget
('000)

Service	Budget Costs Mitigated	Total Expenditures	Total Revenue	Net Costs
Property Tax Supported				
TransHelp	Scheduling Efficiencies	(346)		(346)
Living		(346)	-	(346)
Chronic Disease Prevention	Expenditure reduction identified through an operational review	(45)		(45)
Infectious Disease Prevention	Expenditure reduction identified through an operational review	(87)	(15)	(72)
Early Growth and Development	Savings due to service realignment	(1,014)		(1,014)
Early Growth and Development	Health cost saving after operational review	(13)		(13)
Land Use Planning	New user fee revenue		141	(141)
Roads and Transportation	Decrease in cost due to LED street light conversion in Brampton and Caledon	(408)		(408)
Waste Management	Process improvements	(181)		(181)
Waste Management	Discontinuation of grass collection	(627)		(627)
Heritage Arts and Culture	Reduction of storage costs	(15)		(15)
Thriving		(2,390)	126	(2,516)
EPS	2019 line by line review of estimates allowed for reduction in overall budget requirements for Clerks, Legal Services and other areas	(128)		(128)
Leading		(128)	-	(128)
Regionally Controlled Tax Supported Services Subtotal		(2,864)	126	(2,990)
Police	Additional Outsourcing Cleaning Services	(102)		(102)
Property Tax Supported Services Total		(2,966)	126	(3,092)
Utility Rate Supported Services - Thriving				
Water Supply	Participation in Industrial Conversation Initiative	(936)		(936)
Utility Rate Supported Services Total		(936)	-	(936)
Total Budget Costs Mitigated		(3,902)	126	(4,028)

Note: May not add up due to rounding

Summary of 2020 Budget Rate Stabilization Reserve Draws

Service	2020 Budget \$'000	Reason for the Draw
Tax Supported Services		
Roads and Transportation	\$370	To support Emerald Ash Borer tree removal program
Waste Management	\$454	To fund 6 contract staffing resources with the purpose to provide better services to residents as well as managing the Region's asset
	\$921	To mitigate temporary impact of lower commodity revenue and higher costs related to the Material Recovery Facility (Council resolution #2019-678)
Land Use Planning	\$267	To fund the contract staffing resource for upcoming development related projects.
Homelessness Support	\$1,200	Anti human trafficking strategy - Funding for specialized programming in a service hub delivered by non-profit service providers and operating funds for dedicated emergency housing supports
Community Investment	\$300	Social Enterprise Model Pilot Program - 2 year (2020 & 2021, Council Resolution #2019-418)
	\$500	Community Investment Program - One Time Transitional Funding (Council Resolution #2019-418)
Infections Disease	\$194	To fund contract staffing resources to support Community Wellness Program (Council Resolution # 2018-794)
Early Growth and Development	\$126	To fund contract staffing resources to support Community Wellness Program (Council Resolution # 2018-794)
Chronic Disease Prevention	\$204	To fund contract staffing resources to support Community Wellness Program (Council Resolution # 2018-794)
Long Term Care	\$160	To fund one-time Butterfly implementation for one approved unit in 2020 at Tall Pines
Enterprise Programs and Services	\$100	External financial consulting costs, equally shared amongst Business & Financial Planning, Treasury, Corp Finance and Policy and Strategic Initiatives in Finance
	\$150	Second year of a two-year vendor of record (VoR) pilot for recruitment services
	\$250	To complete the replacement of the existing non-union job evaluation program
	\$50	To complete obtaining a third party to assist the Region in developing and maintaining a Legal Register which is essential for the development of an occupational Health and Safety management system
	\$250	Second year of temporary Citrix Licensing and Managed Services for Financial Information Center and E-Agenda applications that are not Office 2016 compatible.
	\$3,650	WSIB Actuarial Adjustment as per current Actuarial Study
Water Supply	\$248	To fund the Billing operations 3.5 contract staffing resources (One-time funding until 2020)
Regionally Controlled Services	\$9,394	
External Organizations		
Conservation Authorities	\$420	To support Emerald Ash Borer tree removal
Peel Regional Police	\$2,000	To fund one-time expenditures
Total External Organizations	\$2,420	
Total Region	\$11,814	

Note: May not add up due to rounding

APPENDIX II
2020 OPERATING AND CAPITAL BUDGET 6.2-72

SUMMARY IV

2020-2023 Operating Budget Forecast
(\$'000)

	2020 Proposed Budget					2021 Forecast				
	Expense	Revenue	Net Exp	\$	%	Expense	Revenue	Net Exp	\$	%
Property Tax Supported										
Adult Day	7,448	(5,048)	2,400	281	13.3%	7,666	(5,068)	2,598	198	8.2%
Child Care	171,553	(158,863)	12,690	5,415	74.4%	167,723	(152,198)	15,525	2,836	22.3%
Community Investment	12,264	(800)	11,464	783	7.3%	11,835	(300)	11,535	72	0.6%
Employment Support	19,074	(15,990)	3,084	7	0.2%	19,375	(15,990)	3,385	301	9.8%
Homelessness Support	40,270	(27,096)	13,174	1,556	13.4%	41,422	(27,526)	13,895	721	5.5%
Housing Support	176,997	(59,870)	117,128	1,534	1.3%	180,726	(61,460)	119,266	2,138	1.8%
Income Support	231,750	(208,204)	23,546	625	2.7%	231,318	(206,537)	24,782	1,236	5.2%
Long Term Care	96,928	(57,782)	39,147	2,454	6.7%	100,974	(58,333)	42,641	3,494	8.9%
Paramedics	114,728	(55,559)	59,169	2,917	5.2%	118,750	(57,299)	61,451	2,281	3.9%
TransHelp	31,231	(4,372)	26,859	936	3.6%	32,732	(4,429)	28,304	1,445	5.4%
Living	902,243	(593,583)	308,660	16,508	5.7%	912,521	(589,139)	323,382	14,721	4.8%
Chronic Disease Prevention	38,096	(27,027)	11,070	(910)	(7.6%)	38,948	(26,111)	12,837	1,767	16.0%
Early Growth and Development	55,472	(38,767)	16,705	736	4.6%	57,845	(38,289)	19,556	2,852	17.1%
Heritage Arts and Culture	6,566	(426)	6,140	137	2.3%	6,973	(431)	6,542	402	6.5%
Infectious Disease Prevention	34,762	(23,417)	11,345	975	9.4%	35,660	(22,408)	13,251	1,906	16.8%
Land Use Planning	7,046	(3,478)	3,568	140	4.1%	7,601	(3,542)	4,059	490	13.7%
Roads and Transportation	71,164	(3,284)	67,880	864	1.3%	72,734	(3,323)	69,411	1,531	2.3%
Waste Management	143,702	(27,950)	115,753	3,423	3.0%	148,271	(28,034)	120,238	4,485	3.9%
Thriving	356,809	(124,348)	232,461	5,365	2.4%	368,032	(122,138)	245,894	13,433	5.8%
Enterprise Programs and Services (EPS) *										
CAO Office	1,177	-	1,177	20	1.7%	1,200	-	1,200	23	2.0%
Corporate Services	25,776	(3,000)	22,775	411	1.8%	26,046	(3,043)	23,004	228	1.0%
Council & Chair	2,867	-	2,867	50	1.8%	2,932	-	2,932	65	2.3%
Total Corporate Services	29,819	(3,000)	26,819	481	1.8%	30,179	(3,043)	27,136	317	1.2%
Finance	11,684	(2,655)	9,029	238	2.7%	12,059	(2,696)	9,363	334	3.7%
Non-Program (Less Capital Allocation)	67,460	(99,616)	(32,156)	(3,129)	(10.8%)	68,686	(103,849)	(35,163)	(3,007)	9.4%
Total Finance	79,144	(102,271)	(23,128)	(2,891)	(14.3%)	80,745	(106,546)	(25,800)	(2,673)	(11.6%)
Digital and Information Services	19,549	(612)	18,937	357	1.9%	20,451	(619)	19,831	894	4.7%
Subtotal Enterprise Programs and Services	128,512	(105,883)	22,628	(2,053)	(7.2%)	131,375	(110,208)	21,167	(1,462)	(6.5%)
Capital Allocation	70,029	-	70,029	10,440	17.5%	81,306	-	81,306	11,277	16.1%
Leading	198,541	(105,883)	92,657	8,386	10.0%	212,680	(110,208)	102,473	9,815	10.6%
Regionally Controlled Services	1,457,593	(823,814)	633,779	30,259	5.0%	1,493,234	(821,484)	671,749	37,970	6.0%
External Organizations - Thriving										
Police Services										
Peel Regional Police	489,978	(44,198)	445,780	22,710	5.4%	507,668	(46,402)	461,266	15,486	3.5%
Ontario Provincial Police	13,004	(390)	12,614	445	3.7%	13,443	(390)	13,053	440	3.5%
Community Events Policing Grant*	270	-	270	20	7.8%	275	-	275	5.00	0.02
Subtotal Police Services	503,251	(44,588)	458,663	23,174	5.3%	521,386	(46,792)	474,595	15,931	3.5%
Conservation Authorities	28,666	(420)	28,246	1,305	4.8%	30,176	(420)	29,756	1,510	5.3%
Municipal Property Assessment Corporation	19,904	-	19,904	456	2.3%	20,389	-	20,389	486	2.4%
Subtotal Conservation and Assessment	48,570	(420)	48,150	1,761	3.8%	50,565	(420)	50,145	1,995	4.1%
Region Financed External Organizations	551,821	(45,008)	506,813	24,935	5.2%	571,952	(47,212)	524,740	17,927	3.5%
Total Property Tax Supported	2,009,414	(868,822)	1,140,592	55,194	5.1%	2,065,185	(868,696)	1,196,489	55,897	4.9%
Utility Rate Supported - Thriving**										
Water Supply	265,421	19,385	246,036	15,038	6.5%	283,449	20,259	263,190	17,154	7.0%
Wastewater	177,590	20,457	157,133	11,079	7.6%	190,397	20,755	169,642	12,509	8.0%
Total Utility Rate Supported Services	443,011	39,842	403,169	26,117	6.9%	473,846	41,014	432,832	29,663	7.4%
Total Region	2,452,425	(828,980)	1,543,761	81,311	5.7%	2,539,031	(827,682)	1,629,321	85,560	5.5%

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budgeted through EPS

** Peel Direct Billing

APPENDIX II
2020 OPERATING AND CAPITAL BUDGET 6.2-73

SUMMARY IV

2020-2023 Operating Budget Forecast
(\$'000)

	2022 Forecast					2023 Forecast				
	Expense	Revenue	Net Exp	\$	%	Expense	Revenue	Net Exp	\$	%
Property Tax Supported										
Adult Day	7,926	(5,088)	2,839	240	9.3%	8,120	(5,108)	3,012	174	6.1%
Child Care	165,807	(149,846)	15,961	436	2.8%	165,818	(149,856)	15,961	0	-
Community Investment	11,609	0	11,609	74	0.6%	11,685	0	11,685	76	0.7%
Employment Support	19,685	(15,990)	3,695	310	9.2%	20,003	(15,990)	4,014	318	8.6%
Homelessness Support	41,686	(27,065)	14,621	725	5.2%	41,821	(27,072)	14,749	129	0.9%
Housing Support	180,828	(59,677)	121,151	1,885	1.6%	182,186	(56,191)	125,995	4,844	4.0%
Income Support	235,236	(209,183)	26,052	1,271	5.1%	239,229	(211,870)	27,358	1,306	5.0%
Long Term Care	103,227	(58,320)	44,907	2,266	5.3%	105,741	(59,120)	46,621	1,714	3.8%
Paramedics	123,012	(59,153)	63,859	2,409	3.9%	127,378	(61,050)	66,328	2,469	3.9%
TransHelp	34,005	(4,486)	29,519	1,215	4.3%	35,435	(4,545)	30,890	1,371	4.6%
Living	923,021	(588,808)	334,213	10,831	3.3%	937,415	(590,802)	346,613	12,400	3.7%
Chronic Disease Prevention	39,811	(26,547)	13,264	427	3.3%	40,698	(26,994)	13,704	441	3.3%
Early Growth and Development	58,774	(38,513)	20,261	705	3.6%	59,407	(38,742)	20,664	404	2.0%
Heritage Arts and Culture	7,283	(436)	6,846	304	4.6%	7,576	(442)	7,134	288	4.2%
Infectious Disease Prevention	36,555	(22,915)	13,640	389	2.9%	37,476	(23,433)	14,042	402	2.9%
Land Use Planning	8,164	(3,608)	4,557	498	12.3%	8,791	(3,675)	5,117	560	12.3%
Roads and Transportation	74,172	(3,363)	70,809	1,398	2.0%	75,551	(3,403)	72,148	1,338	1.9%
Waste Management	152,460	(28,455)	124,005	3,767	3.1%	156,628	(28,882)	127,746	3,741	3.0%
Thriving	377,218	(123,836)	253,382	7,488	3.0%	386,126	(125,571)	260,555	7,173	2.8%
Enterprise Programs and Services (EPS) *										
CAO Office	1,224	-	1,224	24	2.0%	1,249	-	1,249	25	2.0%
Corporate Services	26,367	(3,086)	23,281	277	1.2%	26,620	(3,130)	23,490	209	0.9%
Council & Chair	2,999	-	2,999	67	2.3%	3,068	-	3,068	69	2.3%
Total Corporate Services	30,590	(3,086)	27,504	368	1.4%	30,937	(3,130)	27,808	303	1.1%
Finance	12,412	(2,738)	9,673	310	3.3%	12,773	(2,781)	9,992	318	3.3%
Non-Program (Less Capital Allocation)	66,379	(103,869)	(37,490)	(2,327)	6.6%	69,491	(107,377)	(37,886)	(396)	1.1%
Total Finance	78,791	(106,608)	(27,817)	(2,017)	7.8%	82,264	(110,158)	(27,894)	(78)	0.3%
Digital and Information Services	21,564	(627)	20,937	1,106	5.6%	22,595	(634)	21,961	1,024	4.9%
Subtotal Enterprise Programs and Services	130,945	(110,321)	20,624	(543)	(2.6%)	135,796	(113,922)	21,875	1,249	6.1%
Capital Allocation	92,809	-	92,809	11,503	14.1%	104,542	-	104,542	11,733	12.6%
Leading	223,753	(110,320)	113,433	10,960	10.7%	240,338	(113,922)	126,416	12,983	11.4%
Regionally Controlled Services	1,523,993	(822,964)	701,028	29,279	4.4%	1,563,878	(830,294)	733,584	32,556	4.6%
External Organizations - Thriving										
Police Services										
Peel Regional Police	527,998	(46,405)	481,593	20,327	4.4%	546,418	(45,611)	500,807	19,214	4.0%
Ontario Provincial Police	13,899	(390)	13,509	456	3.5%	14,371	(390)	13,981	472	3.5%
Community Events Policing Grant*	280	-	280	5.00	0.02	286	-	286	6.00	2.0%
Subtotal Police Services	542,177	(46,795)	495,383	20,788	4.4%	561,074	(46,001)	515,074	19,691	4.0%
Conservation Authorities	31,625	(400)	31,225	1,468	4.9%	33,141	(380)	32,761	1,536	4.9%
Municipal Property Assessment Corporation	20,887	-	20,887	497	2.4%	21,396	-	21,396	510	2.4%
Subtotal Conservation and Assessment	52,511	(400)	52,111	1,966	3.9%	54,537	(380)	54,157	2,046	3.9%
Region Financed External Organizations	594,689	(47,195)	547,494	22,754	4.3%	615,612	(46,381)	569,231	21,737	4.0%
Total Property Tax Supported	2,118,682	(870,159)	1,248,522	52,033	4.3%	2,179,490	(876,675)	1,302,815	54,293	4.3%
Utility Rate Supported - Thriving**										
Water Supply	301,348	20,964	280,384	17,194	6.5%	305,525	21,693	283,832	3,448	1.2%
Wastewater	203,743	21,098	182,645	13,003	7.7%	206,822	21,401	185,420	2,775	1.5%
Total Utility Rate Supported Services	505,091	42,062	463,029	30,197	7.0%	512,347	43,094	469,252	6,223	1.3%
Total Region	2,623,773	(828,097)	1,711,551	82,230	5.0%	2,691,837	(833,581)	1,772,067	60,516	3.5%

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budg

** Peel Direct Billing

Summary of Staffing Resources*

	Resources to Achieve Level of Service	
	2019**	2020 Proposed
Adult Day	51.82	51.82
Child Care	65.45	65.45
Community Investment	30.30	30.30
Employment Support	61.75	61.75
Homelessness Support	25.45	25.45
Housing Support**	159.30	159.30
Income Support	342.95	342.95
Long Term Care	724.73	727.73
Paramedics **	614.08	634.08
TransHelp	127.60	128.60
Living	2,203.43	2,227.43
Chronic Disease Prevention	254.91	254.91
Early Growth and Development	221.36	221.36
Heritage Arts and Culture	32.20	32.20
Infectious Disease Prevention	242.17	242.17
Land Use Planning	50.50	50.50
Roads and Transportation	189.80	189.80
Waste Management	196.80	194.80
Thriving	1,187.74	1,185.74
CAO Office	4.00	4.00
Corporate Services	359.86	359.86
Council & Chair	3.00	3.00
Total Corporate Services	366.86	366.86
Finance	178.30	181.30
Digital & Information Service **	213.20	213.20
Leading	758.36	761.36
Total Regionally Controlled Property Tax Supported	4,149.53	4,174.53
Utility Rate Supported - Thriving		
Water Supply **	288.03	290.53
Wastewater **	235.03	241.53
Total Utility Rate Supported Services	523.06	532.06
Total Regionally Controlled	4,672.58	4,706.58
Peel Living	59.00	59.00
Peel Regional Police	3,054.00	3,107.00
Total Region	7,785.58	7,872.58

* Regular Positions (Full Time Equivalent, FTE)

** These numbers include positions made regular to maintain 2019 service levels previously approved and funded by Council.

Staffing Resources to Meet 2020 Service Demand

Service	Full-Time Resources Required	Resource Function
Paramedics	20.0	To address growth in call volume to ensure continued expert, reliable pre-hospital care.
Long Term Care	3.0	To provide one-to-one Individualized engagement activities and personal care designed to support difficult stages of dementia leading to increased levels of purposeful activity and wellbeing at the Tall Pines Butterfly household.
TransHelp	1.0	To meet the increasing volume of applications and complexity of eligibility determination.
Total Living	24.0	
Waste Management	1.0	To operate the Fewster Yard Waste Transfer Station as the contract with a vendor will be cancelled and operation of the facility brought in house resulting in reduced operating costs.
Water Supply	1.0	To oversee new OCWA 10-year contract.
	1.5	To operationalize water and wastewater enterprise asset management (EAM) program.
Wastewater	1.0	To oversee OCWA new 10-year contract.
	2.0	To provide engineering design and construction support services for several externally-led projects over and above its program mandate.
	1.5	To operationalize water and wastewater enterprise asset management (EAM) program.
	2.0	To oversee regulatory compliance program.
Total Thriving	10.0	
Finance	1.0	To develop, implement and maintain sustainable procurement practices that enable the Region to procure goods and services in a manner that generates environmental, social and economic benefits to the Peel community.
	2.0	To continue maturing asset management practices and pursuing a technology solution to support greater integration of the management of the Region's \$30 billion in assets.
Total Leading	3.0	
Subtotal Regionally Controlled	37.0	
Reduction		
Waste	(3.0)	In order to reduce costs, the small Caledon composting facility, which costs twice as much to operate per tonne than our larger facility on Torbram Road, will be closed. The closure will result in a reduction of 3 FTEs.
Total Regionally Controlled	34.0	

Staffing Resources to Maintain 2019 Council Approved Service Levels*

Service	Full-Time Resources Required	Resource Function
Housing Support	1.0	A specialist to complete new and growing reporting requirements related to external funding - provincial and federal and to administer incentives program.
Paramedics	1.0	To support the wellbeing and mental wellness of paramedics and program staff. This is a cultural shift and requires strong guidance in change management. The role assists in reducing WSIB claims, returning staff back to work in a healthy and safe manner and sets the program where trust is established so everyone feels supported and confident to bring things forward.
Total Living	2.0	
Wastewater	1.0	To support water and wastewater compliance program.
Water Supply	4.0	To provide support to linear operations responding to an increasing number of customer service requests, maintenance work orders, and payments for contractor services, parts and materials due to the growth of the water system and serviced population.
Total Thriving	5.0	
Digital & Information Service	2.0	Customer Service Representatives to handle additional inquires and service requests in the call centre.
Total Leading	2.0	
Total Regionally Controlled	9.0	

* These numbers include positions made regular to maintain 2019 service levels previously approved and funded by Council.

2020 Capital Budget - Sources of Financing
(\$'000)

	Development Charges	Reserves & Reserve Funds*	External Funding	Debt Funding	Total Financing	% of Total
Property Tax Supported						
TransHelp	-	1,221	539	-	1,760	0.2%
Adult Day	-	-	-	-	-	-
Child Care	-	114	-	-	114	0.01%
Community Investment	-	12,000	-	-	12,000	1.1%
Employment Support	-	-	-	-	-	-
Homelessness Support	-	497	-	-	497	0.05%
Housing Support	-	14,121	-	-	14,121	1.3%
Income Support	-	-	-	-	-	-
Long Term Care	-	1,966	-	-	1,966	0.2%
Paramedics	679	11,831	-	-	12,509	1.2%
Living	679	41,749	539	-	42,967	4.1%
Chronic Disease Prevention	-	250	-	-	250	0.02%
Early Growth and Development	-	-	-	-	-	-
Heritage Arts and Culture	-	276	-	-	276	0.03%
Infectious Disease Prevention	80	20	-	-	100	0.01%
Land Use Planning	1,280	630	-	-	1,910	0.2%
Roads and Transportation	126,740	67,141	10,570	-	204,452	19.3%
Waste Management	-	9,067	-	-	9,067	0.9%
Thriving	128,100	77,384	10,570	-	216,054	20.4%
Corporate Services	-	15,331	-	-	15,331	1.4%
Finance	90	5,510	1,500	-	7,100	0.7%
Digital and Information Services	-	11,067	-	-	11,067	1.0%
Leading	90	31,908	1,500	-	33,498	3.2%
Regionally Controlled Tax Supported	128,869	151,042	12,609	-	292,519	27.6%
External Organizations - Thriving						
Police Services	710	39,991	2,314	-	43,015	4.1%
Conservation Authorities	-	5,799	-	-	5,799	0.5%
Region Financed External Organizations	710	45,790	2,314	-	48,814	4.6%
Total Property Tax Supported	129,579	196,832	14,923	-	341,333	32.2%
Utility Rate Supported - Thriving						
Water Supply	102,614	169,264	15,600	-	287,478	27.2%
Wastewater	290,244	134,940	4,500	-	429,684	40.6%
Total Utility Rate Supported Services	392,858	304,203	20,100	-	717,161	67.8%
Total Region	522,437	501,035	35,023	-	1,058,495	100.0%

Note: May not add up due to rounding

*Includes contribution from Federal Gas Tax Reserve Fund

**2020 vs 2019 Capital Budget Summary
(\$'000)**

	2020 Capital Budget	2019 Capital Budget	Change from 2019	
			\$	%
Property Tax Supported				
TransHelp	1,760	3,270	(1,510)	(46%)
Adult Day	-	-	-	-
Child Care	114	189	(76)	(40%)
Community Investment	12,000	-	12,000	-
Employment Support	-	-	-	-
Homelessness Support	497	532	(35)	(7%)
Housing Support	14,121	87,880	(73,759)	(84%)
Income Support	-	-	-	-
Long Term Care	1,966	5,199	(3,233)	(62%)
Paramedics	12,509	11,617	893	8%
Living	42,967	108,686	(65,719)	(60%)
Chronic Disease Prevention	250	250	-	-
Early Growth and Development	-	-	-	-
Heritage, Arts and Culture	276	1,061	(785)	(74%)
Infectious Disease Prevention	100	1,800	(1,700)	(94%)
Land Use Planning	1,910	1,010	900	89%
Roads and Transportation	204,452	149,357	55,094	37%
Waste Management	9,067	6,260	2,807	45%
Thriving (Tax Supported)	216,054	159,738	56,316	35%
Corporate Services	15,331	17,245	(1,914)	(11%)
Finance	7,100	1,600	5,500	344%
Digital and Information Services	11,067	5,398	5,669	105%
Leading	33,498	24,243	9,255	38%
Regionally Controlled Tax Supported Services	292,519	292,667	(148)	(0.1%)
External Organizations - Thriving				
Conservation Authorities	5,799	5,799	-	-
Police Services	43,015	20,010	23,005	115%
Region Financed External Organizations	48,814	25,809	23,005	89%
Total Property Tax Supported	341,333	318,476	22,857	7%
Utility Rate Supported - Thriving				
Water Supply	287,478	275,526	11,952	4%
Wastewater	429,684	439,763	(10,079)	(2%)
Total Utility Rate Supported Services	717,161	715,289	1,873	0.3%
Total Region	1,058,495	1,033,765	24,730	2%

Note: May not add up due to rounding

2020 to 2029 Capital Plan - Sources of Financing
(\$'000)

	Development Charges	Reserves & Reserve Funds*	External Funding	Debt Funding	Total Financing	% of Total
Property Tax Supported						
TransHelp	-	5,675	6,435	-	12,110	0.1%
Adult Day	-	-	-	-	-	-
Child Care	-	5,387	-	-	5,387	0.1%
Community Investment	-	12,000	-	-	12,000	0.1%
Employment Support	-	-	-	-	-	-
Homelessness Support	-	3,851	-	-	3,851	0.04%
Housing Support	-	445,216	384,660	118,095	947,971	10.1%
Income Support	-	-	-	-	-	-
Long Term Care	17,000	94,196	-	-	111,196	1.2%
Paramedics	4,095	113,794	-	-	117,889	1.3%
Living	21,095	680,119	391,095	118,095	1,210,404	12.9%
Chronic Disease Prevention	-	3,250	-	-	3,250	0.03%
Early Growth and Development	-	-	-	-	-	-
Heritage Arts and Culture	-	9,695	-	-	9,695	0.1%
Infectious Disease Prevention	5,920	1,740	-	-	7,660	0.1%
Land Use Planning	2,570	8,400	-	-	10,970	0.1%
Roads and Transportation	1,184,417	528,776	78,015	-	1,791,207	19.0%
Waste Management	-	217,869	-	122,015	339,884	3.6%
Thriving	1,192,907	769,730	78,015	122,015	2,162,667	23.0%
Corporate Services	-	99,126	-	-	99,126	1.1%
Finance	1,080	9,120	1,500	-	11,700	0.1%
Digital and Information Services	-	86,348	-	-	86,348	0.9%
Leading	1,080	194,594	1,500	-	197,174	2.1%
Regionally Controlled Tax Supported	1,215,082	1,644,443	470,610	240,110	3,570,244	37.9%
External Organizations - Thriving						
Police Services	92,954	347,827	16,221	-	457,002	4.9%
Conservation Authorities	-	17,839	-	-	17,839	0.2%
Region Financed External Organizations	92,954	365,666	16,221	-	474,840	5.0%
Total Property Tax Supported	1,308,036	2,010,109	486,831	240,110	4,045,085	43.0%
Utility Rate Supported - Thriving						
Water Supply	668,251	1,236,530	53,816	-	1,958,597	20.8%
Wastewater	2,183,326	1,202,597	23,533	-	3,409,456	36.2%
Total Utility Rate Supported Services	2,851,577	2,439,126	77,349	-	5,368,052	57.0%
Total Region	4,159,613	4,449,235	564,180	240,110	9,413,137	100.0%

Note: May not add up due to rounding

*Includes contribution from Federal Gas Tax Reserve Fund

SUMMARY OF 2020 USER FEES CHANGES

Each year, as part of the business planning and budget process, all fees and charges in the current User Fees and Charges By-laws are reviewed and updated to form part of the Region's annual financial plan.

The revised fees or changes are presented to Regional Council for approval through budget. With Council's approval, the "Schedule A" attached to the Region's general Fees By-law is amended and the new Schedule A is attached to the newly enacted Fees By-law.

In 2020 there will be 401 user fees in total. The proposed 2020 User Fees include 154 changes: 20 new fees have been introduced, 125 fees increased, 8 fees discontinued, and 1 fee decreased. Table A and Table B below provide a summary of the proposed changes by type and by program.

Similar to the Region's Budget, the 2020 User Fee Schedule A now reflects a format that focuses on services and service outcomes to Peel's community as opposed to administrative structure and strives to streamline how the information is presented to both Council and the public.

TABLE A: 2020 User Fee Summary of Changes

TYPE OF CHANGE			Number of Changes
New	I	New fees for new Product/Service being provided	0
	II	New fee to recover costs due to higher volumes	2
	III	New fees that were previously under one fee, but are now split into new fees related to specific services	4
	IV	New fees to reflect past and present business practices	14
Increase	V	Increased fees due to inflation and/or materials/services/labour cost increases	115
	VI	Increased fees to align with current market	10
Delete	VII	Deleted fees as service is no longer offered	2
	VIII	Deleted fee as the fee was combined with another fee	3
	IX	Deleted fees as the fees will be approved by Council on a case by case basis	0
	X	Deleted fee as fee is no longer being imposed	3
	XI	Deleted Fee as fee will be included in contracts between the parties	0
Decrease	XII	Decreased fees to align with current market	1
	XIII	Decreased fees due to change in services or process	0
Other	XIV	Other fee changes (deleted fee to correct duplication; modified fees for rounding; fees changed from set amount to actual cost recovery; change in fee due to HST not being applicable/HST being applicable)	0

TABLE B: Number of Fee Changes by Service

DEPARTMENTS/SERVICES	TYPE OF CHANGE														TOTAL
	New Fees				Increases		Deletions					Decreases		Other	
	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	
PART 1: Corporate Services	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
PART 2: Finance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 3: Heritage, Arts and Culture	0	0	3	13	2	7	0	1	0	0	0	1	0	0	27
PART 4: Public Works - Water Supply	0	0	0	1	74	0	1	0	0	1	0	0	0	0	77
PART 4: Public Works - Wastewater	0	0	1	0	1	0	0	0	0	0	0	0	0	0	2
PART 4: Public Works - Roads and Transportation	0	0	0	0	12	0	0	0	0	1	0	0	0	0	13
PART 4: Public Works - TransHelp	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 4: Public Works - Land Use Planning	0	2	0	0	10	0	0	0	0	0	0	0	0	0	12
PART 4: Public Works - Waste Management	0	0	0	0	0	2	0	0	0	0	0	0	0	0	2
PART 5: Health Services - Health General	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 5: Health Services - Chronic Disease Prevention	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 5: Health Services - Infectious Disease Prevention	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
PART 5: Health Services - Adult Day	0	0	0	0	1	1	0	0	0	0	0	0	0	0	2
PART 5: Health Services - Long Term Care	0	0	0	0	2	0	0	0	0	0	0	0	0	0	2
PART 5: Health Services - Paramedic Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 6: Peel Regional Police	0	0	0	0	13	0	0	2	0	0	0	0	0	0	15
PART 7: Digital and Information System	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	2	4	14	115	10	2	3	0	3	0	1	0	0	154

See next page for further comments to proposed changes

NOTES:

Deleted Fees:

1 User fee under PART 1: Corporate Services is deleted due to fee is no longer being imposed (document now available on line)

1 User fee under PART 3: Heritage, Arts and Culture is deleted due to fee was combined with another fee

1 User fee under PART 4: Public Works - Water Supply is deleted due to fee is no longer required (This fee needs to be removed as 100mm Protectus is not used)

1 User fee under PART 4: Public Works - Water Supply is deleted due to fee is no longer being imposed (Capacity statement is no longer requested by developers)

1 User fees under PART 4: Public Works - Roads and Transportation is deleted due to fee is no longer being imposed (document now available on line)

1 User fee under PART 5: Health Services - Infectious Disease Prevention is deleted due to fee is no longer required (No longer selling thermometers)

2 User fees under PART 6: Peel Regional Police - are deleted due to fee was combined with another fee

APPENDIX II 2020 OPERATING AND CAPITAL BUDGET

6.2-82

SUMMARY VIII

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2019 Current Fee	2020 Proposed Fee	HST (+ or n/a)	2020 Proposed Fees inclusive of applicable taxes	Variance 2019 vs 2020	Key
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PART 1 : CORPORATE SERVICES
Emergency Services

Region of Peel Emergency Plan	document	\$5.00	\$0.00	+	\$0.00	-5.00	X
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The Regional Clerk or Manager, Regional Emergency Management is authorized to exempt, in whole or in part, any person from the costs of the Region of Peel Emergency Plan fees, where he or she is of the opinion that the payment of such fees may cause undue economic hardship to the person requiring the information.

PART 3: HERITAGE, ARTS AND CULTURE

Programs

Worry Free/Private Workshops, members or Not for Profit†	group (1 - 20) group (21 - 40)*	\$110.93	\$110.93 - \$221.85	+	\$110.93 - \$221.85 + HST	\$0 - \$110.92	VI
Worry Free/Private Workshops††	group (1 - 20) group (21 - 40)**	\$132.74 (over 30 - 300)	\$130.50 - \$261.00	+	\$130.50 - \$261.00 + HST	-\$2.24 - \$128.26	VI
Add-On Program	Adult/child	\$0.00	\$1.74 - \$13.05	+	\$1.74 - \$13.05 + HST	\$1.74 - \$13.05	IV
Add-On Program, Members	Adult/child	\$0.00	\$0.00 - \$11.09	+	\$0.00 - \$11.09 + HST	\$0.00 - \$11.09	IV
Seniors Programming	Adult	\$0.00	\$8.70 - \$87.00	+	\$8.70 - \$87.00 + HST	\$8.70 - \$87.00	IV
Seniors Programming, members	Adult	\$0.00	\$7.40 - \$73.95	+	\$7.40 - \$73.95 + HST	\$7.40 - \$73.95	IV

†2019 By-Law: "Worry Free Workshops, members or Not for Profit"

†2020 Proposed By-Law: "Worry Free/Private Workshops, members or Not for Profit"

††2019 By-Law: "Worry Free Workshops"

††2020 Proposed By-Law: "Worry Free/Private Workshops"

*2019 By-Law: "group"

*2020 Proposed By-Law: "group (1 - 20) group (21 - 40)"

**2019 By-Law: "group (15)"

**2020 Proposed By-Law: "group (1 - 20) group (21 - 40)"

Facility Rental Business Hours

Memorial 3 hours, day	day	\$430.00	\$500.00	+	\$565.00	70.00	VI
Memorial 3 hours, evening	evening	\$630.00	\$700.00	+	\$791.00	70.00	VI

Saturday and Sunday Rates

Social Booking, half day, 6 - 11 pm	1/2 day	\$1,000.00	\$1,200.00	+	\$1,356.00	200.00	V
Social Booking, half day, 6 - 11 pm; Member or Not for Profit	1/2 day	\$850.00	\$1,020.00	+	\$1,152.60	170.00	V

Courtroom Use Fees- Weekdays (Occupancy 90 people)

Courtroom ceremony (rehearsal, prep, photos)*	package	\$600.00	\$800.00	+	\$904.00	200.00	VI
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Film Productions:

Set up/dismantle plus additional expenses (i.e. security, janitorial)	per 8 hrs day during 8:30 am - 4:30 pm*	\$1,500 + expenses	\$1,500.00 + expenses	+	\$1,500.00 + expenses + HST	0.00	
Set up/dismantle additional hours	Per hour before or after 8:30 am - 4:30 pm	\$0.00	\$220.00 - \$400.00	+	\$220.00 - \$400.00 + HST	\$220.00 - \$400.00	IV
Film shoot days in the Historic Courtroom	per 12 hrs day from 7:30 am to 7:30 pm	\$3,000 + expenses	\$3,000.00 + expenses	+	\$3,000.00 + expenses + HST	0.00	
Film shoot days in the Historic Council Chambers	per 12 hrs day from 7:30 am - 7:30 pm	\$0.00	\$1800.00 + expenses	+	\$1800.00 + expenses + HST	\$1800.00 + expenses	IV
Film shoot days in the Upper Meeting Room or Library	per 12 hrs day from 7:30 am - 7:30 pm	\$0.00	\$850.00 + expenses	+	\$850.00 + expenses + HST	\$850.00 + expenses	IV
After Hours Rate - Filming in Courthouse	per hour outside 7:30 am-7:30 pm	\$0.00	\$250.00 - \$400.00	+	\$250.00 - \$400.00 + HST	\$250.00 - \$400.00	IV
Set-up & filming in hallways and corridor	per 8 hrs day 8:30 am - 4:30 pm**	\$600.00	\$600.00	+	\$678.00	0.00	
Set up and filming - Small shoots (5 people, hand held camera) - per location†	per half day (3.5 hours) 8:30 am - 12 pm or 1 pm - 4:30 pm***	\$750.00	\$750.00	+	\$847.50	0.00	
Set-up & filming exterior shots only	8:30 am - 4:30 pm****	\$600.00	\$600.00	+	\$678.00	0.00	
Extra hours for exterior shots	Per hour outside of 8:30 am - 4:30 pm	\$0.00	\$220.00 - \$400.00	+	\$220.00 - \$400.00 + HST	\$220.00 - \$400.00	IV
Staff Relocation Cost	per shoot*****	\$3,000.00	\$3,000.00	+	\$3,390.00	0.00	
Access, security and maintenance	per hour, after contracted hours.	\$130.00	\$0.00	+	\$0.00	-130.00	VIII

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

6.2-83

SUMMARY VIII

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2019 Current Fee	2020 Proposed Fee	HST (+ or n/a)	2020 Proposed Fees inclusive of applicable taxes	Variance 2019 vs 2020	Key
Security staff	per hour	\$0.00	\$75.00	+	\$84.75	75.00	III
Maintenance staff	per hour	\$0.00	\$75.00	+	\$84.75	75.00	III
Janitorial staff	per hour	\$0.00	\$75.00	+	\$84.75	75.00	III
Film Site Representative	per hour, per person	\$50.00 - \$75.00	\$75.00 - \$150.00	+	\$75.00 - \$150.00 + HST	\$25.00 - \$75.00	VI
Staffing fee, Core PAMA staff	per hour, per person	\$75.00	\$75.00 - \$150.00	+	\$75.00 - \$150.00 + HST	75.00	VI
Parking spots for vehicles and equipment††	per parking spot	\$250.00	\$50.00	+	\$56.50	-200.00	XII
Parking lot closure	entire parking lot	\$0.00	\$300.00	+	\$339.00	300.00	IV
Rental of Council chambers and Upper Meeting Room - not used for filming	per day	\$0.00	\$500.00	+	\$565.00	500.00	IV
Rental of other rooms for filming	8:30am - 4:30pm	\$0.00	\$500.00	+	\$565.00	500.00	IV
Rental of other rooms - not used for filming	per room, per day	\$0.00	\$250.00	+	\$282.50	250.00	IV

†2019 By-Law: "Set up and filming - Small shoots (5 people, hand held camera)"
 †2020 Proposed By-Law: "Set up and filming - Small shoots (5 people, hand held camera) - per location"
 ††2019 By-Law: "Additional parking spots for vehicles and equipment"
 ††2020 Proposed By-Law: "Parking spots for vehicles and equipment"
 *2019 By-Law: "per 7 hrs day during core business hours."
 *2020 Proposed By-Law: "per 8 hrs day during 8:30 am - 4:30 pm"
 **2019 By-Law: "per day"
 **2020 Proposed By-Law: "per 8 hrs day during 8:30 am - 4:30 pm"
 ***2019 By-Law: "per half day (3 hours)"
 ***2020 Proposed By-Law: "per half day (3.5 hours) 8:30 am - 12 pm or 1 pm - 4:30 pm"
 ****2019 By-Law: "per day"
 ****2020 Proposed By-Law: "8:30 am - 4:30 pm"
 *****2019 By-Law: "per day"
 *****2020 Proposed By-Law: "per shoot"

PART 4: PUBLIC WORKS

Water Supply

Hydrant Permits

Moving of Backflow & Meter	per day	\$0.00	\$150.00	+	\$169.50	150.00	IV
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Metering and Installation

Replacement Charges - Damaged Equipment

Standard Residential Service Size	equipment	\$77.77 + materials	\$78.54 + materials	n/a	\$78.54 + materials	0.77	V
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**Customer-Requested Meter Removal/Re-Installation
(including required turn-on/off, regular hours - Monday-Friday, 8:30 am - 4:30 pm)**

Standard Residential Service Size (regular hours)	removal	\$77.77 + materials	\$78.54 + materials	n/a	\$78.54 + materials	0.77	V
Standard Residential Service Size (after hours)	removal	\$116.65	\$117.82	n/a	\$117.82	1.17	V

Meter Installation Charges Sub-Divisions and Flat Rate

Meter Size, 16mm x 19mm	meter	\$468.00	\$483.00	n/a	\$483.00	15.00	V
Meter Size, 19mm	meter	\$518.00	\$531.00	n/a	\$531.00	13.00	V
Meter Size, 25mm	meter	\$574.00	\$588.00	n/a	\$588.00	14.00	V

**Meter Installation Charges Industrial, Commercial, Institutional
(38mm and greater are applicant installed)**

Meter Size, 16mm x 19mm	meter	\$501.00	\$515.00	n/a	\$515.00	14.00	V
Meter Size, 19mm	meter	\$556.00	\$569.00	n/a	\$569.00	13.00	V
Meter Size, 25mm	meter	\$652.00	\$666.00	n/a	\$666.00	14.00	V
Meter Size, 38mm	meter	\$1,206.00	\$1,235.00	n/a	\$1,235.00	29.00	V
Meter Size, 50mm	meter	\$1,360.00	\$1,388.00	n/a	\$1,388.00	28.00	V
Meter Size, 75mm Tru-Flo	meter	\$4,677.00	\$4,798.00	n/a	\$4,798.00	121.00	V
Meter Size, 100mm Tru-Flo	meter	\$6,040.00	\$6,206.00	n/a	\$6,206.00	166.00	V
Meter Size, 150mm Tru-Flo	meter	\$11,723.00	\$12,076.00	n/a	\$12,076.00	353.00	V
Meter Size, 100mm Protectus Fireline and Domestic use	meter	\$6,820.00	\$0.00	n/a	\$0.00	-6,820.00	VII
Meter Size, 150mm Protectus Fireline and Domestic use	meter	\$11,760.00	\$12,110.00	n/a	\$12,110.00	350.00	V

APPENDIX II 2020 OPERATING AND CAPITAL BUDGET

6.2-84

SUMMARY VIII

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2019 Current Fee	2020 Proposed Fee	HST (+ or n/a)	2020 Proposed Fees inclusive of applicable taxes	Variance 2019 vs 2020	Key
Meter Size, 200mm Protectus Fireline and Domestic use	meter	\$15,288.00	\$15,756.00	n/a	\$15,756.00	468.00	V
Meter Size, 250mm Protectus Fireline and Domestic use	meter	\$20,289.00	\$20,999.00	n/a	\$20,999.00	710.00	V
Meter Size, 250X300mm Protectus Fireline and Domestic use	meter	\$20,289.00	\$23,434.00	n/a	\$23,434.00	3,145.00	V

Frozen & Damaged Meters

All charges are pro-rated charges based on the remaining life of the meter

Meter Size, 16 mm & 16mm X 19mm	meter	\$168.00 down to \$8.88	\$172.16 down to \$9.06	+	\$194.54 down to \$10.24	\$4.16 down to \$0.18	V
Meter Size, 19mm	meter	\$214.16 down to \$11.27	\$215.37 down to \$11.34	+	\$243.37 down to \$12.81	\$1.21 down to \$0.07	V
Meter Size, 25mm	meter	\$266.76 down to \$14.04	\$267.53 down to \$14.08	+	\$302.31 down to \$15.91	\$0.77 down to \$0.04	V
Meter Size, 38mm	meter	\$632.20 down to \$33.27	\$640.30 down to \$33.70	+	\$723.54 down to \$38.08	\$8.10 down to \$0.43	V
Meter Size, 50mm	meter	\$768.51 down to \$40.45	\$781.25 down to \$41.12	+	\$882.81 down to \$46.47	\$12.74 down to \$0.67	V
Meter Size, 75mm Tru-Flo	meter	\$3,243.52 down to \$170.71	\$3,330.31 down to \$175.28	+	\$3,763.25 down to \$198.07	\$86.79 down to \$4.57	V
Meter Size, 100mm Tru-Flo	meter	\$4,321.26 down to \$227.43	\$4,444.02 down to \$233.90	+	\$5,021.74 down to \$264.31	\$122.76 down to \$6.47	V
Meter Size, 150mm Tru-Flo	meter	\$8,395.08 down to \$441.85	\$8,656.58 down to \$455.61	+	\$9,781.94 down to \$514.84	\$261.50 down to \$13.76	V
Meter Size, 150mm Protectus	meter	\$12,930.60 down to \$680.56	\$13,263.05 down to \$698.06	+	\$14,987.25 down to \$788.81	\$332.45 down to \$17.50	V
Meter Size, 200mm Protectus	meter	\$16,770.61 down to \$882.66	\$17,214.97 down to \$906.05	+	\$19,452.92 down to \$1,023.84	\$444.36 down to \$23.39	V
Meter Size, 250mm Protectus	meter	\$21,793.82 down to \$1,147.04	\$22,408.33 down to \$1,179.39	+	\$25,321.41 down to \$1,332.71	\$614.51 down to \$32.35	V

Upgrading and Downgrading

Meter Size, 16mm X 19mm	meter	\$303.72	\$309.68	+	\$349.94	5.96	V
Meter Size, 19mm	meter	\$351.54	\$355.16	+	\$401.33	3.62	V
Meter Size, 25mm	meter	\$410.73	\$416.91	+	\$471.11	6.18	V
Meter Size, 38mm	meter	\$879.36	\$895.36	+	\$1,011.76	16.00	V
Meter Size, 50mm	meter	\$1,029.02	\$1,040.88	+	\$1,176.19	11.86	V
Meter Size, 75mm Tru-Flo	meter	\$4,289.23	\$4,400.00	+	\$4,972.00	110.77	V
Meter Size, 100mm Tru-Flo	meter	\$5,644.33	\$5,800.52	+	\$6,554.59	156.19	V
Meter Size, 150mm Tru-Flo	meter	\$11,205.00	\$11,550.51	+	\$13,052.08	345.51	V
Meter Size, 150mm Protectus Fireline and Domestic use	meter	\$11,012.93	\$11,352.93	+	\$12,828.81	340.00	V
Meter Size, 200mm Protectus Fireline and Domestic use	meter	\$14,412.66	\$14,868.17	+	\$16,801.03	455.51	V
Meter Size, 250mm Protectus Fireline and Domestic use	meter	\$19,596.93	\$20,228.03	+	\$22,857.67	631.10	V

Meter Test Request*

A. Meter is removed and sent to third party for testing for Volumetric and Odometer Tests

Meter Size, 16mm X 19mm	meter	\$270.00	\$276.00	n/a	\$276.00	6.00	V
Meter Size, 19mm	meter	\$270.00	\$276.00	n/a	\$276.00	6.00	V
Meter Size, 25mm	meter	\$270.00	\$276.00	n/a	\$276.00	6.00	V
Meter Size, 38mm	meter	\$379.87	\$383.00	n/a	\$383.00	3.13	V
Meter Size, 50mm	meter	\$379.87	\$383.00	n/a	\$383.00	3.13	V

B. Field tests costs only for meters greater than 25 mm which have test fees and only test for volumetric results Own Forces

Meter Size, 38mm	meter	\$278.00	\$280.00	n/a	\$280.00	2.00	V
Meter Size, 50mm	meter	\$278.00	\$280.00	n/a	\$280.00	2.00	V
Meter Size, 75mm	meter	\$334.00	\$335.00	n/a	\$335.00	1.00	V
Meter Size, 100mm	meter	\$334.00	\$335.00	n/a	\$335.00	1.00	V
Meter Size, 150mm	meter	\$334.00	\$335.00	n/a	\$335.00	1.00	V

APPENDIX II 2020 OPERATING AND CAPITAL BUDGET

6.2-85

SUMMARY VIII

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2019 Current Fee	2020 Proposed Fee	HST (+ or n/a)	2020 Proposed Fees inclusive of applicable taxes	Variance 2019 vs 2020	Key
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C. Third Party Field Test

Meter Size 75 mm to 150 mm	meter	\$602.00	\$614.00	n/a	\$614.00	12.00	V
Meter Size 100 mm to 250 mm Protectus	meter	\$602.00	\$614.00	n/a	\$614.00	12.00	V

D. Third Party volumetric tests only at Atlantic Liquid Meters

Meter Size, 16mm x 19mm	meter	\$197.17	\$204.00	n/a	\$204.00	6.83	V
Meter Size, 19mm	meter	\$197.17	\$204.00	n/a	\$204.00	6.83	V
Meter Size, 25mm	meter	\$197.17	\$204.00	n/a	\$204.00	6.83	V
Meter Size, 38mm	meter	\$239.36	\$248.00	n/a	\$248.00	8.64	V
Meter Size, 50mm	meter	\$239.36	\$248.00	n/a	\$248.00	8.64	V

Administrative Fee to recover Connection Fees not paid prior to installation

Administrative Fee	invoicing	\$98.00	\$99.00	+	\$111.87	1.00	V
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Subdivision Engineering & Inspection Fees (based on estimated cost of Regional works)

Brampton/Caledon/Mississauga (Per program - Water and Wastewater)	cost of work	5.25% or a minimum charge of \$8,500.00 plus chlorination, pressure testing and flushing fee where applicable	5.25% or a minimum charge of \$8,695.50 plus chlorination, pressure testing and flushing fee where applicable	n/a	5.25% or a minimum charge of \$8,695.50 plus chlorination, pressure testing and flushing fee where applicable	195.50	V
Miscellaneous Development Projects (Per program - Water and Wastewater)	cost of work	7% or a minimum charge of \$8,500.00 plus chlorination, pressure testing and flushing fee where applicable. First engineering submission shall include cheque in the amount of \$4,000 payable to Region of Peel. This amount will be deducted from final amount of applicable engineering fees.	7% or a minimum charge of \$8,695.50 plus chlorination, pressure testing and flushing fee where applicable. First engineering submission shall include cheque in the amount of \$4,000 payable to Region of Peel. This amount will be deducted from final amount of applicable engineering fees.	n/a	7% or a minimum charge of \$8,695.50 plus chlorination, pressure testing and flushing fee where applicable. First engineering submission shall include cheque in the amount of \$4,000 payable to Region of Peel. This amount will be deducted from final amount of applicable engineering fees.	195.50	V
Front End Financing Agreement (FEFA), administration and processing fee (Per program - Water and Wastewater)	cost of work	1% of the estimated cost of the front end financed work, \$15,000.00 minimum charge	1% of the estimated cost of the front end financed work, \$15,345.00 minimum charge	n/a	1% of the estimated cost of the front end financed work, \$15,345.00 minimum charge	345.00	V

Connection Administration & Inspection Fees

Water Service Residential (up to 50mm)	administration/ inspection up to 3 engineering submissions	\$1,345.00 (This amount includes non-refundable sum of \$703.50)	\$1,375.00 (This amount includes non-refundable sum of \$825.00)	n/a	\$1,375.00 (This amount includes non-refundable sum of \$825.00)	\$30 (This amount includes non-refundable sum of \$121.5)	V
Sewer Service Residential	administration/ inspection up to 3 engineering submissions	\$1,345.00 (This amount includes non-refundable sum of \$703.50)	\$1,375.00 (This amount includes non-refundable sum of \$825.00)	n/a	\$1,375.00 (This amount includes non-refundable sum of \$825.00)	\$30 (This amount includes non-refundable sum of \$121.5)	V
Water/Sewer Service Residential installed under Capital Project (Per program - Water and Wastewater)	administration	\$300.00 (non-refundable)	\$310.00 (non-refundable)	n/a	\$310.00 (non-refundable)	\$10.00 (non-refundable)	V
Water/Sewer Service - ICI (Per program - Water and Wastewater)	administration/ inspection up to 3 engineering submissions	\$2,400.00 (This amount includes non-refundable sum of \$1,280.00)	\$2,450.00 (This amount includes non-refundable sum of \$1,470.00)	n/a	\$2,450.00 (This amount includes non-refundable sum of \$1,470.00)	\$50 (This amount includes non-refundable sum of \$190.00)	V
Water/Sewer Service - ICI installed under Capital Project (Per program - Water and Wastewater)	administration	\$600.00 (non-refundable)	\$615.00 (non-refundable)	n/a	\$615.00 (non-refundable)	\$15.00 (non-refundable)	V
Water Service - hydrant & valve	administration/ inspection up to 3 engineering submissions	\$2,400.00 (This amount includes non-refundable sum of \$1,280.00)	\$2,450.00 (This amount includes non-refundable sum of \$1,470.00)	n/a	\$2,450.00 (This amount includes non-refundable sum of \$1,470.00)	\$50 (This amount includes non-refundable sum of \$190.00)	V

**APPENDIX II
2020 OPERATING AND CAPITAL BUDGET**

6.2-86

SUMMARY VIII

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2019 Current Fee	2020 Proposed Fee	HST (+ or n/a)	2020 Proposed Fees inclusive of applicable taxes	Variance 2019 vs 2020	Key
Processing requests/revisions to existing residential services (Per program - Roads, Water and Wastewater)	administration/ inspection up to 3 engineering submissions	\$600.00 (non-refundable)	\$615.00 (non-refundable)	n/a	\$615.00 (non-refundable)	\$15.00 (non-refundable)	V
Processing requests/revisions to existing non-residential and multi-residential services (Per program - Water and Wastewater)	administration/ inspection up to 3 engineering submissions	\$1,100.00 (non-refundable)	\$1,125.00 (non-refundable)	n/a	\$1,125.00 (non-refundable)	\$25.00 (non-refundable)	V
Water system interruption RESIDENTIAL (up to 300mm diameter watermain)	administration/ inspection	\$440.00	\$450.00	n/a	\$450.00	10.00	V
Water system interruption ICI (up to 300mm diameter watermain)	administration/ inspection	\$880.00	\$900.00	n/a	\$900.00	20.00	V
Water system interruption RESIDENTIAL AND ICI (on 400mm or larger diameter watermain)	administration/ inspection	\$200.00	\$205.00	n/a	\$205.00	5.00	V
Confirmation of Capacity Statement (Per program - Water and Wastewater)	each	\$750.00 (non-refundable)	\$0.00	n/a	\$0.00	-750.00	X

Cross Boundary Servicing Applications

Residential cross boundary servicing requests administration and processing fee (Per program - Water and Wastewater)	each	\$2,000.00 (non-refundable)	\$2,050.00 (non-refundable)	n/a	\$2,050.00 (non-refundable)	50.00	V
Non-Residential cross boundary servicing requests administration and processing fee (Per program - Water and Wastewater)	each	\$5,000.00 (non-refundable)	\$5,115.00 (non-refundable)	n/a	\$5,115.00 (non-refundable)	115.00	V

**PART 4: PUBLIC WORKS
Wastewater**

Environmental Control Fees

Biochemical Oxygen Demand	analysis	\$28.90	\$28.97	n/a	\$28.97	0.07	V
Backflow Prevention Assembly Survey Review*	analysis	\$50.00	\$50.00	n/a	\$50.00	0.00	
Annual Report Review	analysis	\$0.00	\$50.00	n/a	\$50.00	50.00	III

*2019 By-Law: "Backflow Prevention Assembly Survey/Annual Report Review"

*2020 Proposed By-Law: "Backflow Prevention Assembly Survey Review"

**PART 4: PUBLIC WORKS
Roads and Transportation**

Pavement Degradation Fee

Last Reconstruction or Last Resurfacing 0 to 5 (yrs)	per square meter	\$22.44	\$22.96	n/a	\$22.96	0.52	V
Last Reconstruction or Last Resurfacing 6 to 10 (yrs)	per square meter	\$13.26	\$13.56	n/a	\$13.56	0.30	V
Last Reconstruction or Last Resurfacing more than 10 (yrs)	per square meter	\$6.12	\$6.26	n/a	\$6.26	0.14	V

Traffic Information/Administration Fees (Traffic Signals and Systems)

Signal Timing Fees	per intersection	\$55.03	\$56.30	n/a	\$56.30	1.27	V
Legal Letter	letter	\$476.45	\$487.41	n/a	\$487.41	10.96	V
Maintenance Recovery Administration Cost	recovery	\$201.11	\$205.74	n/a	\$205.74	4.63	V

Traffic Development/Administration Fees (Traffic Development)

Access/servicing Compliance letters	letter	\$301.30	\$308.23	n/a	\$308.23	6.93	V
Temporary Access Fee	permit	\$326.37	\$333.88	n/a	\$333.88	7.51	V

Traffic Information/Administration Fees (Traffic Operations)

ATR Count	per location per year	\$28.19	\$28.84	n/a	\$28.84	0.65	V
24-Hour Volume Map	per map per year	\$28.19	\$28.84	n/a	\$28.84	0.65	V
8-Hour Manual Count	count per year	\$28.19	\$28.84	n/a	\$28.84	0.65	V
Providing Collision Information	per location per year	\$28.19	\$28.84	n/a	\$28.84	0.65	V

Contract Plans & Documents

Volume 2 Standard Contract Documents, Design Criteria Manual, Material Specifications & Standard Drawings	CD	\$35.40	\$0.00	+	\$0.00	-35.40	X
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APPENDIX II 6.2-87 2020 OPERATING AND CAPITAL BUDGET

SUMMARY VIII

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2019 Current Fee	2020 Proposed Fee	HST (+ or n/a)	2020 Proposed Fees inclusive of applicable taxes	Variance 2019 vs 2020	Key
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PART 4: PUBLIC WORKS

Land Use Planning

Sub-Delegated Plans Process & Commenting - Mississauga/Brampton/Caledon

Agreement Review and Execution**	agreement	\$2,000.00	\$2,000.00	n/a	\$2,000.00	0.00	
Major Site Plan Application	application	\$0.00	\$1,000.00	n/a	\$1,000.00	1,000.00	II
Minor Site Plan Application	application	\$0.00	\$500.00	n/a	\$500.00	500.00	II

**2019 By-Law: "Site Plan Agreement, Development Agreement"

**2020 Proposed By-Law: "Agreement Review and Execution"

Development Engineering Review Fees

ICI Connection first submission application fee (Per program - Roads, Water and Wastewater)	administration	\$400.00 (non-refundable)	\$410.00 (non-refundable)	n/a	\$410.00 (non-refundable)	10.00	V
Site Servicing on Regional Roads - Residential (Per program - Roads, Water and Wastewater)	administration/ inspection up to 3 engineering submissions	\$1,980.00 (This amount includes non-refundable sum of \$1,120.50)	\$2,025.00 (This amount includes non-refundable sum of \$1,417.00)	n/a	\$2,025.00 (This amount includes non-refundable sum of \$1,417.00)	45.00 (This amount includes non-refundable sum of 296.50)	V
Site Servicing on Regional Roads - ICI (Per program - Roads, Water and Wastewater)	administration/ inspection up to 3 engineering submissions	\$3,200.00 (This amount includes non-refundable sum of \$1,840.00)	\$3,275.00 (This amount includes non-refundable sum of \$2,292.00)	n/a	\$3,275.00 (This amount includes non-refundable sum of \$2,292.00)	75.00 (This amount includes non-refundable sum of 452.00)	V
Functional Service Report	per report	\$500.00 per report up to 3 engineering submissions (non-refundable)	\$515.00 per report up to 3 engineering submissions (non-refundable)	n/a	\$515.00 per report up to 3 engineering submissions (non-refundable)	15.00	V
Storm Water Management Report Review Fee	per report	\$500.00 per report up to 3 engineering submissions (non-refundable)	\$515.00 per report up to 3 engineering submissions (non-refundable)	n/a	\$515.00 per report up to 3 engineering submissions (non-refundable)	15.00	V
Processing of submissions beyond third engineering submission for all development related projects including FSR/Storm Water Management Reports	administration per submission	\$350.00	\$360.00 (non-refundable)	n/a	\$360.00 (non-refundable)	10.00	V
MOE processing, review and administration fee (Wastewater and/or Storm Water and/or Storm Sewer)	cost of work	\$1,100.00 (non-refundable)	\$1,125.00 (non-refundable)	n/a	\$1,125.00 (non-refundable)	25.00	V
MOE processing, review and administration fee (WATER)	cost of work	\$1,200.00 (non-refundable)	\$1,225.00 (non-refundable)	n/a	\$1,225.00 (non-refundable)	25.00	V
MTO Road Cut Permit Peel administration fee (Per program - Roads, Water and Wastewater)	each	\$150.00 (non-refundable)	\$155.00 (non-refundable)	n/a	\$155.00 (non-refundable)	5.00	V

Regional Planning Division & Growth Management*

Regional Official Plan - current Office Consolidation	copy	\$66.37	\$88.00	+	\$99.44	21.63	V
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*2019 By-Law: "Integrated Planning - Planning Publications"

*2020 Proposed By-Law: "Regional Planning Division & Growth Management"

PART 4: PUBLIC WORKS

Waste Management

Compost Agricultural Grade (Bulk) (1 and 1/2 inch minus)	tonne	\$5.00	\$10.00	+	\$11.30	5.00	VI
Garbage Bag Tags	per tag	\$1.00	\$3.00	n/a	\$3.00	2.00	VI

PART 5: HEALTH SERVICES

Infectious Disease Prevention

Thermometers*	Thermometer	Actual Cost	\$0.00	+	\$0.00	-Actual Cost	VII
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PART 5: HEALTH SERVICES

Adult Day

Seniors Day Program Fees*	day	\$22.95	\$23.50	n/a	\$23.50	0.55	V
Seniors Day Program Fees - Minimum Fee per Day	day	\$11.48	\$16.50	n/a	\$16.50	5.02	VI

PART 5: HEALTH SERVICES

Long Term Care

Guest Meals Fees	meal	\$7.56	\$7.94	+	\$8.97	0.38	V
Meals on Wheels	meal	\$7.30	\$7.52	n/a	\$7.52	0.22	V

APPENDIX II 2020 OPERATING AND CAPITAL BUDGET

6.2-88

SUMMARY VIII

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2019 Current Fee	2020 Proposed Fee	HST (+ or n/a)	2020 Proposed Fees inclusive of applicable taxes	Variance 2019 vs 2020	Key
PART 6: PEEL REGIONAL POLICE							
Communications Centre							
Audio File	compact disc	\$57.50	\$59.30	n/a	\$59.30	1.80	V
Records Search Unit							
Police Vulnerable Sector Check	request	\$34.00	\$35.00	n/a	\$35.00	1.00	V
Police Information Check	request	\$34.00	\$35.00	n/a	\$35.00	1.00	V
Customer Services Unit							
Motor Vehicle Accident Notes	request	\$147.00	\$151.00	n/a	\$151.00	4.00	V
Insurance Information Report	report	\$34.00	\$0.00	n/a	\$0.00	-34.00	VIII
Lost/Stolen Passport	request	\$45.00	\$0.00	n/a	\$0.00	-45.00	VIII
Photographs							
Photograph Enlargement	per photo	\$63.00	\$65.00	n/a	\$65.00	2.00	V
Contact Sheet (Photograph Proofs)	sheet	\$92.00	\$95.00	n/a	\$95.00	3.00	V
Major Collision Bureau							
Survey Data Report	per diagram and efile	\$136.00	\$140.00	+	\$158.20	4.00	V
Event Data Recorder	per recording	\$136.00	\$140.00	+	\$158.20	4.00	V
Division Operations							
Recording of Interview Statements - Additional Crown's Disclosure Copy	dvd	\$14.25	\$14.60	n/a	\$14.60	0.35	V
Recording of Interview Statements - Additional Copy Defence	dvd	\$41.60	\$42.75	n/a	\$42.75	1.15	V
Digital Recording Cells - Crown copy	dvd	\$10.50	\$10.75	n/a	\$10.75	0.25	V
Digital Recording Cells - Additional Copy	dvd	\$16.75	\$17.20	n/a	\$17.20	0.45	V
Digital Recording Cells - Additional Copy Defence	dvd	\$43.70	\$44.95	n/a	\$44.95	1.25	V

2020 Waste Management System Fees By-law

Effective date: all rates set out below are effective for all accounts rendered on or after the day this by-law comes into effect.

	Description	Service Unit	2019 Current Fee	2020 Proposed Fee	Variance 2019 vs 2020
1	Community Recycling Centre Minimum Drop-off (50 kg or less)	per drop off	\$5.00	\$6.00	1.00
2	Community Recycling Centre Drop-off (over 50 kg)	per kilogram (kg) (per tonne = 1000 kg)	\$0.10 (\$100 per tonne)	\$0.118 (\$118 per tonne)	0.018 (\$18 per tonne)
3	Community Recycling Centre Drop-Off Fee (scales non-operational) - Car, Mini Van and Pick-up Truck*	per drop off	\$5.00	\$6.00	1.00
4	Community Recycling Centre Drop-Off Fee (scales non-operational) - Car, Mini Van and Pick-up Truck with Trailer**	per drop off	\$10.00	\$12.00	2.00
5	Community Recycling Centre Drop-Off Fee (scales non-operational) - Cube Van, Stake Truck, or Larger Vehicle***	per drop off†	\$5.00	\$18.00	13.00
6a	Residential Yard Waste (Bolton CRC)****	per kilogram (kg)††	No Charge	\$0.118	0.118
6b	Residential Yard Waste (Caledon CRC)*****	per kilogram (kg) with 150kg free†††	No Charge	\$0.118	0.118
7	Community Recycling Centre Drop-off Fee:***** -Household Hazardous Waste -Reusable Goods -Dedicated Loads of Blue Items -Dedicated Loads of Waste Electrical and Electronic Equipment	if deemed acceptable	No Charge	No Charge	0.00

NOTES:

*2019 By-Law: "Community Recycling Centre Drop-Off Fee (scales non-operational) - Car/Minivan"

*2020 Proposed By-Law: "Community Recycling Centre Drop-Off Fee (scales non-operational) - Car, Mini Van and Pick-up Truck"

**2019 By-Law: "Community Recycling Centre Drop-Off Fee (scales non-operational) - Pick-ups and Larger Vehicles"

**2020 Proposed By-Law: "Community Recycling Centre Drop-Off Fee (scales non-operational) - Car, Mini Van and Pick-up Truck with Trailer"

***2019 By-Law: "Community Recycling Centre Drop-Off Fee (scales non-operational) - Trailers"

***2020 Proposed By-Law: "Community Recycling Centre Drop-Off Fee (scales non-operational) - Cube Van, Stake Truck, or Larger Vehicle"

****2019 By-Law: "Dedicated loads of Yard Waste (Caledon and Bolton CRCs only)"

****2020 Proposed By-Law: "Residential Yard Waste (Bolton CRC)"

*****2019 By-Law: "Dedicated loads of Yard Waste (Caledon and Bolton CRCs only)"

*****2020 Proposed By-Law: "Residential Yard Waste (Caledon CRC)"

*****2019 By-Law: "Community Recycling Centre Drop-off Fee: -Household Hazardous Waste -Reusable Goods -Dedicated Loads of Blue Items -Dedicated Loads of Passenger Car or Light Truck Tires -Dedicated Loads of any size Tires (effective at Caledon CRC only) -Dedicated Loads of Waste Electrical and Electronic Equipment"

*****2020 Proposed By-Law: "Community Recycling Centre Drop-off Fee: -Household Hazardous Waste -Reusable Goods -Dedicated Loads of Blue Items -Dedicated Loads of Waste Electrical and Electronic Equipment"

†2019 By-Law: "+ appropriate vehicle fees per drop off"

†2020 By-Law: "per drop off"

††2019 By-Law: "if deemed acceptable"

††2020 By-Law: "per kilogram (kg)"

†††2019 By-Law: "if deemed acceptable"

†††2020 By-Law: "per kilogram (kg) with 150kg free"

2020 Sewer Surcharge Rate and Sewer Waste Disposal Charge By-law

SCHEDULE A

Sewer Surcharge Rate and Sewer Waste Disposal Charge

The Sewer Surcharge Rate and Sewer Waste Disposal Charge set out below are effective for all accounts rendered on or after the day this by-law comes into effect.

1. Qualitative Sanitary Sewer Surcharge Rate: \$368.00 per 1,000 cubic meters.
2. Sewer Waste Disposal Charge: \$14.19 per 1,000 gallons.

2020 Wastewater System Fees and Charges (Sewer Charge Rates) By-law

SCHEDULE A

The Wastewater System Fees and Charges (Sewer Charge Rates) set out below are effective for all accounts rendered on or after April 1, 2020.

Metered Consumption

Each metered service shall be billed separately. The metered rates shall be as follows:

- (a) \$5.41 per thousand Imperial gallons, and
- (b) \$1.1903 per cubic metre (m³)

Unmetered Consumption

A flat rate of \$13.46 per month for consumers whose water consumption is unmetered.

2020 Water Consumption Fees and Charges By-law

SCHEDULE A

The Water Consumption Fees and Charges rates set out below are effective for all accounts rendered on or after April 1, 2020.

Metered Consumption

Each metered service shall be billed separately. The metered rates shall be as follows:

- (a) \$7.21 per thousand Imperial gallons, and
- (b) \$1.5871 per cubic metre (m³)

Unmetered Consumption

A flat rate of \$20.05 per month for consumers whose water consumption is unmetered.

APPENDIX II
2020 OPERATING AND CAPITAL BUDGET

6.2-93

SUMMARY IX

2020 Waste Management System Fees By-law

Effective date: all rates set out below are effective for all accounts rendered on or after the day this by-law comes into effect.

	Description	Service Unit	2020 Proposed Fee
1	Community Recycling Centre Minimum Drop-off (50 kg or less)	per drop off	\$6.00
2	Community Recycling Centre Drop-off (over 50 kg)	per kilogram (kg) (per tonne = 1000 kg)	\$0.118 (\$118 per tonne)
3	Community Recycling Centre Drop-Off Fee (scales non-operational) - Car, Mini Van and Pick-up Truck	per drop off	\$6.00
4	Community Recycling Centre Drop-Off Fee (scales non-operational) - Car, Mini Van and Pick-up Truck with Trailer	per drop off	\$12.00
5	Community Recycling Centre Drop-Off Fee (scales non-operational) - Cube Van, Stake Truck, or Larger Vehicle	per drop off†	\$18.00
6a	Residential Yard Waste (Bolton CRC)	per kilogram (kg)	\$0.118
6b	Residential Yard Waste (Caledon CRC)	per kilogram (kg) with 150kg free	\$0.118
7	Community Recycling Centre Drop-off Fee: -Household Hazardous Waste -Reusable Goods -Dedicated Loads of Blue Items -Dedicated Loads of Waste Electrical and Electronic Equipment	if deemed acceptable	No Charge
8	Business Hazardous Waste System Fees		
	145B Latex Paint	4 Litre Can	No Charge
	145B Latex Paint (20L pail)	20 litre Pail	No Charge
	145B Alkyd Paint	4 Litre Can	No Charge
	145 B Alkyd Paint (20L Pail)	20 litre Pail	No Charge
	148A Acids	Litre	\$1.00
	148A Caustics	Litre	\$1.00
	148A Dry Cell Battreies	Kg	No Charge
	148A Rechargeable Batteries	Kg	No Charge
	148A Oxidizers	Litre	\$1.75
	213I Bulk Thinners	Litre	\$0.75
	221 Bulk Fuel	Litre	\$0.75
	263A Organic Peroxides	Kg	\$41.37
	231L Latex Tars	20 litre Pail	No Charge
	263A Misc Flammable	4 Litre Can	No Charge
	263A Misc Flammable	20 litre Pail	No Charge
	242A Pesticides	Litre	No Charge
	261A Pharmaceuticals	Kg	\$0.65
	312P Syringes in Biohazard Containers	Kg	\$8.03
	146T Fluorescent light bulbs	Foot	\$0.14
	146T Compact Fluorescent Bulbs	Bulb	\$0.46
	331I Fire Extinguishers	Cylinder	\$3.11
	252L Motor Oil	Litre	No Charge
	Oil Filters	Filter	No Charge
	212L Glycol	Litre	No Charge
	331I Aerosols	Container	No Charge
	331I All Sizes Propane	Cylinder	No Charge
	331I All sizes Non-Flam Gas Cylinders	Cylinder	No Charge
	331I All Sizes Flam Gas Cylinders	Cylinder	No Charge
	Automotive Batteries	Battery	No Charge
	Caustic Pail	20 litre Pail	\$7.25
	Grease	20 litre Pail	\$7.25
	Water Reactives	kg	\$41.37
	Waste Vegetable Oil	Litre	No Charge
	Adminstrative Fee for Invoicing	per invoice	\$35.00

2020 Budget

Investing to build our
Community for Life

Services to be presented

Living

- Paramedic Services
- Long Term Care
- Adult Day

Thriving

- Chronic Disease Prevention
- Infectious Disease Prevention

Pressures and Funding Impacts

- Changes to Provincial funding
 - Long Term Care (\$0.4M)
 - Public Health Services (\$0.9M)
 - Ontario Seniors' Dental Care Program \$3.9M
- Public Health Cost share changes
 - Funding level at 70% (except few programs)
 - No funding impact for 2020
- Other pressures
 - Funding uncertainty in forecast years
 - Lag in funding for inflation and service growth



Continuous Improvement

Health Services found efficiencies and mitigated costs through:

- Service reviews
- Line-by-line reviews
- User-fee reviews

Efficiencies in the 2020 Budget	Cost Savings \$ Million	Cost Avoidance \$ Million
Project Lifesaver program review	-	\$0.2
Digital menu solution for Long Term Care	-	\$0.05
Process improvements to Resident and Family Satisfaction Survey (LTC)	-	\$0.06
Public Health process improvements (multiple)	\$0.1	-
TOTAL	\$0.1	\$0.4

2020 Budget

Living

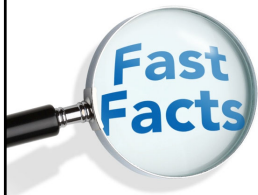
Investing to build our
Community for Life

Paramedic Services

Expert, reliable
pre-hospital care



 **Region of Peel**
working with you



35%

increase in total daily calls between 2015 (288/day) and 2019 (389 projected/day)

39%

of calls received in 2019 were from those aged 65 and older

66%

of calls received in 2019 dispatched as life-threatening

7%

transported to hospital as life-threatening

Top five medical issues

general illness; musculoskeletal trauma; respiratory distress; abdominal pain; mental health

How We Are Adapting



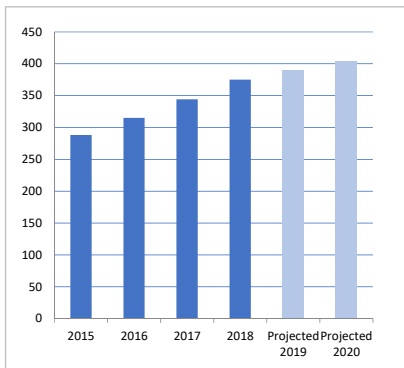
- Continued advocacy for dispatch reform
- Mental wellness initiatives
- Pre-hospital medical research
- Community paramedicine (shown here)



NEW
in 2020

2020 Service Investments

Service Pressure



Investment

Investing to answer
>5,600 more 911
calls and growing
demand for
pre-hospital care

+\$2.87M Operating
+1.3M Capital

Service Outcome

Peel residents and
visitors receive
quality pre-
hospital care

Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$56.2
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	2.5
• Increase in base provincial subsidy	(1.0)
Sub-total: Cost to maintain 2019 service level	\$1.5
2020 Service Demand (assuming 50% Provincial funding)	1.4
2020 Proposed Net Budget Change from 2019	\$2.9
Proposed Total 2020 Net Budget	\$59.2

2020 Capital Budget – \$12.5 Million

Key Highlights

- Six ambulances and two satellite stations for growth
- Replacement of 28 ambulances and equipment at end of useful life
- Maintenance of facilities and equipment in state-of-good-repair



Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$56.2	\$59.2	
Full-time Staffing Resources	613	634	
Capital Investment (\$M)		\$12.5	
10-Year Capital Investment (\$M)		\$117.9	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$2.2	\$2.4	\$2.5
% Increase	3.9%	3.9%	3.9%

2020 Budget

Living

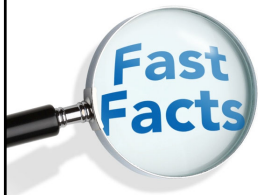
Investing to build our
Community for Life

Long Term Care

Quality person-centred
care for residents with
complex needs

 **Region of Peel**
working with you





900
residents received care
124
people lived in Butterfly

50%
reduction in inappropriate use
of antipsychotic medication in
the Malton Village Butterfly
household

50%
increase in proportion of
residents with dementia
since 2010

87%
of residents are totally or
extensively dependent on
staff

Figures presented to Council in November 2019 are estimates

How We Are Adapting

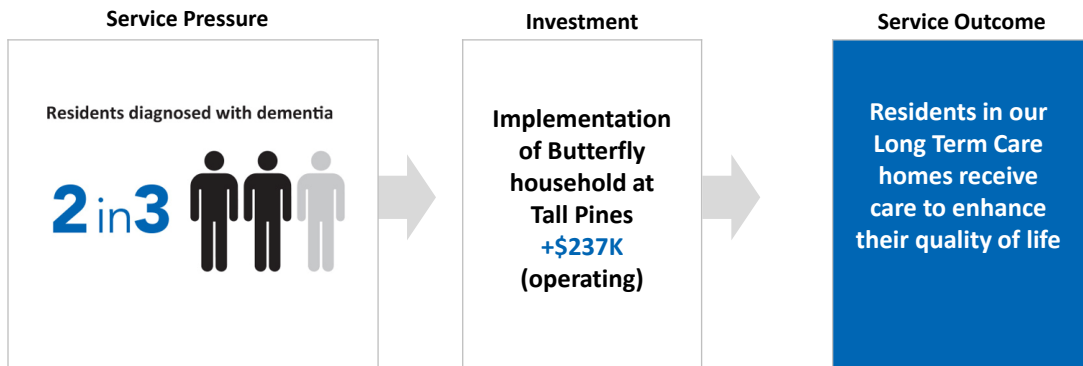
ADAPTING

- Expanded Butterfly model
- Focused training to proactively prevent hospital admission
- Utilized LEAN methodology
- Achieved highest performance rating from Ministry



NEW
in 2020

2020 Service Investments



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$36.7
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	2.2
• Annualization of approved 2019 butterfly households	0.5
• Increase in user fees	(1.1)
Sub-total: Cost to maintain 2019 service level	\$1.6
• Provincial funding reduction*	0.4
• Tall Pines butterfly household	0.2
• Seniors' Health and Wellness Village debt servicing phase-in costs	0.3
2020 Service Demand	0.9
2020 Proposed Net Budget Change from 2019	\$2.4
Proposed Total 2020 Net Budget	\$39.1

* Council endorsed on Sept. 26, 2019 (Resolution 2019-847)

2020 Capital Budget – \$2.0 Million

Key Highlights

- Parking lot paving (Malton Village and Tall Pines)
- Lift and bed replacements (all homes except Peel Manor)
- Humidifiers and kitchen flooring (Malton Village)



Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$36.7	\$39.1	
Full-time Staffing Resources	725	728	
Capital Investment (\$M)		\$2.0	
10-Year Capital Investment (\$M)		\$111.2	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$3.5	\$2.3	\$1.7
% Increase	8.9%	5.3%	3.8%

2020 Budget

Living

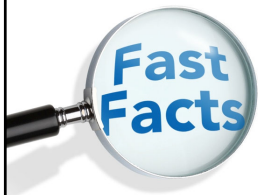
Investing to build our
Community for Life

Adult Day Services

Supports the delay
or prevention of
admission to
hospital or Long
Term Care



 **Region of Peel**
working with you



38,100

days of care provided annually to support clients and their caregivers

72%

of current clients have complex care needs

58%

of current clients have been diagnosed with a cognitive impairment (i.e., dementia)

92%

of clients and caregivers surveyed said Adult Day Services contributes to their ability to continue living at home

Figures presented to Council in November 2019 are estimates

How We Are Adapting



- Investigating program expansion at the Seniors Health and Wellness Village at Peel Manor
- Advocating for expanded services to support aging in place



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$2.1
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.4
• Increase in user fees	(0.1)
Sub-total: Cost to maintain 2019 service level	\$0.3
2020 Service Demand	-
2020 Proposed Net Budget Change from 2019	\$0.3
Proposed Total 2020 Net Budget	\$2.4

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$2.1	\$2.4	
Full-time Staffing Resources	51.8	51.8	
Capital Investment (\$M)			-
10-Year Capital Investment (\$M)			-
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$0.2	\$0.2	\$0.2
% Increase	8.2%	9.3%	6.1%

Application for service expansion and service hub funding from the Province will be made in forecast years

2020 Budget

Investing to build our
Community for Life

Services to be presented

Living

- Paramedic Services
- Long Term Care
- Adult Day

Thriving

- Chronic Disease Prevention
- Infectious Disease Prevention

2020 Budget

Thriving

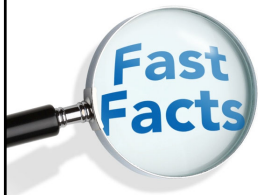
Investing to build our
Community for Life

Chronic Disease Prevention

Improving lives
and reducing
burden

 **Region of Peel**
working with you





35%

of grade 12 students in Peel reported vaping in 2019

>104,800

children given free dental screenings and 13,691 children identified with urgent dental needs in 2019

72%

of people 12 years and older in Peel rate their health as "very good" or "excellent"

800

seniors got access to dental care in 2019

Figures presented to Council in November 2019 are estimates

How We Are Adapting



- New Ontario Seniors Dental Care program
- Healthy Pledge program in schools
- New mental health strategy with schools
- Outdoor smoke-free by-law



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$12.0
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.5
• Cessation of Regional Seniors Dental Program	(1.7)
Sub-total: Cost to maintain 2019 service level	(\$1.2)
2020 Service Demand	
• Provincial funding reduction (Council Resolution 2019-847)	0.3
• 100% provincially funded Ontario Seniors Dental Care Program (gross expenditure \$3.9M)	0.0
• Continuing creation of community safety and wellbeing plan (gross expenditure \$0.2M)*	0.0
2020 Proposed Net Budget Change from 2019	(\$0.9)
Proposed Total 2020 Net Budget	\$11.1

*Applied working fund reserve draw (council resolution 2019-20)

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$12.0	\$11.1	
Full-time Staffing Resources	255	255	
Capital Investment (\$M)		\$0.3	
10-Year Capital Investment (\$M)		\$3.3	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$1.8	\$0.4	\$0.4
% Increase	16.0%	3.0%	3.0%

2020 Budget

Thriving

Investing to build our
Community for Life

Infectious Disease Prevention

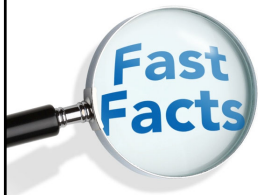
Vigilant health
protection saves lives



 **Region of Peel**
working with you

2020 Budget

Infectious Disease Prevention



73,000

vaccine doses administered in the 2018/2019 school year

>250,000

student immunization records screened for protection against vaccine-preventable diseases

96.2%

of food inspections received a green pass

>500,000

clean needles distributed

Figures presented to Council in November 2019 are estimates

How We Are Adapting

ADAPTING

- Found efficiencies in case management of Chlamydia
- Expanded harm reduction reach
- Introduced online vaccination reporting
- Upgraded inspection information system



Summary of 2020 Net Operating Budget






2019 Net Base Budget (In \$Millions)	\$10.4
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.7
• Efficiencies to mitigate decrease in base provincial funding	(0.1)
Sub-total: Cost to maintain 2019 service level	\$0.6
2020 Service Demand	
• Provincial funding reduction	0.4
• Continuing creation of community safety and wellbeing plan (gross expenditure \$0.2M)*	0.0
2020 Proposed Net Budget Change from 2019	\$1.0
Proposed Total 2020 Net Budget	\$11.4

*Applied working fund reserve draw (council resolution 2019-20)

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$10.4	\$11.4	
Full-time Staffing Resources	242	242	
Capital Investment (\$M)		\$0.1	
10-Year Capital Investment (\$M)		\$7.7	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$1.9	\$0.4	\$0.4
% Increase	16.8%	2.9%	2.9%

Summary of 2020 Service Budgets

	Operating (\$M)*	Capital (\$M)
 Adult Day Services	\$2.4	\$ -
 Chronic Disease Prevention	\$11.1	\$0.3
 Infectious Disease Prevention	\$11.4	\$0.1
 Long Term Care	\$39.1	\$2.0
 Paramedic Services	\$59.2	\$12.5

* Net expenditure

Summary of Service Outcomes



Adult Day

Supports the delay or prevention of admission to hospital or Long Term Care



Long Term Care

Quality person-centred care for residents with complex needs



Chronic Disease Prevention

Improving lives and reducing burden



Paramedic Services

Expert, reliable pre-hospital care



Infectious Disease Prevention

Vigilant health protection saves lives

2020 Budget

Investing to build our
Community for Life

Services to be presented

Thriving

- Early Growth and Development

Living

- Housing Support
- Homelessness Support
- Income Support
- Employment Support
- Community Investment
- Child Care

Pressures and Funding Impacts

- Provincial funding reductions in Child Care and Early Growth and Development
- Funding reductions and cancellation of programs in Income and Employment Services
- Demand on Homelessness supports with no additional sources of external funding
- No funding for inflation or service demand



Continuous Improvement

- \$1 million in savings through the review and consolidation of Early Years programs
- These funds will be utilized within the Early Growth and Development budget to support EarlyON system enhancements in 2020
- Realigning the current funding to address service priorities

Efficiencies in the 2020 Budget	Cost Savings \$ Million	Cost Avoidance \$ Million
Early Years – Family Literacy Program	\$0.6	-
Early Years – Families Living in Shelters	0.4	-
TOTAL	\$1.0	\$-

2020 Budget

Thriving

Investing to build our
Community for Life

Early Growth and Development

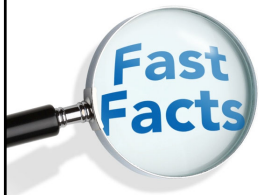
Early support
delivers lifelong
benefits

 **Region of Peel**
working with you



2020 Budget

Early Growth and Development



2,600

home visits to support breastfeeding

9,800

Healthy Babies Healthy Children home visits

2,623

children with special needs will benefit from enhanced resources

95,000

children and parents/caregivers participated in EarlyON programs

How We Are Adapting

ADAPTING

- Promoting healthy eating and physical activity in the early years
- Finding efficiencies within Healthy Babies Healthy Children program
- Improving access to high-quality EarlyON programs
- Redesigning and enhancing special needs supports for greater inclusion



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$16.0
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.5
Sub-total: Cost to maintain 2019 service level	\$0.5
2020 Service Demand	
• Expanded EarlyON programs	1.0
• Savings due to service realignment	(1.0)
• Public Health funding reduction	0.2
2020 Proposed Net Budget Change from 2019	\$0.7
Proposed Total 2020 Net Budget	\$16.7

2020 Budget

Early Growth and Development

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$16.0	\$16.7	
Full-time Staffing Resources	221	221	
Capital Investment (\$M)		-	
10-Year Capital Investment (\$M)		-	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$2.9	\$0.7	\$0.4
% Increase	17.1%	3.6%	2.0%

2020 Budget

Living

Investing to build our
Community for Life

Housing Support

Affordable,
sustainable and
adequate
housing stock

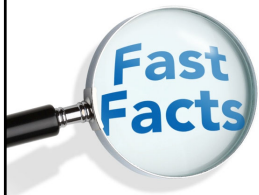
Home
for Good
in Peel



 **Region of Peel**
working with you

2020 Budget

Housing Support



11,456

households that received housing subsidies

647

households placed from the wait list

6,421

units maintained and repaired

965

units in development

How We Are Adapting

ADAPTING

- Innovative approach to building affordable housing
- Managing 17,508 housing units
- Maintaining affordable stock in a state of good repair
- Maximizing private stock to create more spaces



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$115.6
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	\$1.5
Sub-total: Cost to maintain 2019 service level	\$1.5
2020 Service Demand	
• Rent Supplements funded by Canada Ontario Community Housing Initiative (COCHI)	-
2020 Proposed Net Budget Change from 2019	\$1.5
Proposed Total 2020 Net Budget	\$117.1

2020 Capital Budget – \$14.1 Million

Key Highlights

- \$13.7M loans for provider state of good repair
- \$0.4M Region owned housing state of good repair
- 10-Year capital plan includes recently approved Housing Master Plan



Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$115.6	\$117.1	
Full-time Staffing Resources	102	102	
Full-time Staffing Resources – Peel Living	116	116	
Capital Investment (\$M)		\$14.1	
10-Year Capital Investment (\$M)		\$948.0	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$2.2	\$1.9	\$4.8
% Increase	1.8%	1.6%	4.0%

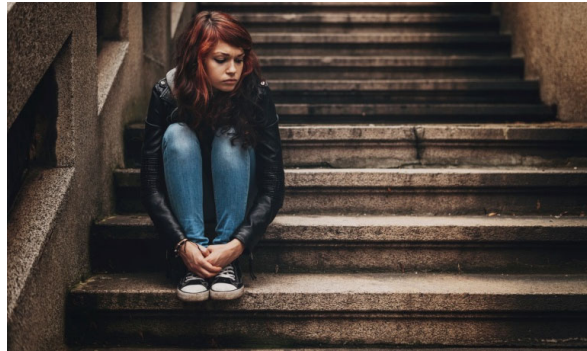
2020 Budget

Living

Investing to build our
Community for Life

Homelessness Support

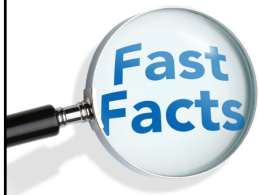
Homelessness
in Peel is
prevented



 **Region of Peel**
working with you

2020 Budget

Homelessness Support



11,891

visits to Regional shelters

3,955

unique individuals accessing
emergency shelters

193

individuals assisted through
transitional housing

1,186

individuals or family units
whose housing was stabilized

How We Are Adapting

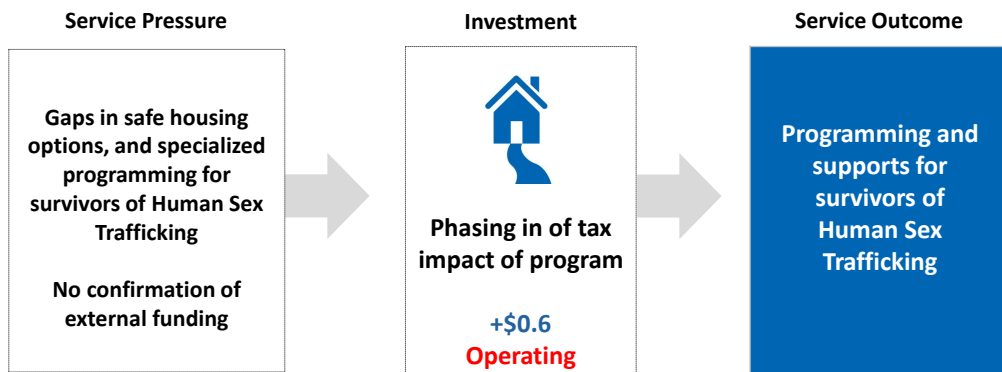


- Enhancing street outreach and weather protocols to ensure people in need have supports or shelter
- Managing increased demand for shelters, transitional housing and facilities for human trafficking survivors
- Getting people into housing and helping them stay there



NEW
in 2020

2020 Service Investments



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$11.6
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	\$0.6
• Increase to Anti Human Trafficking Regional funding and phasing in of tax impact	0.6
• Phasing in of tax impact for Housing Stability program	0.4
Sub-total: Cost to maintain 2019 service level	\$1.6
2020 Service Demand	-
2020 Proposed Net Budget Change from 2019	\$1.6
Proposed Total 2020 Net Budget	\$13.2

2020 Budget

Homelessness Support

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$11.6	\$13.2	
Full-time Staffing Resources	25	25	
Capital Investment (\$M)		\$0.5	
10-Year Capital Investment (\$M)		\$3.9	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$0.7	\$0.7	\$0.1
% Increase	5.5%	5.2%	0.9%

2020 Budget

Living

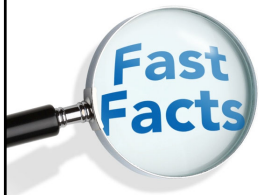
Investing to build our
Community for Life

Income
Support

Financial
supports
and benefits

 **Region of Peel**
working with you





17,246

households receiving income support through Ontario Works

100%

of Ontario Works benefit costs paid by the Province

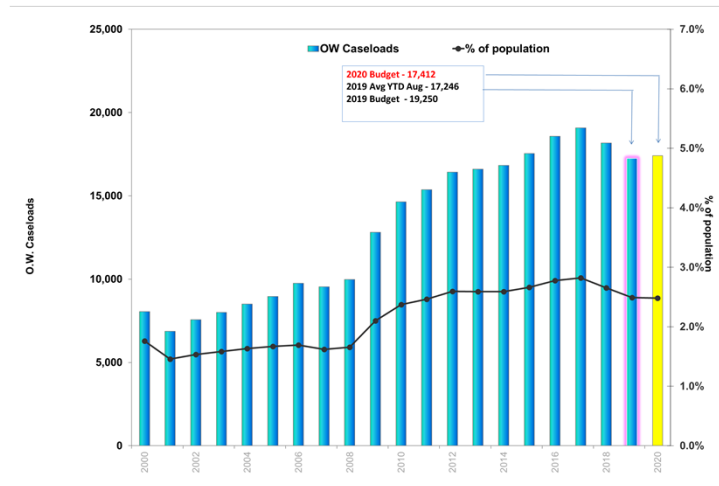
2.4%

of the Peel population receives Ontario Works assistance

800+

Ontario Works applications processed monthly

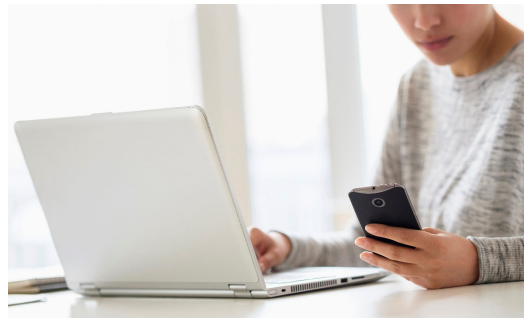
Ontario Works caseload trend in Peel



How We Are Adapting

ADAPTING

- Implementing Provincial direction for social assistance
- Evolving caseload management models to better serve clients
- Continuing to streamline business processes to improve client outcomes
- Implementing new self-service technology



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$22.9
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	\$0.6
Sub-total: Cost to maintain 2019 service level	\$0.6
2020 Service Demand	-
2020 Proposed Net Budget Change from 2019	\$0.6
Proposed Total 2020 Net Budget	\$23.5

2020 Budget

Income Support

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$22.9	\$23.5	
Full-time Staffing Resources	343	343	
Capital Investment (\$M)		-	
10-Year Capital Investment (\$M)		-	
Outlook Years	2021	2022	2023
Net Increase (in millions)	\$1.2	\$1.3	\$1.3
% Increase	5.2%	5.1%	5.0%

2020 Budget

Living

Investing to build our
Community for Life

Employment Support

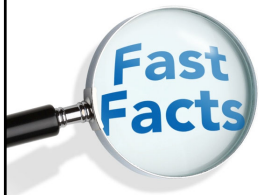
Assisting
Ontario Works
clients to find
employment

 **Region of Peel**
working with you



2020 Budget

Employment Support



2,681

clients working with
Employment Services

10.7%

caseloads with employment
earnings

\$985

average earnings per month

186

youth placed in jobs through
the Summer Job Challenge
program

109

clients placed in employment
or internship opportunities

How We Are Adapting



- Submitted a proposal to the Province to be the local employment service system manager
- Implemented a case management portfolio focused on job ready clients
- Enhanced the technology needed to modernize service



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$3.1
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.1
Sub-total: Cost to maintain 2019 service level	\$0.1
2020 Service Demand	
• Grant reduction	(0.1)
• Addiction Service Initiative cancelled (Council July 11, 2019)	(0.1)
• Provincial funding held at 2018 levels	1.1
• Expense reduction	(0.9)
2020 Proposed Net Budget Change from 2019	\$-
Proposed Total 2020 Net Budget	\$3.1

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$3.1	\$3.1	
Full-time Staffing Resources	62	62	
Capital Investment (\$M)		-	
10-Year Capital Investment (\$M)		-	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$0.3	\$0.3	\$0.3
% Increase	9.8%	9.2%	8.6%

2020 Budget

Living

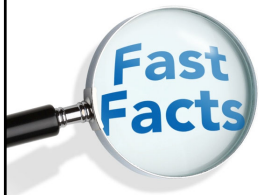
Investing to build our
Community for Life

Community
Investment

Supports to
the non-profit
sector

 **Region of Peel**
working with you





12.8%

of Peel households experienced poverty per 2016 census data

4,500+

residents approved for subsidized transportation

345,000

residents served through agencies funded by the Community Investment Program

14%

of Peel households experiencing marginal, moderate or severe food insecurity



How We Are Adapting

- Aligning the Community Investment Program with the Region's priorities
- Building partnerships to reduce poverty
- Promoting social innovation to create work opportunities and diversify revenue streams

The logo for the Peel Poverty Reduction Strategy, featuring the text "Peel Poverty Reduction Strategy" in a bold, sans-serif font. To the left of the text are three concentric, curved lines in shades of orange and brown, resembling a stylized 'P' or a series of waves.

**Peel
Poverty
Reduction
Strategy**

Awareness. Inclusion.
Access. Opportunity.

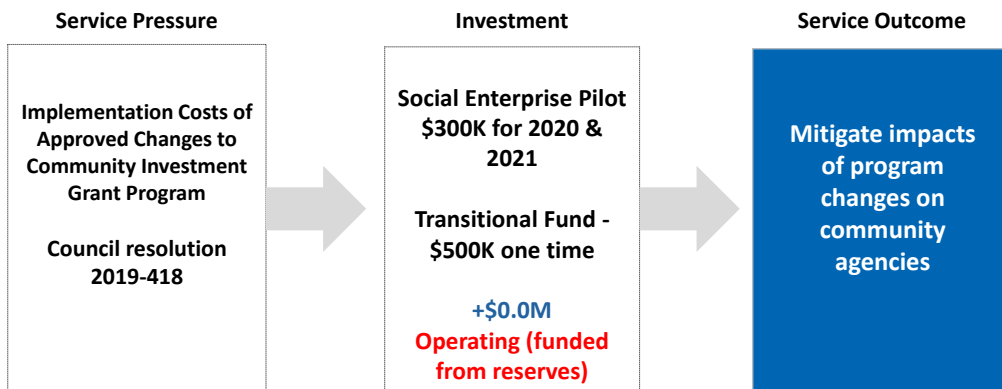
The Peel Poverty Reduction Committee works with community partners and residents to make Peel a livable community for ALL.

- Income Security
- Economic Opportunity
- Well-being and Social Inclusion

A photograph showing the back of a man and a woman walking together, suggesting a community or partnership.

NEW
in 2020

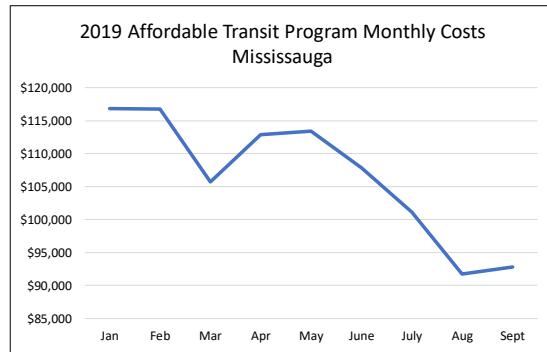
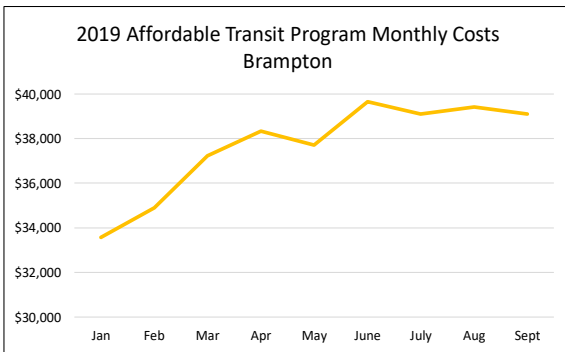
2020 Service Investments



2020 Service Investments

NEW
in 2020

Service Pressure



Inconsistent demand on Affordable Transit Program in Brampton and Mississauga

NEW
in 2020

2020 Service Investments

Investment

Additional investment
to bring program
budget to \$1.6M

+\$0.6M
Operating



Service Outcome

Provide subsidies
to 2,400 riders per
month in a capped
program

Additional Benefits

- Enhanced access to employment, education services, food, recreational and medical services
- Increased social engagement
- Social Return on Investment of \$3.93 for every \$1 invested

2020 Capital Budget – \$12.0 Million

Key Highlights

- \$6.0M support to the City of Mississauga for the conversion of the Malton Lincoln Alexander Pool into a youth community hub
- \$6.0M support to the City of Brampton for the development of two youth community hubs



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$10.7
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.2
Sub-total: Cost to maintain 2019 service level	\$0.2
2020 Service Demand	
• Social Enterprise Pilot and Transitional Fund (funded from reserve)	-
• Increase to the Affordable Transit Program	\$0.6
2020 Proposed Net Budget Change from 2019	\$0.8
Proposed Total 2020 Net Budget	\$11.5

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$10.7	\$11.5	
Full-time Staffing Resources	30	30	
Capital Investment (\$M)		\$12.0	
10-Year Capital Investment (\$M)		\$12.0	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$0.1	\$0.1	\$0.1
% Increase	0.6%	0.6%	0.7%

2020 Budget

Living

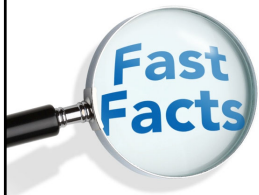
Investing to build our
Community for Life

Child Care

Affordable and
accessible child
care

 **Region of Peel**
working with you





46,806

licensed child care spaces supported with Early Years and Child Care Funding

17,387

fee subsidies provided, making it possible for families to benefit from licensed child care

4,234

child care staff and home child care providers received the Provincial Wage Enhancement Grant

8,300

children supported through reduced child care fees

How We Are Adapting



- Focusing on system plan priorities
- Responding to Provincial changes by realigning resources
- Attracting/retaining qualified professionals
- Accessing Provincial Audit and Accountability Funding
- Advocating and engaging the community








Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$7.3
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.2
Sub-total: Cost to maintain 2019 service level	\$0.2
2020 Service Demand	
• Provincial funding reduction	4.9
• Ending of Fee Stabilization Supports	(4.9)
• Discretionary 20% cost share for Expansion Plan program	5.2
2020 Proposed Net Budget Change from 2019	\$5.4
Proposed Total 2020 Net Budget	\$12.7

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$7.3	\$12.7	
Full-time Staffing Resources	65	65	
Capital Investment (\$M)		\$0.1	
10-Year Capital Investment (\$M)		\$5.4	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$2.8	\$0.4	\$0
% Increase	22.3%	2.8%	-

Summary of 2020 Service Budgets

	Operating (\$M)*	Capital (\$M)
 Child Care	\$13.1	\$0.1
 Community Investment	\$11.5	\$12.0
 Early Growth and Development	\$16.7	\$0.7
 Employment Support	\$3.1	-
 Homelessness Support	\$13.2	\$0.5
 Housing Support	\$117.1	\$14.1
 Income Support	\$23.5	-

* Net expenditure

Summary of Service Outcomes



Child Care

Affordable and accessible child care



Homelessness Support

Homelessness in Peel is prevented



Community Investment

Supports to the non-profit



Housing Support

Affordable, sustainable and adequate housing stock



Early Growth and Development

Early support delivers lifelong benefits



Income Support

Financial supports and benefits



Employment Support

Assisting Ontario Works clients to find employment

2020 Budget

Investing to build our
Community for Life

Services to be presented

Thriving

- Water Supply
- Wastewater
- Waste Management
- Land Use Planning
- Roads and Transportation

Living

- TransHelp

Demands on Services

- Growth
- Aging infrastructure
- Climate change

Priorities

- Enterprise Asset Management
- Health and Safety



Continuous Improvement

Efficiencies in the 2020 Budget	Cost Savings \$ Million	Cost Avoidance \$ Million
Operational process improvements	\$1.4	-
Review of user fees	2.0	-
Transition to new LED lighting	0.4	-
Adjustment to service levels	0.6	-
TOTAL	\$4.4	\$ -

2020 Budget

Thriving

Investing to build our
Community for Life

Water Supply

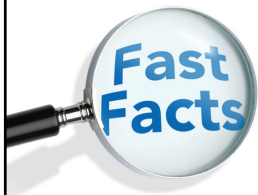
Safe, reliable
and high quality
drinking water

 **Region of Peel**
working with you



2020 Budget

Water Supply



575 million

litres of safe drinking water
produced every day

4,638 km

length of
watermains

25,614

fire hydrants inspected
annually

334,560

water accounts

How We Are Adapting

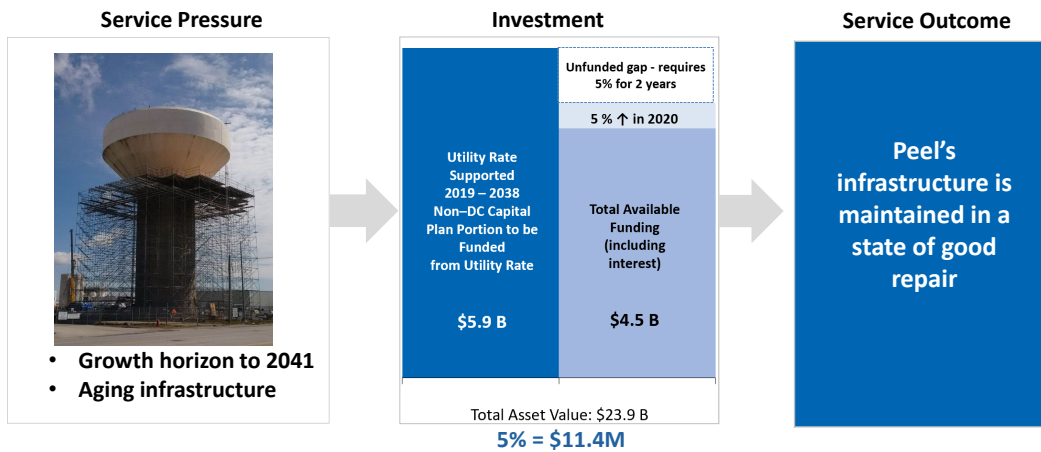
ADAPTING

- Testing innovative methods to optimize watermain replacement
- Helping residents and businesses manage construction impacts
- Developing a Long-Term Financial Sustainability Plan



NEW
in 2020

2020 Service Investments




Initiating **Long-Term Financial Sustainability Plan** and rate structure review in 2020

NEW
in 2020

2020 Service Investments

Service Pressure



- Growth
- Aging infrastructure

Investment



Enterprise Asset Management
OCWA contract oversight
Health and Safety

+\$130K
Operating

Service Outcome

Safe, reliable and high quality drinking water

Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$231.0
Cost to maintain 2019 service level	
• Electricity savings	(0.9)
• OCWA contractual increases	2.0
• Reduction in tax support of utility operations	1.2
• Inflation: labour costs/ goods and services	1.2
Sub-total: Cost to maintain 2019 service level	\$3.5
2020 Service Demand	
• 5% rate increase to maintain infrastructure	11.4
• OCWA contract oversight	0.1
• Enterprise Asset Management (EAM)	-
• Health and Safety	-
Sub-total: Service Demand	\$11.5
2020 Proposed Net Budget Change from 2019	\$15.0
Proposed Total 2020 Net Budget	\$246.0

2020 Capital Budget – \$287.5 Million

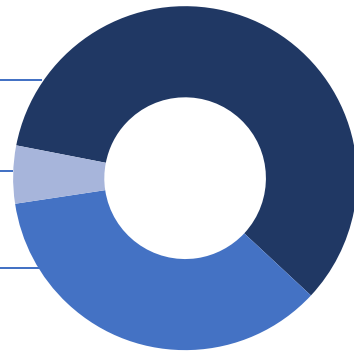
Key Highlights

- \$60M for Victoria Reservoir
- \$50M for Watermain replacement projects in Mississauga, Brampton and Caledon
- \$39M for MTO highway widenings – 401 and QEW
- \$8M for Hydraulic improvements at the A.P. Kennedy Water Treatment Plant

Capital Reserves
\$169.3M, **59%**

External
\$15.6M, **5%**

Development Charges
\$102.6M, **36%**



In \$Millions

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$231.0	\$246.0	
Full-time Staffing Resources	288.5	292	
Capital Investment (\$M)		\$287.5	
10-Year Capital Investment (\$M)		\$1,958.6	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$17.2	\$17.2	\$3.4*
% Increase	7.0%	6.5%	1.2%

*Excludes 5% rate increase to maintain infrastructure; to be reviewed by the end of 2022.

2020 Budget

Thriving

Investing to build our
Community for Life

Wastewater

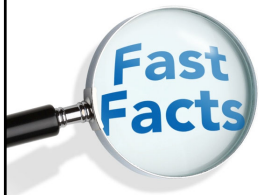
Safely treating
millions of litres
of wastewater
everyday

 **Region of Peel**
working with you



2020 Budget

Wastewater



644 million

litres of wastewater treated every day

3,660 km

length of sanitary sewer mains

409 km

of sewer mains inspected annually

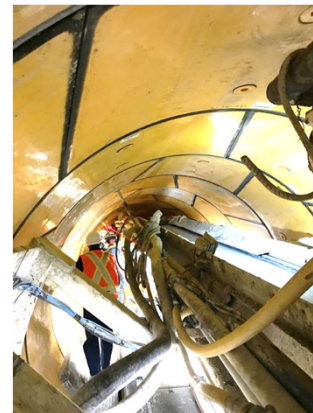
328,000

wastewater accounts

How We Are Adapting

ADAPTING

- Investing in new technology and construction standards
- Addressing the top inflow and infiltration areas
- Reducing our carbon footprint
- Expansion of the sanitary sewer system to manage excess flows



West Trunk Sewer Project

NEW
in 2020

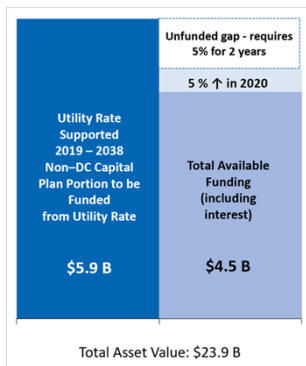
2020 Service Investments

Service Pressure



- Growth horizon to 2041
- Aging infrastructure

Investment



Service Outcome

Peel's infrastructure is maintained in a state of good repair

5% = \$7.1M

Initiating **Long-Term Financial Sustainability Plan** and rate structure review in 2020

NEW
in 2020

2020 Service Investments

Service Pressure



USMH-AMH-6508388 1/10/2017 12:35:21 PM
DCWA-AMH-6508387 12:35:21 PM

- Growth
- Aging infrastructure
- Climate change

Investment



Enterprise Asset Management
OCWA contract oversight
Regulatory compliance support
Wastewater condition assessment and rehabilitation

+\$390K
Operating

Service Outcome

Wastewater is removed in a safe and environmentally responsible manner

Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$146.1
Cost to maintain 2019 service level	
• OCWA Contractual increases	2.2
• Reduction in tax support of utility operations	1.2
• Inflation: labour costs/ goods and services	0.2
Sub-total: Cost to maintain 2019 service level	\$3.6
2020 Service Demand	
• 5% rate increase to maintain infrastructure	7.1
• Regulatory compliance and OCWA contract oversight	0.4
Sub-total: Service Demand	\$7.5
2020 Proposed Net Budget Change from 2019	\$11.1
Proposed Total 2020 Net Budget	\$157.2

2020 Capital Budget – \$429.7 Million

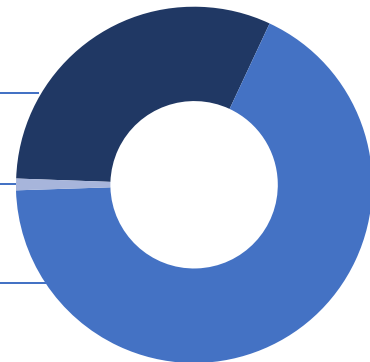
Key Highlights

- \$195M for East-West Diversion Sanitary Trunk Sewer
- \$42M for Cawthra Road Sanitary Relief Sewer Project
- \$48M for Expansion of the G.E. Booth Wastewater Treatment plant
- \$22M for Rehabilitation of sewage pumping stations
- \$3M for Rehabilitation of the Brampton-Bolton Sanitary Trunk

Capital Reserves
\$134.9M, **31%**

External
\$4.5M, **1%**

Development Charges
\$290.2M*, **68%**



In \$Millions

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$146.1	\$157.2	
Full-time Staffing Resources	235.0	241.5	
Capital Investment (\$M)		\$429.7	
10-Year Capital Investment (\$M)		\$3,409.5	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$12.5	\$13.0	\$2.8*
% Increase	8.0%	7.7%	1.5%

*Excludes the 5% increase to maintain infrastructure; to be reviewed by the end of 2022.

2020 Budget

Thriving

Investing to build our
Community for Life

Waste Management

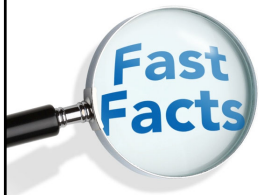
Reliable, safe and environmentally responsible



 **Region of Peel**
working with you

2020 Budget

Waste Management



543,000

tonnes of residential waste managed annually

5,000+

additional number of Peel Region households annually

50%

diversion rate from landfill

90%+

of recyclable plastics are recovered

How We Are Adapting

ADAPTING

- Upgrading Peel's Material Recovery Facility
- Building an Anaerobic Digestion Facility
- Advocating for key provincial policy changes
- Piloting textile collection with non-profit organizations
- Adding green bin collection into Peel's long term care facilities



NEW
in 2020

2020 Service Investments

Service Pressure



- Growth
- Aging infrastructure
- Financing increased diversion

Investment



+



Additional tonnage due to new Households
+\$0.2M

Education & Enforcement/
Enterprise Asset Management
+\$0.9M*

Service Demand

Service Outcome

Waste Management in the Region of Peel is reliable, safe and environmentally responsible

*Recovered from capital

Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$112.3
Cost to maintain 2019 service level	
• Inflation: Labour costs / Goods and services	3.8
• Lower commodity revenue	2.1
• Fee changes	(1.9)
• Discontinuation of grass collection	(0.6)
• Process improvements	(0.2)
Sub-total: Cost to maintain 2019 service level	\$3.2
2020 Increase in Service Demand	\$0.2
2020 Proposed Net Budget Change from 2019	\$3.4
Proposed Total 2020 Net Budget	\$115.8

2020 Capital Budget – \$9.1 Million

Key Highlights

- \$5.2M to maintain waste facilities in a state of good repair
- \$2.2M to purchase carts for new households
- \$1.8M to monitor and maintain closed landfill sites



North Sheridan Landfill, Mississauga

2020 Budget

Waste Management

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$112.3	\$115.8	
Full-time Staffing Resources	196.8	194.8	
Capital Investment (\$M)		\$9.1	
10-Year Capital Investment (\$M)		\$339.9	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$4.4	\$3.8	\$3.7
% Increase	3.9%	3.1%	3.0%

2020 Budget

Thriving

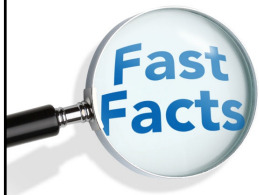
Investing to build our
Community for Life

Land Use Planning

Guiding the Region's
development and
enhancing residents'
quality of life



 **Region of Peel**
working with you



37%

Peel's estimated population growth by 2041

3,100

number of development submissions reviewed in 2019

42,000

number of housing units in the development approvals process

51%

percentage of new units within existing communities (2019 intensification rate)

How We Are Adapting



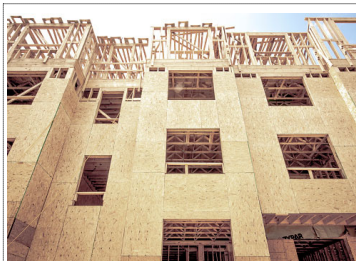
- Integrating growth management across the Region
- Working with local municipalities to adapt to provincial changes
- Streamlining the development review process
- Reviewing the Region's development fee structure



NEW
in 2020

2020 Service Investments

Service Pressure



- Growth
- Changing nature of development

Investment

Expedite review of complex land development applications

+\$0.3M*
Operating

*Offset through working fund reserves

Service Outcome

Communities in Peel are complete and sustainable for residents and businesses

Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$3.4
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.3
• New Site Plan Application Fee	(0.1)
Sub-total: Cost to maintain 2019 service level	\$0.2
2020 Service Demand	
• Expedited review of complex land development applications (gross expenditure \$0.3M)	-
2020 Proposed Net Budget Change from 2019	\$0.2
Proposed Total 2020 Net Budget	\$3.6

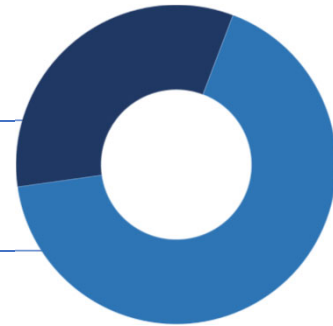
2020 Capital Budget – \$1.9 Million

Key Highlights

- \$1.5M for Regional Official Plan Amendments appeals
- \$0.3M for Greenland securement
- \$0.2M for Long Range studies

Capital Reserves
\$0.6M, 32%

Development Charges
\$1.3M, 68%



In \$Millions

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$3.4	\$3.6	
Full-time Staffing Resources	50.5	50.5	
Capital Investment (\$M)		\$1.9	
10-Year Capital Investment (\$M)		\$11.0	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$0.5	\$0.5	\$0.5
% Increase	13.7%	12.3%	12.3%

2020 Budget

Thriving

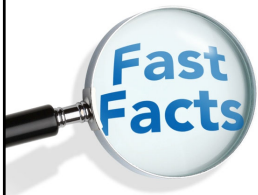
Investing to build our
Community for Life

Roads and Transportation

Safe, reliable
and efficient
movement
throughout
the Region

 **Region of Peel**
working with you





1,678 lane km
of arterial roads maintained

100%
compliance with winter
road maintenance
service levels

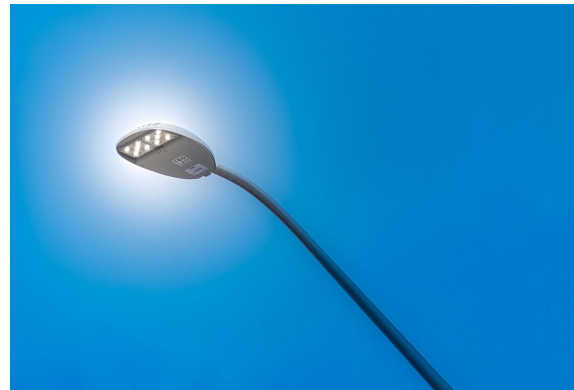
360 km
of sidewalks, multi-use paths
and paved shoulders on
Regional Roads

900 metres
of new noise walls constructed in
2019

How We Are Adapting

ADAPTING

- Improving safety through the Vision Zero framework
- Implementing a Sustainable Transportation Strategy to meet growth pressures
- Improving the safety, convenience and efficiency of the Peel transportation system through the Goods Movement Strategic Plan



NEW
in 2020

2020 Service Investments

Service Pressure



- Growth

Investment



Increase in Infrastructure
(additional lane km,
streetlights, traffic signals,
storm sewers)

+\$0.4M



Enterprise Asset
Management

+\$0.1M*

Service Demand

Service Outcome

**Safe, reliable and
efficient
movement
throughout the
Region**

*Funded through capital recovery

Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$67.0
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.9
• Electricity and maintenance savings due to LED implementation	(0.4)
Sub-total: Cost to maintain 2019 service level	\$0.5
2020 Service Demand	\$0.4
2020 Proposed Net Budget Change from 2019	\$0.9
Proposed Total 2020 Net Budget	\$67.9

2020 Capital Budget – \$204.5 Million

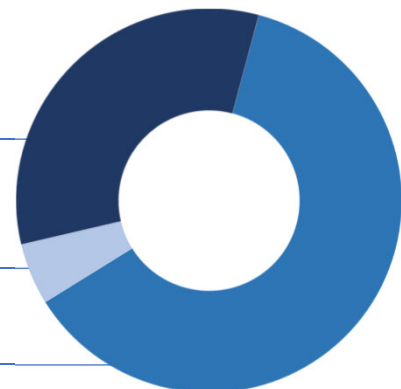
Key Highlights

- \$122.7M for road construction and improvements to accommodate growth
- \$52.2M for road reconstruction, resurfacing and infrastructure maintenance
- \$10.3M for transportation demand management, sustainable and active transportation and goods movement initiatives

Capital Reserves
\$67.1, 33%

External
\$10.6, 5%

Development Charges
\$126.8, 62%



In \$Millions

2020 Budget

Roads and Transportation

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditure (\$M)	\$67.0	\$67.9	
Full-time Staffing Resources	189.8	189.8	
Capital Investment (\$M)		\$204.5	
10-Year Capital Investment (\$M)		\$1,791.2	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$1.5	\$1.4	\$1.3
% Increase	2.3%	2.0%	1.9%

2020 Budget

Living

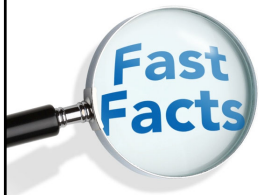
Investing to build our
Community for Life

TransHelp

Providing specialized
public transit so
residents can travel
without barriers



 **Region of Peel**
working with you



736,000

trips provided in 2019

2,820

new applications processed in 2019

10,000+

passengers served in 2019

83%

overall satisfaction rate with TransHelp services

How We Are Adapting



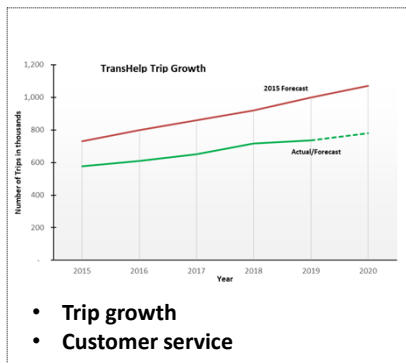
- Continue to find efficiencies in current delivery model
- Passengers are more aware of conventional transit's accessibility features
- Introducing online booking, same-day travel and enhanced digital communications
- Receiving up to **\$6.4 million** through the Investing in Canada Infrastructure Program



NEW
in 2020

2020 Service Investments

Service Pressure



Investment

+21,000 Trips

+\$0.8M
Operating

Service Outcome

Peel residents in need can travel without barriers

Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$25.9
Cost to maintain 2019 service level	
• Inflation: Labour costs/goods and services	0.5
• Operational efficiencies	(0.3)
Sub-total: Cost to maintain 2019 service level	\$0.2
2020 Service Demand – trip growth	0.8
2020 Proposed Net Budget Change from 2019	\$0.9
Proposed Total 2020 Net Budget	\$26.9

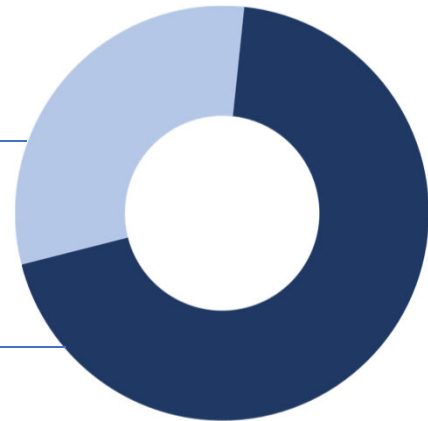
2020 Capital Budget – \$1.8 Million

Key Highlights

- \$0.8M for TransHelp vehicle replacement
- \$0.6M for travel training program implementation

External
\$0.6M, **31%**

Capital Reserves
\$1.2M*, **69%**







* Included Federal Tax Funding of \$0.5M

In \$Millions

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$25.9	\$26.9	
Full-time Staffing Resources	127.6	128.6	
Capital Investment (\$M)		\$1.8	
10-Year Capital Investment (\$M)		\$12.1	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$1.4	\$1.2	\$1.4
% Increase	5.4%	4.3%	4.6%

Summary of 2020 Service Budgets

	Operating (\$M)*	Capital (\$M)
 Land Use Planning	\$3.6	\$1.9
 Roads and Transportation	\$67.9	\$204.5
 TransHelp	\$26.9	\$1.8
 Waste Management	\$115.8	\$9.1
 Wastewater	\$157.2	\$429.7
 Water Supply	\$246.0	\$287.5

* Net expenditure

Summary of Service Outcomes



Land Use Planning

Communities in Peel are complete and sustainable for residents and businesses



Roads and Transportation

Safe, reliable and efficient movement throughout the Region



TransHelp

Peel residents in need can travel without barriers



Waste Management

Waste in the Region of Peel is collected on time and managed in a safe and environmentally responsible manner



Wastewater

Wastewater is removed in a safe and environmentally responsible manner



Water Supply

Safe, reliable and high quality drinking water

2020 Budget

Leading

Investing to build our
Community for Life

Enterprise
Programs and
Services (EPS)

Government is
future-oriented
and accountable

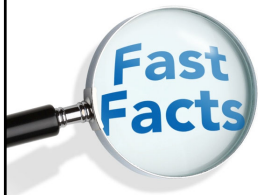
 **Region of Peel**
working with you



Continuous Improvement

Efficiencies in the 2020 Budget	Cost Savings \$ Million	Cost Avoidance \$ Million
Expense reductions from budget review	\$0.13	
Revenue increases from budget review	\$0.19	
Reduced mobile phone costs	\$0.72	
Call Centre efficiencies		\$0.18
Continuous Improvement Initiatives		\$0.18
Total	\$1.04	\$0.36

Additionally the Cash Management Strategy approved by Council has generated enhanced investment returns of \$6.0M in 2019



79%

of managed assets are rated
“good” or “very good”

74%

of residents surveyed have a positive
perception of value for tax dollars

AAA/Aaa

one of 12 Canadian municipalities
with a Triple A credit rating

Platinum

Excellence Canada Accreditation



2.7 Million

visits per year to Region’s website

How We Are Adapting

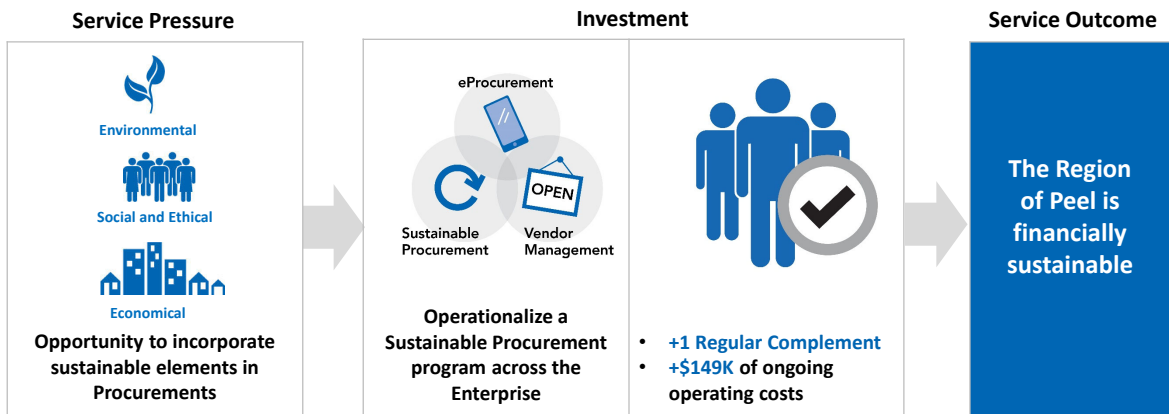
ADAPTING

- Corporate Social Responsibility
- Climate Change Master Plan
- Sustainable Procurement Program
- Mobilized workforce
- Minimize environmental impact of business practices



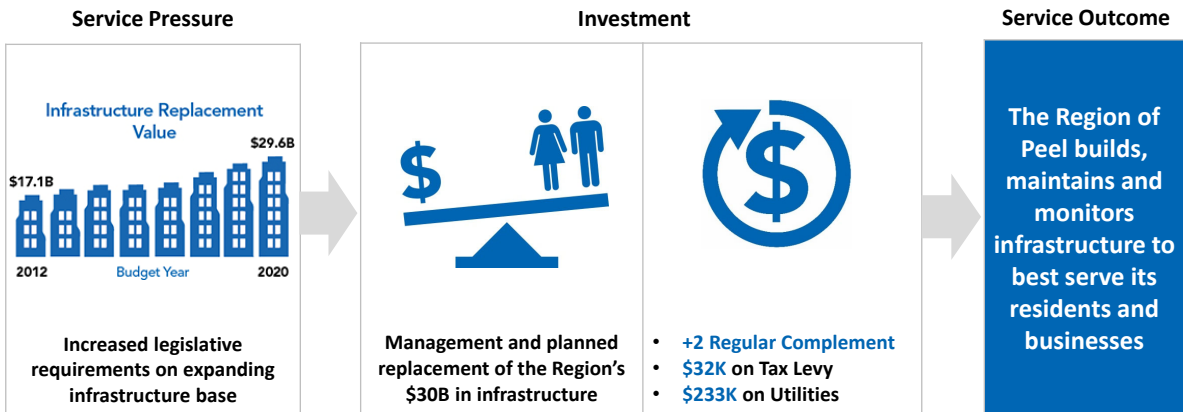
NEW
in 2020

Sustainable Procurement



NEW
in 2020

Managing Infrastructure



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$84.3
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	2.5
• Reduced tax subsidy of utility operations	(2.4)
• Budget reductions (payments in lieu of taxes, supplemental taxes)	(5.3)
Sub-total: Cost to maintain 2019 service level	(\$5.2)
2020 Service Demand – EPS	0.2
Sub-total: EPS Operations	(\$5.0)
2020 Service Demand – 1% Maintaining infrastructure	10.4
2020 Service Demand – Temporary Levy for Community Hubs	3.0
2020 Proposed Net Budget Change from 2019	\$8.4
Proposed Total 2020 Net Budget	\$92.7

2020 Budget

Enterprise Programs and Services (EPS)

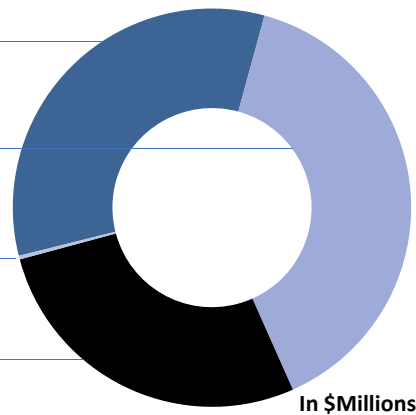
2020 Capital Budget – \$33.5 Million

State of Good Repair – Information Technology
\$11.1M, **33%**

State of Good Repair – Regional Office Facilities
\$13.1M, **39%**

Development Charge Updates
\$0.1M, **<1%**

Other EPS
\$9.2M, **28%**



In \$Millions

2020 Budget

Enterprise Programs and Services (EPS)

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M):			
- EPS Operating (\$M)	\$24.7	\$19.7	
- 1% Maintaining Infrastructure (\$M) - \$10.4M Increase	\$59.6	\$70.0	
- Community Hubs Levy	-	\$3.0	
Total EPS Net Expenditure (\$M)	\$84.3	\$92.7	
Full-time Staffing Resources	758	761	
Capital Investment (\$M)		\$33.5	
10-Year Capital Investment (\$M)		\$197.2	
Outlook Years	2021	2022	2023
Net Increase/(Decrease):	\$	\$	\$
EPS Operating (\$M)	(\$1.7)	(\$0.5)	\$1.2
% Increase/(Decrease)	(8.8%)	(3.1%)	7.2%

Forecast excludes 1% Infrastructure Levy

2020 Budget

Thriving

Investing to build our
Community for Life

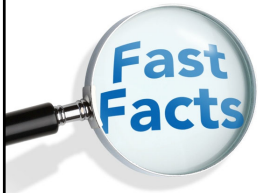
Heritage, Arts and Culture

Supports residents
being engaged in an
understanding of our
history and culture,
and to live in cohesive
communities



2020 Budget

Heritage, Arts and Culture



135
exhibitions since 2012

29,000
estimated visitors in 2019

79%
of visitors satisfied with
PAMA services

5,525
contemporary and historic
works of art in many media

Figures presented to Council in November 2019 are estimates



Summary of 2020 Net Operating Budget

2019 Net Base Budget (In \$Millions)	\$6.0
Cost to maintain 2019 service level	
• Inflation: Labour costs/Goods and services	0.1
Sub-total: Cost to maintain 2019 service level	\$0.1
2020 Service Demand	0.0
2020 Proposed Net Budget Change from 2019	\$6.1
Proposed Total 2020 Net Budget	\$6.1

Key Financial Information

	Resources to Achieve Level of Service		
	2019	2020	
Net Expenditures (\$M)	\$6.0	\$6.1	
Full-time Staffing Resources	32	32	
Capital Investment (\$M) – State of Good Repair		\$0.3	
10-Year Capital Investment (\$M)		\$9.6	
Outlook Years	2021	2022	2023
Net Increase (\$M)	\$0.4	\$0.3	\$0.3
% Increase	6.5%	4.6%	4.2%

Summary of 2020 Service Budgets

	Operating (\$M)*	Capital (\$M)
 Leading Enterprise Programs and Services (EPS)	\$92.7M	\$33.5M
 Thriving Heritage, Arts and Culture	\$6.1M	\$0.3M

* Net expenditure

Note: EPS includes funding for Community Hubs and 1% to maintain infrastructure

Summary of Service Outcomes



Enterprise Programs and Services (EPS)

Government is future oriented and accountable



Heritage, Arts and Culture

Supports residents being engaged in an understanding of our history and culture, and to live in cohesive communities



MISSISSAUGA

RESOLUTION 0272-2019
adopted by the Council of
The Corporation of the City of Mississauga
at its meeting on November 20, 2019

0272-2019

Moved by: C. Parrish

Seconded by: J. Kovac

WHEREAS, in accordance with section 310 of the Municipal Act, authority for setting tax ratios in Peel has been delegated to Brampton, Caledon and Mississauga since 2001;

AND WHEREAS, to support delegation an apportionment plan must be established to distribute the Regional levy to each lower-tier municipality based on a method agreed to by the Region of Peel, the three lower-tier municipalities and the Minister of Finance;

AND WHEREAS, within the existing apportionment plan, Peel Regional Police costs are allocated only to Brampton and Mississauga and OPP costs are allocated only to Caledon;

AND WHEREAS, the Peel Regional Police allocation formula is based upon property assessment for Mississauga and Brampton;

AND WHEREAS, the OPP uses a per household cost for base services, plus a cost based on numbers and types of calls for service in that municipality, plus direct costs for any specialized or enhanced services requested by a municipality, to allocate police costs to the over 300 Ontario municipalities where they provide service;

AND WHEREAS, the OPP model more equitably distributes police costs based on services consumed and service levels;

NOW THEREFORE BE IT RESOLVED THAT Peel Regional Council be requested to amend the sharing of Peel Regional Police costs included in the Regional levy apportionment plan to be based on the OPP model effective the 2020 fiscal year.

REFERRAL TO _____

RECOMMENDED

DIRECTION REQUIRED _____

RECEIPT RECOMMENDED _____

8.1-2

Recorded Vote	YES	NO	ABSENT	ABSTAIN
Mayor B. Crombie	X			
Councillor S. Dasko	X			
Councillor K. Ras	X			
Councillor C. Fonseca	X			
Councillor J. Kovac	X			
Councillor C. Parrish	X			
Councillor R. Starr	X			
Councillor D. Damerla	X			
Councillor M. Mahoney	X			
Councillor P. Saito	X			
Councillor S. McFadden	X			
Councillor G. Carlson	X			

Carried (12, 0, 0 – Absent)



City of Mississauga
Corporate Services Department
Office of the City Clerk
300 City Centre Drive
MISSISSAUGA ON L5B 3C1
mississauga.ca

Kathryn Lockyer
Regional Clerk

Regional Municipality of Peel

Via email: kathryn.lockyer@peelregion.ca; regionalclerk@peelregion.ca

Cc: Mayor Bonnie Crombie;
Diana Rusnov, City Clerk

November 25, 2019

Re: Equitable Share of Peel Regional Police Costs

Dear Ms. Lockyer,

The Council of the City of Mississauga, at its Budget Committee meeting on November 18, 2019, received the Recommendation BC-0040-2019 for information, regarding the Equitable Share of Peel Regional Police Costs, as follows:

Recommendation BC-0040-2019

That the report dated November 08, 2019 entitled "Equitable Share of Peel Regional Police Costs (Res #0247-2019)" from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

Please note that Recommendation BC-0040-2019 from the November 18, 2019 Budget Committee will be discussed and officially adopted at Special Council on December 4, 2019.

Please see attached the corporate report entitled "Equitable Share of Peel Regional Police Costs (Res #0247-2019)" and a copy of the Resolution 0247-2019 for your reference.

Sincerely,

Dayna Obaseki

Legislative Coordinator, Legislative Services

T 905-615-3200 ext. 5425

dayna.obaseki@mississauga.ca

[City of Mississauga](http://CityofMississauga.ca) | Corporate Services Department, Office of the City Clerk

Encl. - Equitable Share of Peel Regional Police Costs (Res #0247-2019) Report
- Resolution 0247-2019

REFERRAL TO _____

RECOMMENDED

DIRECTION REQUIRED _____

RECEIPT RECOMMENDED _____

RECEIVED

November 25, 2019

REGION OF PEEL

OFFICE OF THE REGIONAL CLERK

City of Mississauga
Corporate Report



Date: 11/08/2019

Originator's files:

To: Chair and Members of Budget Committee

From: Gary Kent, CPA, CGA, ICD.D
 Commissioner of Corporate Services and Chief
 Financial Officer

Meeting date:
 11/18/2019

Subject

Equitable Share of Peel Regional Police Costs (Res #0247-2019)

Recommendation

That the report dated November 08, 2019 entitled "Equitable Share of Peel Regional Police Costs (Res #0247-2019)" from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

Report Highlights

- The Province announced on October 25, 2019 that there would be no changes in municipal governance as a result of the regional governance review.
- This is not the outcome the City of Mississauga had hoped for. The City of Mississauga continues to advocate as Ontario's third largest city to be an independent city.
- Caledon is serviced by Ontario Provincial police (OPP) and does not receive nor fund police services from the Peel Regional Police.
- Peel Regional Police represents approximately 50 per cent of the Region of Peel budget.
- An independent analysis by Ernst & Young, based on the same principles that is used by the province to charge Caledon for policing services from the OPP, estimates Mississauga taxpayers are currently overpaying for Peel Regional Police services by up to \$69M annually.
- The OPP cost allocation model is service based rather than property assessment based and therefore allocates costs based upon the level of police service received by a community. Given this model is used to allocate OPP costs to Caledon taxpayers, it is reasonable and equitable to consider this instead of assessment for allocating Peel Regional Police costs to Mississauga and Brampton.

Background

In January 2019, the Ministry of Municipal Affairs and Housing announced it would conduct a review of the governance, decision-making and service delivery functions of regional municipalities, including the Region of Peel. The goal of the review was to ensure these municipalities are working effectively and efficiently. The City of Mississauga welcomed this review, as the City's long standing position is that Mississauga as Ontario's third largest City should be a single tier City, with responsibility for full service delivery to citizens. As an independent single tier City, we would be able to deliver faster, better and more integrated decisions. Appendix 1 summarizes the activity that was undertaken from January to October, 2019.

On October 25, 2019, the Province of Ontario announced it will not be making any changes to regional governance in Ontario, but committed to helping and empowering municipalities to become more efficient and effective. On November 6, 2019, Council approved several motions with respect to the Province's decision. The first motion resolved "Mississauga staff bring forward a report on the costs of Regional services such as Peel Regional Police for which Mississauga is paying more than its fair share, and recommendations for a method of reallocating costs, fairer for the taxpayers of Mississauga."

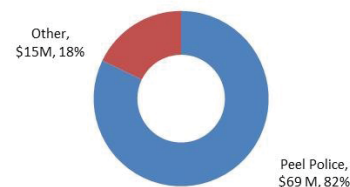
This report addresses the equitable sharing of Peel Regional Police costs.

Comments

An independent financial impact analysis was conducted by Ernst & Young (E&Y), overseen by a Steering Committee of Chief Administrative Officers (CAOs) and Chief Financial Officers (CFOs) from the Region of Peel, City of Mississauga, City of Brampton and Town of Caledon. E&Y identified the City of Mississauga could pay up to \$84 million less annually for services currently delivered by the Region of Peel less annually under a single tier

model. The majority of savings would be generated by more equitably assigning Peel Police costs to Brampton and Mississauga. This more equitable allocation of Peel Police costs could be achieved without regional restructuring.

**Ernst & Young Analysis
Savings to Mississauga Taxpayer**



Currently regional taxes are allocated to each lower-tier municipality based on an apportionment method agreed to by the Region of Peel, the three lower-tier municipalities and the Minister of Finance. Peel Regional Police operate in Brampton and Mississauga. The OPP is responsible for policing Caledon. Accordingly Peel Regional Police costs are allocated only to Brampton and Mississauga and OPP costs are allocated only to Caledon. The allocation formula which is based upon property assessment for Mississauga and Brampton currently has Mississauga paying 63.1% of the cost and Brampton paying 36.9%.

The E&Y study utilized the OPP model for allocating police costs to the over 300 Ontario municipalities where they provide service. This model was developed in 2014. The model assumes a per-household cost for base services, plus a cost based on numbers and types of calls for service in that municipality, plus direct costs for any specialized or enhanced services requested by a municipality. Regional Councillors would be familiar with this model as it is used by the OPP to allocate costs to Caledon and is discussed on pages 329-333 in the Region's 2019 budget book and slides 15-19 of the OPP presentation to Regional Council on January 24, 2019.

The regional apportionment plan provides flexibility to allocate regional costs on a basis other than assessment. Hence the ability to allocate OPP costs only to Caledon and Peel Regional Police costs only to Mississauga and Brampton. Similarly until 2010 the apportionment plan allocated solid waste costs based upon waste generated by each municipality (based upon a consumption service level). In 2010 the formula was revised to allocate solid waste costs based upon number of households in each municipality.

Financial Impact

If the formula were amended, Ernest & Young has estimated that the tax burden on Mississauga taxpayers would be reduced by \$69 million. This would not have any direct impact on the City's or the Region's budget, it would simply more equitably assign the costs to the taxpayers of the two cities. It would also have no impact on the budget for Peel Regional Police.

Conclusion

Peel Regional Police represents approximately 50 per cent of the Region of Peel budget. This cost is allocated to Brampton and Mississauga based upon property assessment. A more equitable approach would be to allocate to the two cities based upon services consumed/service levels as was done for solid waste costs until 2010 (now allocated by household). The OPP model is service based and is used to allocate OPP costs to Caledon. It is a model worth further study and discussion at the Region. Potential savings to Mississauga taxpayers could be up to \$69 million annually based upon the E&Y study.

Attachments

Appendix 1: Summary of Actions Regarding Regional Restructuring Review

Appendix 2: Proposed 2019 Caledon OPP Budget presented to Regional Council January 24, 2019

Appendix 3: Ernst & Young Final Report – Page 124, Cost of Service Model



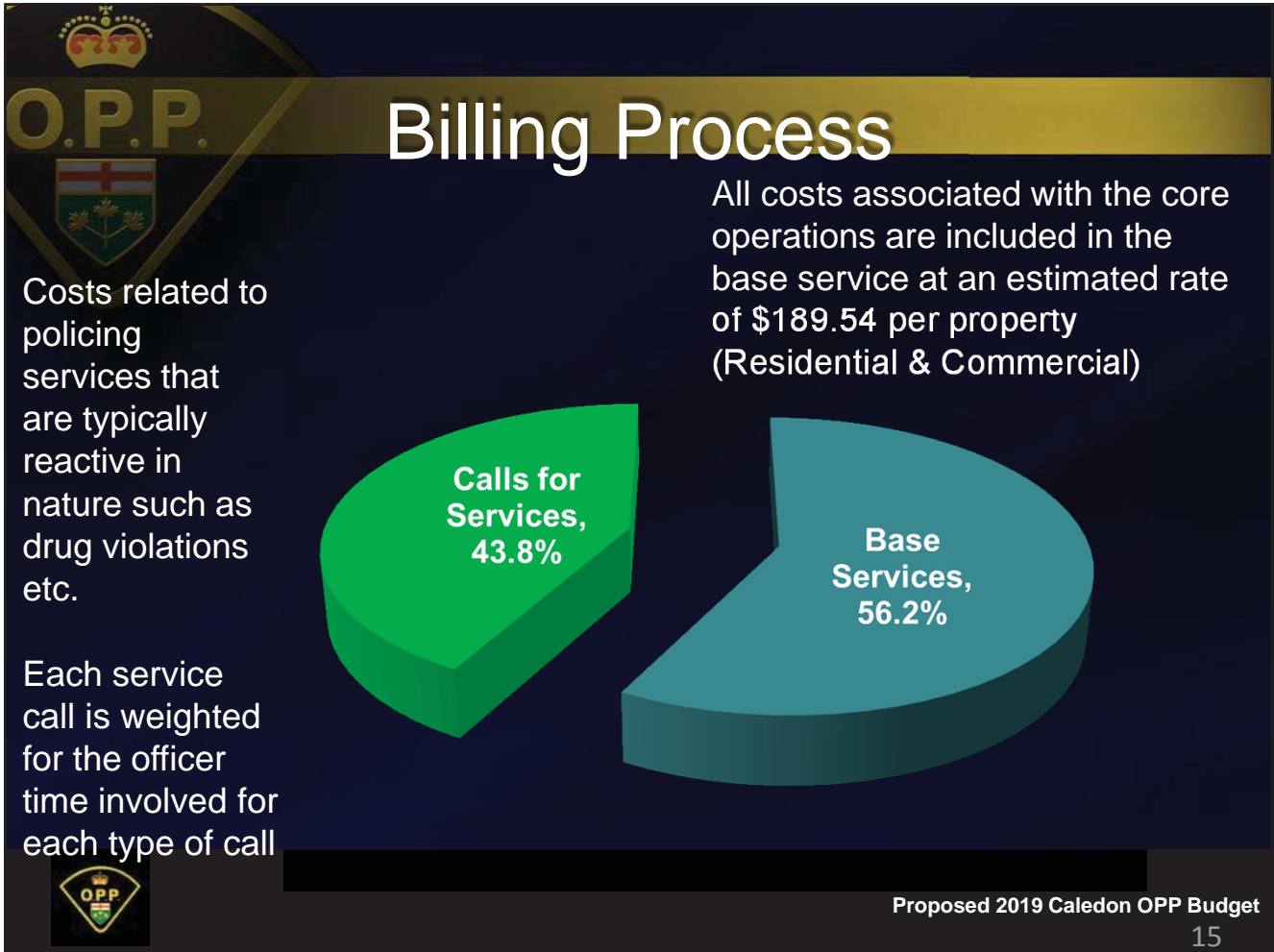
Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Elizabeth McGee, Manager, Financial Strategies

8.2-6

Appendix 1
Summary of Actions Regarding Regional Restructuring Review

Governing Body	Report Title / Activity	Meeting / Date	Description
Province of Ontario	Announcement of Regional Restructuring Review	January 2019	Review of opportunities to improve regional governance and service delivery.
Region of Peel staff-directed	Deloitte Financial Impact Analysis	March 19, 2019	Financial impact analysis of service delivery models, indicating dissolution and amalgamation would require additional tax levies and efficiencies in the status quo would generate savings
Mississauga	Regional Government Review – Preferred Reform Option for the City of Mississauga	GC March 20, 2019 (Item 8.1), Council approved March 27, 2019	Report identifying Mississauga's preferred option of being a single-tier, independent City, and updated Day & Day Report costing, indicating Mississauga subsidizes Brampton and Caledon by \$84.7M
Mississauga	Mayor Crombie's Motion with respect to City of Mississauga's position	Council March 27, 2019	Motion identifying City's position that the Region should make the City of Mississauga a single-tier municipality
Mississauga	Regional Governance Report – Executive Summary	GC April 3, 2019 (Item 8.1)	An Executive Summary of the March 20 th report
Mississauga	Forum Research survey	March 25-27, 2019	1,001 residents participated; 73% supported separation from Region of Peel (decided respondents only)
Mississauga	Resident Town Hall	April 8, 2019	Opportunity for residents to have their say
Region of Peel	Public Consultation Meeting	May 8, 2019	Opportunity for residents to have their say
Region of Peel, with Steering Committee of 4 CAOs	Ernst & Young Financial Impact Analysis of Service Delivery Models	Submitted to Province May 23, 2019 Updated on June 25, 2019	Financial impact analysis of service delivery models, indicating dissolution and amalgamation could be equivalent to status quo, but a shift in burden from Mississauga to Brampton and Caledon residents would occur (valued at \$84M)
Province of Ontario	Decision	October 25, 2019	No broad changes to regional governance.






Enhancements to Contract

27 Contract enhancement positions to focus on the following:

- **Community Response Unit** – Ride Team, Bike Patrol, Foot Patrol and Community Events
- **Street Crime Unit** – Drug crimes, Property crimes, Theft, Fraud and Crime abatement
- **Traffic Unit** – Traffic complaints, Traffic enforcement, Commercial Motor Vehicle Inspections




Proposed 2019 Caledon OPP Budget
16



Breakdown of 2019 Budget


1. OPP Contract Policing – Base level and calls per service plus all enhancements
2. OPP Property Service Costs – Operating costs related to the OPP Facilities for Maintenance and Utilities
3. Equipment – Yearly Budget for minor capital requirements
4. Recovery from Grants – Safer Community and Community Policing



Proposed 2019 Caledon OPP Budget


17

Proposed 2019 Caledon OPP Budget presented to Regional Council January 24, 2019



Proposed 2019 Caledon OPP Budget & 2020 to 2022 Forecast

	2018 Approved Budget	2019 Proposed Budget	2020 Projection	2021 Projection	2022 Projection
OPP Contract & Projections	\$12,454,215	\$11,798,411	\$12,138,361	\$12,527,352	\$12,930,372
OPP Property Services Costs	\$503,564	\$540,557	\$570,607	\$582,019	\$593,660
Equipment	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Recoveries from Grants (Safer Community Grant, Community Policing Grant)	(\$320,000)	(\$320,000)	(\$320,000)	(\$320,000)	(\$320,000)
Net OPP Operating Expense Budget	\$12,787,779	\$12,168,968	\$12,538,968	\$12,939,371	\$13,354,032
% Increase (Decrease)		-4.84%	3.04%	3.19%	3.20%
\$ Increase (Decrease) over previous year		(\$618,811)	\$370,000	\$400,403	\$414,660

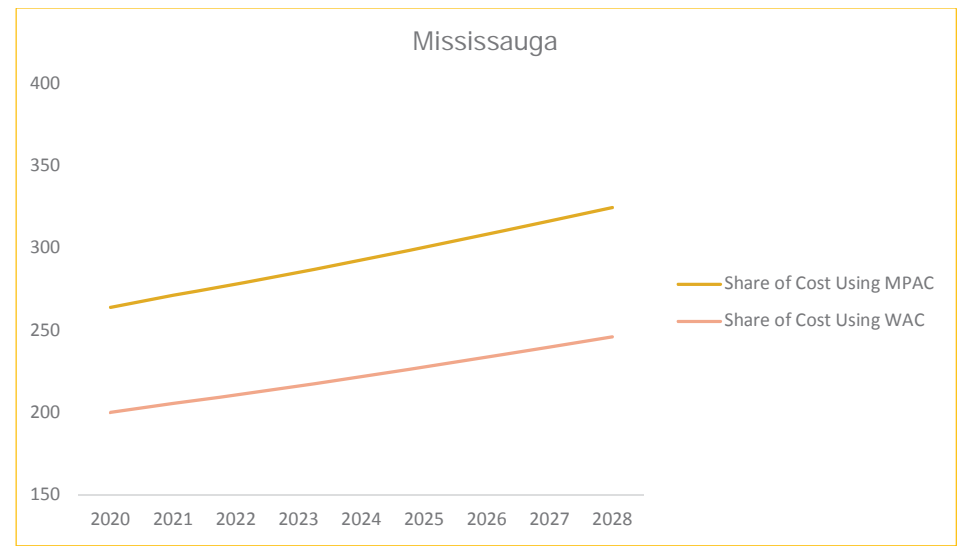
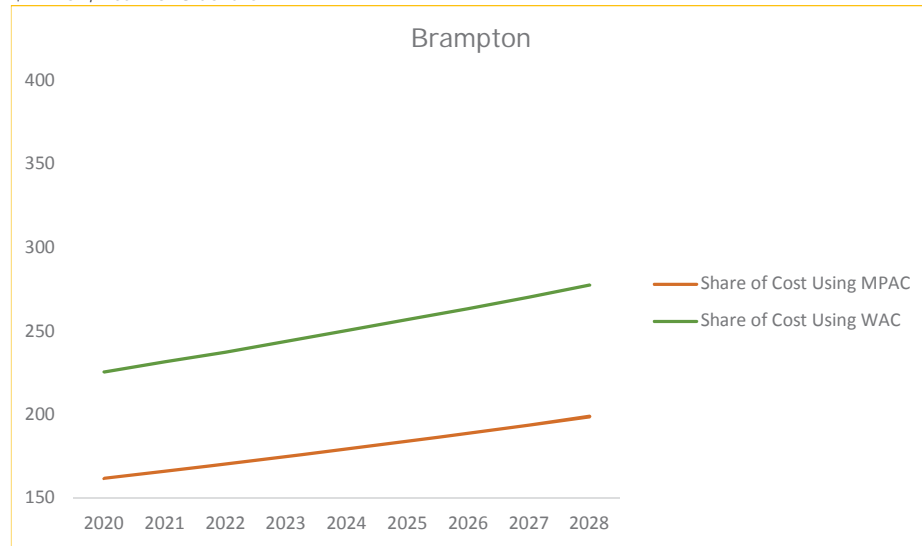


Proposed 2019 Caledon OPP Budget
18

SL3. Police: Dissolution – Cost of Service

Option 1 – Joint Board for Brampton and Mississauga

\$ Million, Real 2018 dollars



Cost Drivers:

- ▶ MPAC Assessment Value – Share of expenses for each municipality towards the joint board is determined using MPAC property assessment values as the cost driver
- ▶ Weighted Average Cost (WAC): Share of expenses for each municipality towards the joint board is estimated using a weighted average cost for policing per property and time per service call (weighted further by severity/risk/type of service call)

8.2-12



MISSISSAUGA

RESOLUTION 0247-2019
adopted by the Council of
The Corporation of the City of Mississauga
at its meeting on November 6, 2019

0247-2019

Moved by: C. Parrish

Seconded by: G. Carlson

WHEREAS Ontario Regional Governments are made up of many small clustered municipalities; and

AND WHEREAS both Mississauga and Brampton are much larger individual entities than the total populations of every Ontario regional government with the exception of York Region; and

AND WHEREAS regional government was originally intended to assist these clusters of smaller municipalities with purchasing, planning, and many other services; and

AND WHEREAS Mississauga is the third largest city in Ontario and the sixth largest in Canada – large enough not to need for economies of scale; and

AND WHEREAS it can be demonstrated the Region of Peel in fact wastes resources through duplication of staff, departments and services that can be efficiently handled at the City of Mississauga; and

AND WHEREAS Mississauga contributes tax dollars (59.8%), to the operating budget of the Region of Peel in excess of its population numbers (55.3%) its number of Councillors do not represent either representation by population nor taxation without representation; and

AND WHEREAS the City of Mississauga is devastated by the recent decision to leave the Region of Peel unchanged and the City of Mississauga trapped in a decidedly archaic, unfair governance model; and

AND WHEREAS Premier Ford was quoted in the November 5, 2019 Toronto Star as saying:

8.2-13

"I just believe in working with people. If we don't get it right 1,000 percent of the time, then we're going to work with the groups to make sure we get it right."

"And honestly, I don't think there's anything wrong with sitting back, listening and making a decision."

"We're taking the approach (on regional government reforms) we should leave this up to the towns and the cities...no one understands communities better than local representatives."

THEREFORE BE IT RESOLVED THAT:

1. Mississauga staff bring forward a report on the costs of Regional services such as Peel Regional Police for which Mississauga is paying more than it's fair share, and recommendations for a method of reallocating costs, fairer for the taxpayers of Mississauga; and
2. Council request staff also undertake a detailed review of Regional Roads using the analysis conducted by Ernst and Young in the Spring of 2019, and following this review, Mississauga Regional councillors move for the reconvening of the Regional Roads Rationalization Committee at Peel Region for further review of the subject; and
3. Council form a subcommittee of Council, staffed appropriately, to do a line by line review of all regional agendas, to report to Council before each Regional Council Meeting; and
4. Staff undertake an analysis of the composition of each Ontario Regional Government - the number of Councillors, the relative populations and financial contributions of each of their parts - in preparation for the discussion that will take place on seat allocation before the next municipal election; and
5. A request be sent to the Province for the implementation of a weighted vote in place of a substitute Councillor for Mississauga, to be granted immediately through an Order in Council as detailed on Resolution 0248-2019 adopted by Council on November 6, 2019; and

8.2-14

6. A copy of this motion be sent to the Premier and local MPP's with a cover letter by the Mayor, expressing Council's deep disappointment at his announcement of October 25, 2019.

Recorded Vote	YES	NO	ABSENT	ABSTAIN
Mayor B. Crombie	X			
Councillor S. Dasko	X			
Councillor K. Ras	X			
Councillor C. Fonseca	X			
Councillor J. Kovac	X			
Councillor C. Parrish	X			
Councillor R. Starr			X	
Councillor D. Damerla	X			
Councillor M. Mahoney	X			
Councillor P. Saito	X			
Councillor S. McFadden			X	
Councillor G. Carlson	X			

Carried (10, 0, 2 – Absent)