

To: Regional Council
Date: November 7, 2019

From: Stephen VanOfwegen
Commissioner of Finance & CFO
Subject: 2020 Budget Documents

cc: Nancy Polsinelli
Sean Baird
Andrew Farr
Cathy Granger
Catherine Matheson
Janice Sheehy
Lindsay Edwards
Our File: 2020 Budget Documents

The 2020 Budget Document binder includes an Executive Summary for the proposed Regional 2020 Tax Supported and Utility Rate Supported Budgets as well as individual budget documents for each service. The 2020 Operating and Capital Budget Council Report will be included in the Regional Council agenda package for the 2020 budget meeting on November 28, 2019.

The 2020 Budget Document presents the overall budget by Council's three areas of focus; Living, Thriving, and Leading; along with detailed budgets by service.

Budget Presentations to Council will commence on November 28, 2019. Public Notice announcing the start date of 2020 Budget discussions by Peel Regional Council will appear in the following local newspapers the week of November 11, 2019.

- Brampton Guardian
- Caledon Citizen
- Caledon Enterprise
- Mississauga News

Complete 2020 Tax Supported and Utility Rate Supported Budget Documentation will appear on the Region's External Website on November 14, 2019. Following Council approval of the 2020 Regional Budget, the budget documentation will be updated accordingly.

Should you have any questions, please feel free to contact me at 905-791-7800, extension 4759.

Thank you,



Stephen VanOfwegen, CPA, CMA
Commissioner of Finance & Chief Financial Officer

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Community for Life



Throughout the spring and summer of 2015, the Region of Peel asked its residents and community partners, “What can you imagine for our community by 2035?” Based on thousands of responses, the Region developed a new vision to carry us into the future. That vision is **Community for Life** and this is our Strategic Plan to achieve it.



FUTURE FOCUSED

The challenges of the future are complicated, large in scale and interconnected. Continuing to deliver impactful outcomes for citizens requires us to become increasingly citizen-centric and future focused. To rise to that challenge, this Strategic Plan differs from previous efforts in two key ways:



1) Developed through extensive community engagement: In addition to traditional consultation, the Region expanded our reach to thousands of citizens who don't typically engage in municipal planning efforts. Among our outreach, we heard from residents at community events, on social media and through an interactive exhibit at the Peel Art Gallery, Museum and Archives (PAMA), providing us with feedback from people of all ages, backgrounds and experiences.



2) Long-term vision: This Strategic Plan adopts a 20-year framework. This long-term approach allows us to take on bigger challenges, in the interests of our citizens, than would be possible in a four-year Term of Council.

OUR VISION, MISSION & AREAS OF FOCUS

Our vision is **Community for Life**, a place where everyone enjoys a sense of belonging and has access to the services and opportunities they need to thrive throughout each stage of their lives.

Our organizational mission describes how the Region will deliver on our vision and what difference we seek to make in the world. It is **Working with you to create a healthy, safe and connected community.**

Living, Thriving and Leading are areas of focus where the Region of Peel will improve as a result of this strategy.



More than any time in history, collaboration is essential to manage the broad-scale and interconnected challenges before us. As we set out on the path towards 2035, we do so side by side with you, the people of Peel, **working with you** to make Peel an exceptional **community for life**. Learn more about the Strategic Plan at peelregion.ca/strategicplan



Region of Peel Strategic Plan 2015-2035

Our 20-Year Plan to Create a Community for Life for Our Residents

Our **Vision** describes what we are working towards over the long-term

Our **Mission** describes how we will deliver on our vision and the difference we want to make.

Vision: *Community for life*

Mission: *Working with you* to create a healthy, safe and connected community

Living, Thriving and **Leading** are the areas of focus we will improve through this plan

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

Four-year priorities are what we are focused on making advances in during this Term of Council

In this Council term, we are working with partners to...

- transform housing service delivery
- enhance supports for employment
- enhance seniors' supports and services
- advance community safety and well-being

- expand community mobility
- build environmental resilience

- improve service and confidence

20-year outcomes are the long-term community trends we strive to improve

By 2035, you will...

- have access to services that meet your needs at all stages of life
- have affordable housing options
- have access to employment opportunities of your choice
- have access to culturally appropriate services
- have access to local, nutritious food sources
- have a responsibility to contribute to community well-being

- live in a community that is environmentally friendly
- live in a community that promotes mobility, walkability and various modes of transportation
- live in a community that embraces diversity and inclusion
- live in a community that promotes economic sustainability and future investments in Peel
- live in a community where growth is well managed
- live in a community where the built environment promotes healthy living

- trust that sustainability and long-term benefits to future generations are considered
- trust that the Region of Peel is a model and progressive employer
- trust that co-ordination and partnerships occur
- trust that a systematic approach to innovation is in place
- trust that the community voice and participation is welcome
- trust that the Region of Peel is a well-managed government

We further support our goals with day-to-day programs and services that improve life for Peel residents

The Council Report titled “2020 Operating and Capital Budget” will be included in the Council agenda package for the Council meeting on November 28, 2019

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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> |
|--|---|--|---|---|--|

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

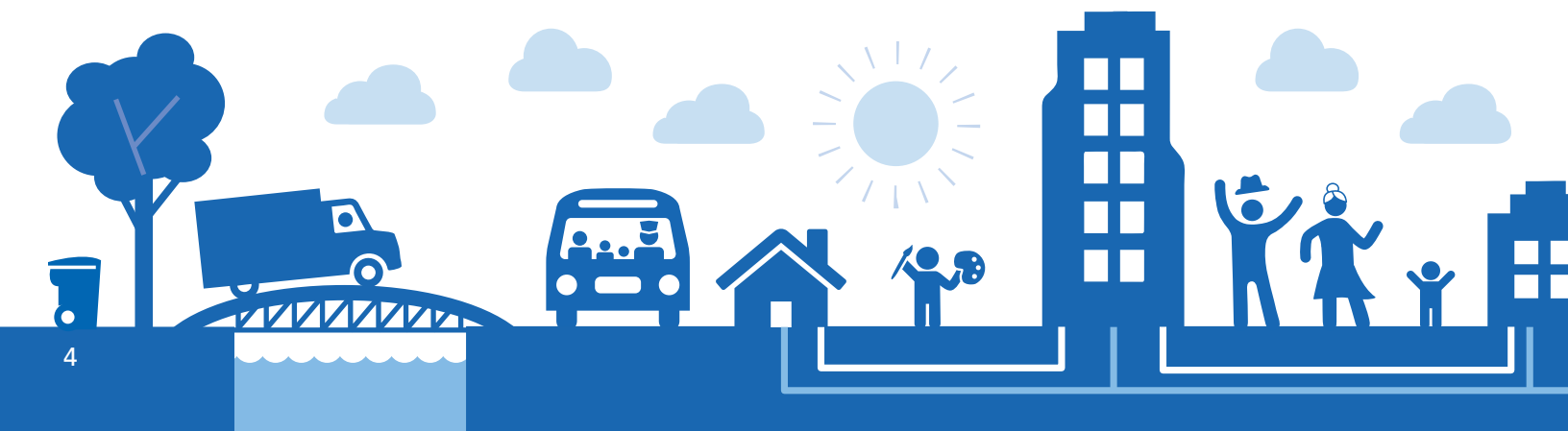
Invested in services that advance and support Council's priorities and long-term outcomes.

\$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.

| 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* | 24.9 |
| 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 |

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

2020 Service Levels

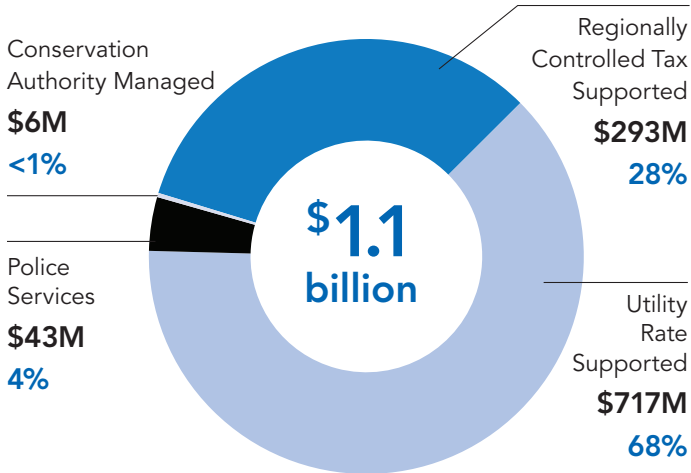
In addition to meeting increasing service demands, the overall property tax and utility rate also pays to maintain existing service levels.

Highlights of 2020 service levels include:

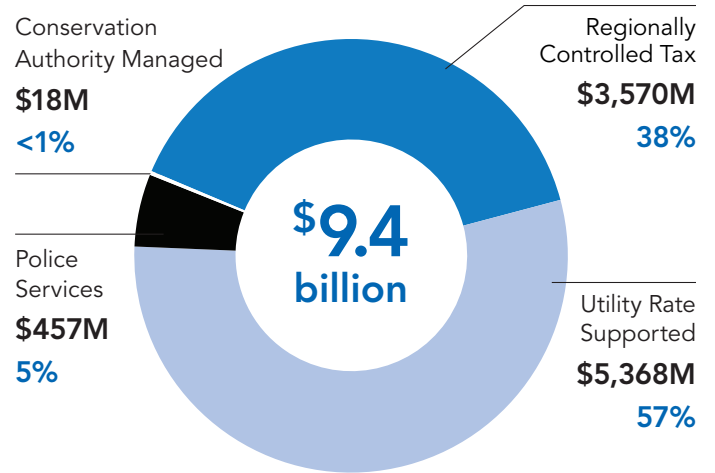
| Service Outcome | Service for the Community |
|--|--|
| Residents and visitors receive quality pre-hospital care from paramedic services | Responding to an estimated 148,000 emergency calls |
| Residents in need can travel within their community without barriers using accessible transportation | Providing 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

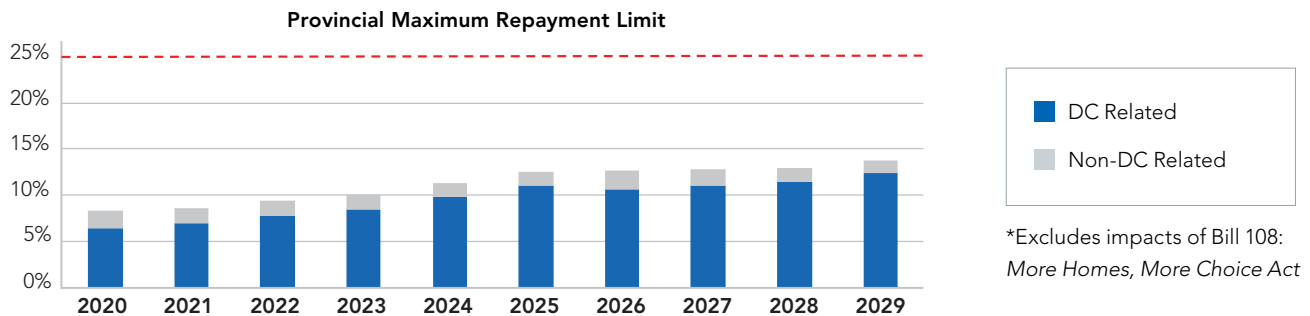


Leading: Government is future-oriented and accountable.

\$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

Services at a Glance



Living

| | | | |
|----------------------|---|-----------------|----|
| Adult Day | 1 | Housing Support | 11 |
| Child Care | 3 | Income Support | 13 |
| Community Investment | 5 | Long Term Care | 15 |
| Employment Support | 7 | Paramedics | 17 |
| Homelessness Support | 9 | TransHelp | 19 |



Thriving

| | | | |
|-------------------------------|----|--------------------------|----|
| Chronic Disease Prevention | 21 | Waste Management | 33 |
| Early Growth and Development | 23 | Wastewater | 35 |
| Heritage, Arts and Culture | 25 | Water Supply | 37 |
| Infectious Disease Prevention | 27 | Police | 39 |
| Land Use Planning | 29 | Conservation Authorities | 42 |
| Roads and Transportation | 31 | Assessment Services | 44 |



Leading

| | | | |
|----------------------------------|--|--|----|
| Enterprise Programs and Services | | | 46 |
|----------------------------------|--|--|----|

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Strategic Plan Area of Focus:

Living

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

Investing to build a **Community for Life** begins with people, and ensuring that those in need can find the help and support they need in Peel – from housing to accessible transportation, and from income support to paramedic services and long term care – the Region of Peel is a welcoming community to all.



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Adult Day Services supports the needs of seniors who live in the community. Our aim is to maintain or improve the well-being of participants, as well as delay or prevent admission to hospital and long-term care. The program also provides support and respite for caregivers.

Service Pressures

- Funding inconsistent with costs needed to deliver services
- Increasing complexity of care for Adult Day client population
- Uncertainty in Provincial funding allocation

How We are Investing to Serve Peel Residents Better

**NEW
in 2020**

Operating Request **\$0.3M**

Key Highlights:

Maintaining service levels

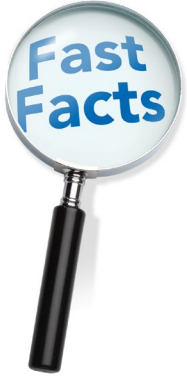
No new significant investment proposed

Capital Request **\$0.0M**

Key Highlights:

No capital investments proposed





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 the ability to continue living at home

Respecting the Taxpayer

We continue to find ways to operate efficiently and effectively. Here are some highlights:



- Implemented recommendations of the Project Lifesaver Program Review resulting in cost avoidance of \$165K resulting in a shift of funds to increase social work hours to support seniors living in the community

Sustaining our Adult Day Services

Here's how we strive to perform better:

- Planning for the expansion of services through the redevelopment of Peel Manor as the Seniors Health and Wellness Village
- Planning and adjusting programming and supportive services to reflect the needs of seniors living in the community. These include:
 - physical activity
 - music and memory
 - personal care, including bathing
 - physiotherapy
 - nutritional counselling
 - access to onsite clinics
 - community excursions

Key Financial Information *

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|-------|-------|-------|-------|
| Net Expenditures (\$M) | \$2.1 | \$2.4 | \$0.3 | 13.3% |
| Full-time Staffing Resources | 52 | 52 | 0.0 | 0% |
| 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% |

*For more information please see the appendix for Adult Day Services under Operating Summaries: Living

Child Care focuses on child care access and affordability. We help families access licensed child care that meets their needs. We also provide financial assistance to cover the costs of licensed child care for children up to 12 years of age for eligible families.

Service Pressures

- A growing licensed child care sector with an increasing need for subsidized child care spaces
- Continued affordability challenges for parents in need of licensed child care
- Expanding requirements for oversight and accountability on the use of funds
- Anticipating and preparing for ongoing changes in provincial funding

**NEW
in 2020**

How We are Investing to Serve Peel Residents Better

Operating Request **+\$5.4M**

Key Highlights:

+\$5.2M Discretionary 20% cost share for Expansion Plan program

(\$4.9M) **Provincial Funding Impact**
(offset by reduction in expenditures)

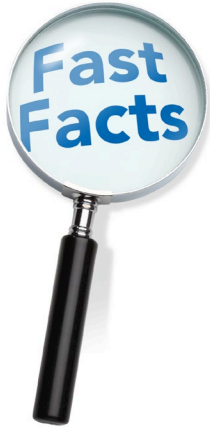
- Ending of Fee Stabilization Supports

Capital Request **+\$0.1M**

Key Highlights:

+\$0.1M for Child Care facilities State of Good Repair





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



Respecting the Taxpayer

We continue to find ways to operate efficiently and effectively. Here are some highlights:

- Maintaining flexibility in a time of change/uncertainty while continuing to implement Council approved priorities
- Redesigning programs to increase quality, affordability, inclusiveness, accountability, and accessibility for families
- Realigning internal resources and finding efficiencies to adapt to Provincial changes
- Increasing community engagement to be responsive to the evolving needs of families

Sustaining our Child Care Service Capabilities

There are a number of areas of focus for Child Care services, including:

- Increasing access to licensed child care
- Ensuring programs are inclusive
- Continuing to improve child care affordability
- Enhancing processes and tools to strengthen accountability
- Investing to attract/retain qualified professionals to support quality

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|-------|--------|-------|-------|
| Net Expenditures (\$M) | \$7.3 | \$12.7 | \$5.4 | 74.4% |
| 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 | - |
| % Increase | 22.3% | 2.8% | - |

*For more information please see the appendix for Child Care Services under Operating Summaries: Living and Capital Summaries: Living

Community Investment supports the not-for-profit sector to deliver a wide range of services to Peel residents. The focus is on increasing capacity and sustainability for community groups, to better meet resident needs and improve outcomes.

Service Pressures

- Implementation costs of the approved changes to the Community Investment Program
- Increasing demand on Affordable Transit Program in Brampton and Mississauga
- Growing need for providers to establish new, integrated service models for community hubs

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request **\$0.8M**

Key Highlights:

+\$0.8M Social Enterprise Pilot and Transitional Fund (funded from reserve)

+\$0.6M Affordable Transit Program

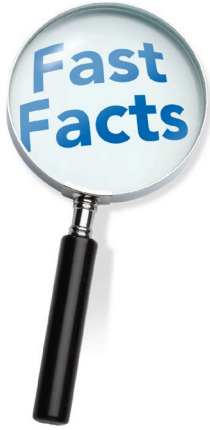
Capital Request **\$12.0M**

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





12.8%

of Peel households experienced poverty

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



Respecting the Taxpayer

We continue to find ways to operate efficiently and effectively. Here are some highlights:

- Aligning the Community Investment Program with Regional priorities to better respond to local needs
- Measuring community impact using best practice methods
- Promoting social innovation to create work opportunities and diversify revenue sources

Sustaining our Community Support Service Capabilities

There are a number of areas of focus for Community Investment, including:

- Investing in core operations of the not-for-profit sector to improve services and maximize impact
- Providing support to the community to identify opportunities and respond to local needs
- Working collectively with people experiencing poverty and the community to advance the Peel Poverty Reduction Strategy

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|--------|-------|------|
| Net Expenditures (\$M) | \$10.7 | \$11.5 | \$0.8 | 7.3% |
| 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% |

*For more information please see the appendix for Community Investment under Operating Summaries: Living and Capital Summaries: Living

Employment Support provides a range of programs for Ontario Works clients in seeking, securing and maintaining employment. We provide tools and skill development supports with the ultimate goal that clients exit Ontario Works due to employment.

Service Pressures

- The economy has shifted to precarious employment, lower wages and the absence of benefits for employees
- Challenges with alignment of available job opportunities and client skill-sets
- Increasing complexity of challenges for clients with multiple barriers to employment
- Uncertainty in the provincial funding allocation

How We are Investing to Serve Peel Residents Better

**NEW
in 2020**

Operating Request **+\$0.0M**

Key Highlights:

Maintaining service levels. No operating investments proposed.

(\$2.0M)

**Provincial
Funding Impact**

(offset by reduction in expenditures)

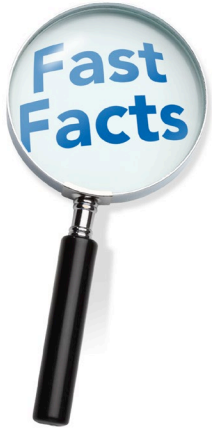
- Provincial funding held at 2018 levels
- Addiction Services Initiative cancelled

Capital Request **+\$0.0M**

Key Highlights:

No capital investments proposed





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



Respecting the Taxpayer

We continue to find ways to operate efficiently and effectively. Here are some highlights:

- Proposal for system enhancements in alignment with the recently announced Provincial social assistance plan
- Implementing a case management portfolio focused on job ready clients

Sustaining our Employment Support Service Capabilities

There are a number of areas of focus for Employment Support, including:

- Submitted a proposal to the Province to be the local employment service system manager
- Enhancing the technology needed to modernize service
- Investing in youth employment programs

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|-------|-------|-------|------|
| Net Expenditures (\$M) | \$3.1 | \$3.1 | \$0.0 | 0.2% |
| 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% |

*For more information please see the appendix for Employment Support under Operating Summaries: Living and Capital Summaries: Living

Homelessness Support provides programs and services to people who are homeless or at risk of homelessness through emergency and transitional shelters, mobile outreach support, eviction prevention funding, support services and help to find permanent housing. We strive to help clients obtain and retain housing.

Service Pressures

- Growing demand on the shelter system due to increased homelessness among men, women, families and youth
- Increasing lengths of stays in shelters due to shortage of affordable housing
- Uncertainty in provincial funding

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request **\$1.6M**

Key Highlights:

+\$0.6M Increase to Anti Human Trafficking Regional funding and phasing in of tax impact

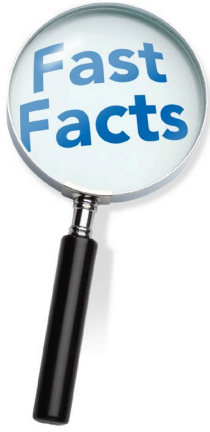
+\$1.0M Maintaining service levels

Capital Request **+\$0.5M**

Key Highlights:

+\$0.5M State of Good Repair for Region owned shelters





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

Respecting the Taxpayer



We continue to find ways to operate efficiently and effectively. Here are some highlights:

- Focusing on shelter diversion and homelessness prevention
- Moving clients into permanent housing as quickly as possible and providing them the supports they need to keep their housing (Housing First approach)
- Realigning existing budgets to address current priorities

Sustaining our Homelessness Support Service Capabilities

There are a number areas of focus for Homelessness Support, including:

- Enhancing mobile outreach to street homeless
- Operating five emergency shelters, three transitional housing facilities, and two facilities for Survivors of Human Trafficking
- Working with community agencies to provide intensive case management to high acuity, chronically homeless clients
- Supporting tenants and landlords to prevent eviction

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|--------|-------|-------|
| Net Expenditures (\$M) | \$11.6 | \$13.2 | \$1.6 | 13.4% |
| 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% |

*For more information please see the appendix for Homelessness Support under Operating Summaries: Living and Capital Summaries: Living

Housing Support leads service planning and management of housing with a focus on policy and service integration. The Region works to achieve affordable, sustainable and accessible housing stock. Our goal is that individuals and households demonstrate a positive improvement as a result of housing options.

Service Pressures

- Growing need for affordable housing for low-income and middle-income households as well as emergency, transitional and supportive housing due to: population growth, aging population, precarious employment, rising cost of home ownership and low vacancy rates in private rental market
- 70% of low-income households and 30% of middle-income households live in housing they cannot afford
- Increasing land values continue to drive up the cost of housing development
- As infrastructure continues to age, ensuring assets are in state of good repair to sustain affordable housing supply into the future
- Unstable housing is impacting community safety and well-being

NEW
in 2020

How We are Investing to Serve Peel Residents Better

Operating Request **+\$1.5M**

Key Highlights:

+\$1.5M Maintaining service levels. No significant operating investments proposed.

+\$1.4M

Provincial
Funding Impact

- Rent Supplements funded by Canada Ontario Community Housing Initiative (COCHI)

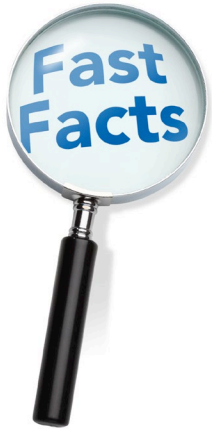
Capital Request **+\$14.1M**

Key Highlights:

+\$13.7M Loans for provider State of Good Repair

+\$0.4M State of Good Repair for Region owned housing





11,456

households that received housing subsidies

647

households placed from the wait list

6,421

units maintained and repaired

965

units in development

Respecting the Taxpayer



We continue to find ways to operate efficiently and effectively. Here are some highlights:

- Changing the way we deliver services to better match clients with the supports they need to get and keep housing
- Building new cost-effective affordable housing on Region and Peel Housing Corporation owned lands to reduce development costs
- Exploring incentives to the private and non-profit housing sector to build more affordable housing
- Creating more affordable housing within existing private stock to provide a wider variety of housing options to meet community need
- Realigning existing budgets to address current priorities

Sustaining our Housing Support Service Capabilities

There are a number of key focus areas for Housing Support in 2020, including:

- Leading planning and oversight of a complex housing system
- Building affordable housing and providing incentives to build
- Maintaining existing and aging community housing stock in a state of good repair
- Providing housing subsidy and supports to residents

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|---------|---------|-------|------|
| Net Expenditures (\$M) | \$115.6 | \$117.1 | \$1.5 | 1.3% |
| Full-time Staffing Resources | 102 | 102 | - | - |
| 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% |

*For more information please see the appendix for Housing Support under Operating Summaries: Living and Capital Summaries: Living

Income Support works to increase the income of Ontario Works clients through accessing financial supports and benefits, as well as increasing the number of clients that exit the social assistance system due to independence.

Service Pressures

- Social assistance policy and program direction from Province is shifting
- Clients are staying on social assistance longer and the complexity of client issues is contributing to employability challenges
- There is uncertainty in the provincial funding allocation

How We are Investing to Serve Peel Residents Better

**NEW
in 2020**

Operating Savings **+\$0.6M**

Key Highlights:

+\$0.6M Maintaining service levels. No operating investments proposed.

Capital Request **+\$0.0M**

Key Highlights:

No capital investments proposed





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



Respecting the Taxpayer

We continue to find ways to operate efficiently and effectively. Here are some highlights:

- [Triaging incoming client calls for shorter wait times](#)
- [Providing efficient access to client information through document scanning](#)
- [Implementing Provincial direction for social assistance](#)

Sustaining our Income Support Service Capabilities

There are a number of areas of focus for Income Support, including:

- [Implementing new self-service technology](#)
- [Evolving caseload management models to better serve clients](#)
- [Continuing to streamline business processes to improve client outcomes](#)

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|--------|-------|------|
| Net Expenditures (\$M) | \$22.9 | \$23.5 | \$0.6 | 2.7% |
| Full-time Staffing Resources | 343 | 343 | - | - |
| Capital Investment (\$M) | | - | | |
| 10-Year Capital Investment (\$M) | | - | | |

| Outlook Years | 2021 | 2022 | 2023 |
|--------------------|-------|-------|-------|
| Net Increase (\$M) | \$1.2 | \$1.3 | \$1.3 |
| % Increase | 5.2% | 5.1% | 5.5% |

*For more information please see the appendix for Income Support under Operating Summaries: Living and Capital Summaries: Living

Long Term Care, through five Regional Long Term Care centres, provides quality, person-centered services and supports that allow people who live there to enhance their quality of life in their final years. Specialized supports are provided for those with complex care needs including dementia.

Service Pressures

- Increasing complexity of care for Long Term Care resident population
- Increasing demands for person-centered care for families and caregivers
- Reduction and continued uncertainty in Provincial funding

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request +\$2.4M

Key Highlights:

+\$0.2M

Implementation of Butterfly household for 26 residents at Tall Pines

Provincial
Funding Impact

+\$0.4M

Maintain services due to the elimination of structural compliance funding effective April 1

Capital Request +\$2.0M

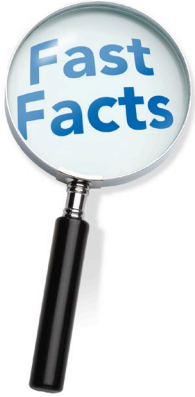
Key Highlights:

+\$0.6M Various facility maintenance and equipment replacement projects at all homes

+\$0.6M Replacement of resident lifts and beds at all homes

+\$0.6M Replacement of humidifiers and kitchen flooring (Malton Village)





900

residents received care

124

people lived in Butterfly

50%

increase in proportion of residents with dementia since 2010

50%

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

87%

of residents are totally or extensively dependent on staff

Respecting the Taxpayer



We continue to find ways to operate efficiently and effectively. Here are some highlights:

- Implemented a digital menu solution to provide efficient access to each person's dietary information. This will improve productivity, reduce food waste, eliminate paper and avoid costs.
- Realized Butterfly staffing cost efficiencies at Sheridan Villa through an enhanced Mississauga Halton Local Health Integration Network supported staffing model

Sustaining our Long Term Care Services

Here's how we strive to perform better:

- Received the highest performance level homes can receive from the Ministry of Long-Term Care (*in good standing with the Long Term Care Homes Act*)
- Trained staff in LEAN methodology to support process improvement initiatives
- Systematically expanding Butterfly households to support residents' emotional needs with plans to expand into all homes by 2021

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|---------|-------|------|
| Net Expenditures (\$M) | \$36.7 | \$39.1 | \$2.4 | 6.7% |
| Full-time Staffing Resources | 725 | 728 | 3.0 | 0.0% |
| 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% |

*For more information please see the appendix for Long Term Care under Operating Summaries: Living and Capital Summaries: Living

Paramedic Services provides residents and those visiting Peel with expert, reliable pre-hospital medical care. Peel delivers compassionate treatment while safeguarding the wellness of the community.

Service Pressures

- Increasing volume of 911 calls (↑5,600)
- Maintaining high standards of service and pre-hospital care for our growing and aging population
- Provincial funding uncertainty and a one year lag in funding for inflation and demand growth

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request **+\$2.9M**

Key Highlights:

+\$1.4 M Investing to answer 5,600 more 911 calls and growing demand for pre-hospital care

Capital Request **+\$12.5M**

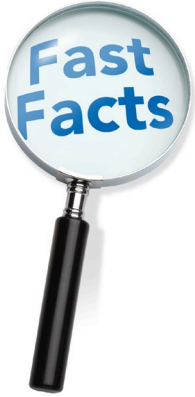
Key Highlights:

+\$1.3M New ambulances and equipment

+\$3.5M State-of-good-repair of fleet and equipment

+\$6.2M Assessing and developing new stations





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 years 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

Respecting the Taxpayer

We continue to find ways to mitigate costs. Here are some highlights:

- Finding efficiencies in our fleet maintenance program
- Continuing collaboration with local municipalities to co-locate new stations with Fire Services, reducing upfront capital costs and ongoing operating costs
- Assessing mandatory annual training and orientation to reduce related costs
- Using divisional model to reduce end-of-shift overtime costs and lower work-related stress



Sustaining our Paramedic Services

Here's how we strive to perform better:

- Continued mental wellness initiatives to support psychological safety for paramedics and other staff
- Engaged in pre-hospital medical research to improve patient outcomes
- Continued advocacy for dispatch reform to improve the ability to save lives while making sure the Service effectively and efficiently uses resources
- Piloted community paramedicine to keep people with lower-priority medical concerns out of emergency rooms and ambulances

Key Financial Information *

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|---------|-------|------|
| Net Expenditures (\$M) | \$56.2 | \$59.2 | \$2.9 | 5.2% |
| Full-time Staffing Resources | 613 | 634 | 21.0 | 3.4% |
| 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% |

*For more information please see appendix for Paramedic under Operating Summaries: Living and Capital Summaries: Living

TransHelp provides specialized transportation services to the residents of Peel so they can travel without barriers. We leverage local public transit when appropriate to provide the most suitable options for passengers.

Service Pressures

- Peel’s growing and aging population contributes to an increased number of eligible passengers and trips
- The expanded Accessibility for Ontarians with Disabilities Act (AODA) guidelines to include cognitive disabilities continues to put further pressure on demand, increasing passenger growth and number of trips
- As a result, TransHelp has experienced approximately 3% growth in trips in the last year

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request **+\$0.9M**

Key Highlights:

+\$0.8M for 21,000 more trips

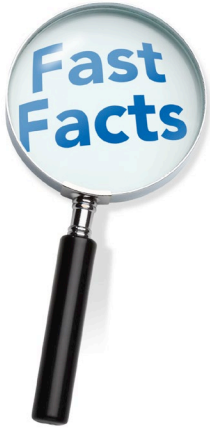
Capital Request **+\$1.8M**

Key Highlights:

+\$0.8M for TransHelp vehicle purchase

+\$0.6M for Travel Training Program implementation





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

Respecting the Taxpayer



We continue to find ways to mitigate costs. Here are some highlights:

- Introducing online booking to enhance the passenger experience and lower costs by reducing calls to the contact centre
- Maximizing external funding sources by applying for and receiving up to \$6.4 million through the Investing in Canada Infrastructure Program
- Increasing the number of trips being scheduled per hour by improving operational processes on cross-boundary trips
- Offering more flexible services such as same day travel options

Sustaining our Accessible Transportation Services

To make sure we maintain seamless transportation services for passengers, we will continue to:

- Leverage conventional transit when appropriate by partnering with local municipalities so residents are offered the most suitable mode of transportation
- Implement a one-on-one travel training program to educate passengers on how they can use conventional transit tailored to their specific needs

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|--------|-------|------|
| Net Expenditures (\$M) | \$25.9 | \$26.9 | \$0.9 | 3.6% |
| Full-time Staffing Resources | 127.6 | 128.6 | 1.0 | 0.8% |
| 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% |

*For more information please see the appendix for TransHelp under Operating Summaries: Living and Capital Summaries: Living

Strategic Plan Area of Focus:

Thriving

**Communities are integrated,
safe and connected**

Strong, successful communities just work. They have strong bones and arteries. Their systems, many unseen below the surface, function efficiently and are well maintained, with an eye on preserving value and reliable performance for future generations. The Region of Peel works and serves its residents and businesses throughout a **Community for Life**.



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Chronic Disease Prevention focuses on reducing the long-term risk of chronic diseases (including diabetes, smoking/vaping-related lung diseases, heart disease and stroke) by promoting healthy lifestyles, policies and environments that support: healthy eating; physical activity; tobacco, vaping and substance-free living; and oral health.

Service Pressures

- Maintaining service levels with provincial funding held at 2019 levels
- Implementing provincial policies, including the legalization of recreational cannabis (marijuana) and new smoking and vaping regulations within the one-time funding provided by the Province
- Increasing demand for services to support Peel’s growing population, specifically in supportive environments for healthy eating, active living and mental wellbeing policies and program
- Continuing creation of the mandatory Community Safety and Wellbeing plan with no provincial funding

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request (\$0.9)M

Key Highlights:

+\$0.2M Creation of Community Safety and Well Being Plan (reserve funded) *
**Initiative shared with Infectious Disease Prevention and Early Growth and Development*

Provincial
Funding Impact

+\$3.9M Implementation of Ontario Seniors Dental Care Program (100% Provincially funded)

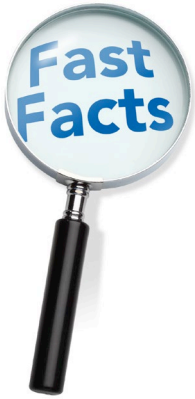
+\$0.3M To maintain services as Provincial funding will be held at 2019 funding levels

Capital Request \$0.3M

Key Highlights:

+\$0.3M Information management improvements





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 rate their health as “very good” or “excellent”

800

seniors received access to dental care in 2019

Respecting the Taxpayer

We continue to find ways to mitigate costs, including:

- Conducting line-by-line expenditure reviews, which identified various process improvements that delivered \$0.05M in one-time savings



Sustaining our Chronic Disease Prevention Services

Here’s how we strive to perform better:

- Implementing the new provincially-funded Ontario Seniors Dental Care Program
- Focusing school health policies and programs for healthy eating, physical activity and mental well-being to improve effectiveness and expand reach
- Developing the new outdoor smoke-free by-law to protect people in more places and from more substances including cannabis and aerosol vapour from e-cigarettes and vapes
- Working with schools to develop and implement mental health programming
- Collaborating with community partners on need and feasibility of supervised consumption sites

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|--------|---------|-------|
| Net Expenditures (\$M) | \$12.0 | \$11.1 | \$(0.9) | -7.6% |
| Full-time Staffing Resources | 255 | 255 | 0.0 | 0% |
| 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% |

*For more information please see the appendix for Chronic Disease Prevention under Operating Summaries: Thriving and Capital Summaries: Thriving

Early Growth and Development helps children in Peel achieve their mental and physical potential. We support families in their child’s development, through the effective delivery of early years’ programs and services including health programs, literacy and family engagement. These programs work to improve children’s health, family engagement and inclusion.

Service Pressures

- Anticipating and preparing for ongoing changes in provincial funding
- Ensuring access to high quality EarlyON programs in underserved and newly developed communities
- Since 2008, no increase in Provincial funding for Healthy Babies Healthy Children program

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request **+\$0.7M**

Key Highlights:

+\$0.5M Maintaining service levels

+\$0.1M Creation of Community Safety and Well Being Plan (reserve funded) *

**Initiative in conjunction with Chronic Disease Prevention and Infectious Disease Prevention*

+\$0.2M

Provincial
Funding Impact

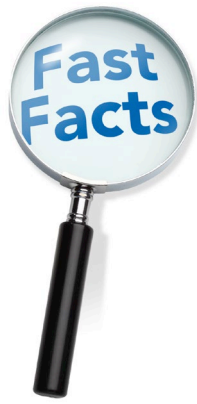
- To maintain services as Provincial funding will be held at 2019 funding levels

Capital Request **\$0.0M**

Key Highlights:

No capital investments proposed





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

Respecting the Taxpayer

We continue to find ways to operate efficiently and effectively. Here is a highlight:

- Healthy Babies Healthy Children improved client access to the home visiting program through in person, 7-day per week service at the hospital bedside
- EarlyON has been able to reallocate \$1.0M to programs for children and family by finding efficiencies
- Redesigning special needs supports to ensure the inclusion and participation of all children

Sustaining our Early Growth and Development Services

There are a number of areas of focus for Early Growth and Development Services, including:

- Fostering partnerships to influence healthy food choices and physical activity environments in the early years
- Increasing access to high quality EarlyON programs
- Enhancing support for children with special needs

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|--------|-------|------|
| Net Expenditures (\$M) | \$16.0 | \$16.7 | \$0.7 | 4.6% |
| 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% |

*For more information please see the appendix for Early Growth and Development under Operating Summaries: Thriving

Peel Art Gallery Museum and Archives (PAMA) supports residents being engaged in an understanding of our history and culture, and to live in cohesive communities.

Service Pressures

- Demand for high quality exhibitions relevant to Peel's diverse population
- Effective marketing to attract more diverse and inclusive audiences and enhance community engagement
- Sustaining PAMA's delivery outcomes

NEW
in 2020

How We are Investing to Serve Peel Residents Better

Operating Request **+\$0.1M**

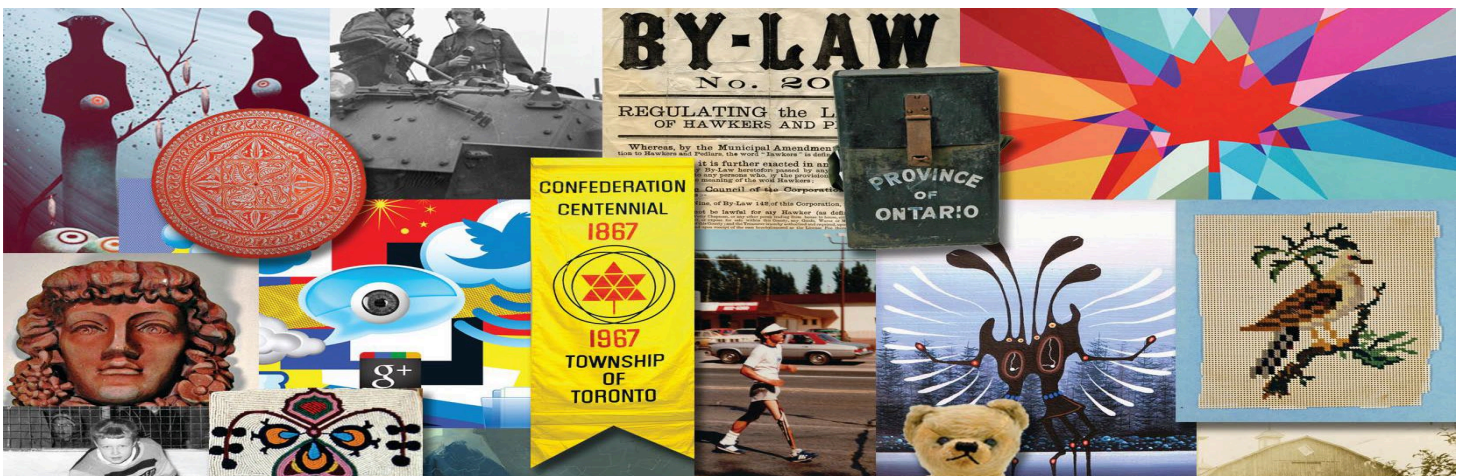
Capital Request **+\$0.3M**

Key Highlights:

No new significant investment proposed other than maintaining prior year service levels

Key Highlights:

Investment in state of good repair





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

ADAPTING

Sustaining our Heritage, Arts and Culture Services

Here's how we strive to perform better:

- Engaging programs and exhibitions which foster life long learning through arts and culture
- Building cross-cultural understanding through multi-dimensional programming and inclusive co-creative experiences
- Innovative partnerships with community agencies across the Region of Peel

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|-------|-------|-------|------|
| Net Expenditures (\$M) | \$6.0 | \$6.1 | \$0.1 | 2.3% |
| Full-time Staffing Resources | 32.2 | 32.2 | 0 | 0% |
| Capital Investment (\$M) | | \$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% |

*For more information please see the appendix for Heritage, Arts and Culture under Operating Summaries: Thriving and Capital Summaries: Thriving

Infectious Disease Prevention protects the public from risk from infectious diseases and outbreaks (such as tuberculosis, hepatitis B, meningococcus, gonorrhoea and E. coli) through inspections, immunization, education and other Public Health control measures.

Service Pressures

- Maintaining service levels with Public Health funding is held at 2019 funding levels
- Growing demand for harm reduction supplies for Peel’s vulnerable population to prevent the spread of blood-borne infections, specifically hepatitis B and C, and HIV
- Increasing number of school age children requiring administration of publicly-funded vaccines
- Growing impact of diseases associated with climate and environmental changes (e.g., Lyme disease, West Nile virus)
- Funding uncertainty related to the Province’s Public Health modernization initiative scheduled for 2020

How We are Investing to Serve Peel Residents Better

Operating Request **+\$1.0M**

Key Highlights:

+\$0.2M Creation of community safety and well-being plan (reserve funded) *

** Initiative in conjunction with Chronic Disease Prevention and Early Growth and Development*

Provincial
Funding Impact

+\$0.4M To maintain services as Provincial funding will be held at 2019 funding levels

Capital Request **+\$0.1M**

NEW
in 2020

Key Highlights:

+\$0.1M Public Health clinics and facilities improvements





73,000

vaccine doses delivered in the 2018/19 school year

96.2%

of food inspections received a green pass

>250,000

student immunization records screened for protection against vaccine-preventable diseases

>500,000

clean needles distributed

Sustaining our Infectious Disease Prevention Services



We continue to find ways to mitigate costs, including:

- Conducted line-by-line expenditure reviews, which identified various process improvements that delivered \$0.1M in one-time savings

Here's how we strive to perform better:

- Expanded the reach of free harm reduction supplies through partnerships with key community agencies
- Implemented an online system to make it easier for parents to report required child vaccinations and improve staff efficiency
- Reviewed evidence and best practices, specifically to find a different way to provide case management for Chlamydia cases. This freed up nursing resources to other key areas, including clinical services
- Upgraded information management system for Public Health inspections allowing for increased public disclosure

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|--------|-------|------|
| Net Expenditures (\$M) | \$10.4 | \$11.4 | \$1.0 | 9.4% |
| Full-time Staffing Resources | 242 | 242 | 0.0 | 0% |
| 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% | |

*For more information please see the appendix for Infectious Disease Prevention under Operating Summaries: Thriving and Capital Summaries: Thriving

Land Use Planning guides Peel’s development and enhances residents’ quality of life in a sustainable and environmentally friendly way. We are working with stakeholders to ensure planning priorities reflect community needs and growth concerns.

Service Pressures

- As Peel’s population continues to grow, so does Peel’s development. The number of developments is on the rise, and so is the intensification rate
- To better reflect the type of growth Peel is experiencing, and the fundamental shift in the nature of development submissions, a comprehensive review of the Region’s fee structure is proposed
- New and evolving provincial legislation presents challenges and opportunities in planning for healthy, sustainable and complete communities

NEW
in 2020

How We are Investing to Serve Peel Residents Better

Operating Request +\$0.1M

Key Highlights:

+\$0.3M to expedite review of development applications (reserve funded)

(\$0.1M) in new fee revenue

Capital Request +\$1.9M

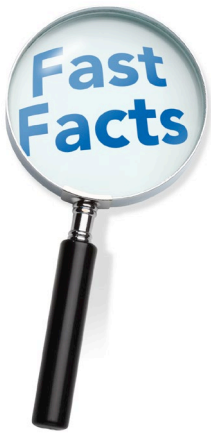
Key Highlights:

+\$1.5M for Regional Official Plan Amendments appeals

+\$0.3M for Greenlands Securement

+\$1.2M for Long Range studies





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)

Respecting the Taxpayer



We continue to find ways to mitigate costs. Here are some highlights:

- Streamlining the development review process to create a more seamless service
- Conducting a comprehensive review of the Region's fee structure to ensure it reflects the changing nature of Peel's development

Sustaining our Land Use Planning Services

Here's how we strive to perform better:

- Working with local municipalities to monitor and respond to provincial changes, while ensuring our work remains flexible so we can adapt to and meet provincial requirements
- Collaborate with key stakeholders including the community, local municipalities and representatives of the building industry to implement an integrated approach to planning, servicing and financing growth
- Planning for an expanded growth horizon from 2031 to 2041

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|-------|--------|-------|------|
| Net Expenditures (\$M) | \$3.4 | \$3.6 | \$0.1 | 4.1% |
| 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% |

*For more information please see the appendix for Land Use Planning under Operating Summaries: Thriving and Capital Summaries: Thriving

Roads and Transportation focuses on traffic management and sustainable transportation options to improve movement throughout the Region.

Service Pressures

- Peel's growing population and thriving goods movement is causing ongoing congestion on regional roads
- The effect of climate change is putting more pressure on regional infrastructure, requiring ongoing maintenance and implementation of low impact development measures

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request **+\$0.9M**

Key Highlights:

+\$0.4M due to infrastructure growth

+\$0.1M investing to improve Enterprise Asset Management (recovered from capital)

(\$0.4M) in electricity and maintenance savings due to LED street light conversion in Brampton and Caledon

Capital Request **+\$204.5M**

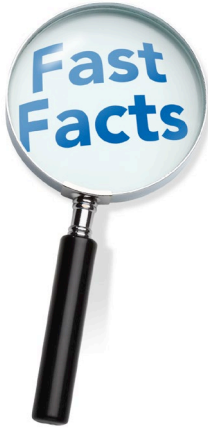
Key Highlights:

+\$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

+\$10.3M for transportation demand management, sustainable and active transportation and goods movement initiatives





1,678 lane km

of arterial roads maintained

100%

compliance with winter road maintenance service levels

360 km

of sidewalks, multiuse paths and paved shoulders on Regional Roads

900 metres

of new noise walls constructed in 2019

Respecting the Taxpayer



We continue to find ways to mitigate costs, for example:

- Converted street lights to LEDs in Brampton and Caledon resulting in savings of \$0.4M
- Working with our local municipalities to find operational efficiencies by coordinating maintenance activities sharing the purchase of services and materials

Sustaining our Roads and Transportation Services

Here's how we strive to perform better:

- Implementing the Sustainable Transportation Strategy to address congestion, aiming to increase the percentage of people that use sustainable transportation options such as carpooling, public transit and active transportation
- Adapting to and mitigating the effects of climate change by implementing low-impact development measures into our road designs so more water can be absorbed during severe weather events
- Improving traffic safety by adopting and implementing the Vision Zero Framework

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|-----------|-------|------|
| Net Expenditures (\$M) | \$67.0 | \$67.9 | \$0.9 | 1.3% |
| 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% |

*For more information please see the appendix for Roads and Transportation under Operating Summaries: Thriving and Capital Summaries: Thriving

Waste Management ensures Peel’s residential waste is collected and managed in a reliable, safe and environmentally responsible manner. We are focusing on increasing Peel’s diversion rate to reduce the negative impacts on the environment.

Service Pressures

- Council’s target of 75% waste diversion by 2034, in addition to changing legislation from the *Waste-Free Ontario Act*, involves significant efforts in the 3Rs (Reduce, Reuse, Recycle). Investing in new waste processing facilities will be needed in order to meet these requirements.
- Changing global policies have created the need for Peel to improve the quality of our recycling materials in order to continue exporting them to certain foreign markets.
- Peel’s population continues to grow by 5,000 households a year. This leads to an annual increase in demand for Peel’s waste collection services.



How We are Investing to Serve Peel Residents Better

Operating Request **+\$3.4M**

Key Highlights:

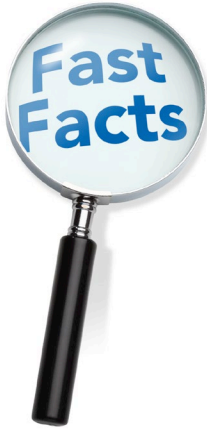
- +\$2.1M** lower net commodity revenue due to stricter regulation from global markets
- +\$0.9M** investing to improve education and enforcement/Enterprise Asset Management (recovered from capital)
- +\$0.2M** manage increased waste collection
- (\$0.5M)** process improvements
- (\$0.6M)** discontinued collection of grass clippings
- (\$1.9M)** increase in Waste fees

Capital Request **+\$9.1M**

Key Highlights:

- +\$5.2M** to maintain Waste facilities in a state of good repair
- +\$2.2M** to purchase garbage, blue, green and kitchen carts for new households
- +\$1.8M** to monitor and maintain Regional landfill sites





534,000

tonnes of residential waste managed annually

5,000+

additional number of Peel Region households annually

50%

diversion rate from landfill

over 90%

of recyclable plastics in the blue box are turned into new products

Respecting the Taxpayer

We continue to find ways to mitigate costs:

- Updating the Region’s Waste Management fees to match increases in operational costs
- Reassessing existing service levels to promote more environmentally friendly practices and reduce costs
- Piloting the collection of textiles in partnership with non-profit agencies and added green bin collection in Peel’s long term care homes to divert further waste from landfill



Sustaining our Waste Management Services

Here’s how we strive to perform better:

- Upgrading Peel’s Material Recovery Facility to improve the quality of our recycling materials and meet the changing requirements in global policies
- Building an Anaerobic Digestion facility to increase the Region’s diversion rate
- Adapting to the changing regulatory environment by working with stakeholders to influence provincial direction on the future of Ontario’s recycling and organics programs
- Continuing to maintain Peel’s Waste Management facilities in state of good repair

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|---------|---------|-------|--------|
| Net Expenditures (\$M) | \$112.3 | \$115.8 | \$3.4 | 3.0% |
| Full-time Staffing Resources | 196.8 | 194.8 | (2.0) | (1.0%) |
| Capital Investment (\$M) | | \$9.1 | | |
| 10-Year Capital Investment (\$M) | | \$339.9 | | |

| Outlook Years | 2021 | 2022 | 2023 |
|--------------------|-------|-------|-------|
| Net Increase (\$M) | \$4.5 | \$3.8 | \$3.7 |
| % Increase | 3.9% | 3.1% | 3.0% |

*For more information please see the appendix for Waste Management under Operating Summaries: Thriving and Capital Summaries: Thriving

Wastewater treats millions of litres of wastewater every day in a safe and environmentally responsible manner. We continuously assess the state of the Region’s infrastructure so we can deliver dependable services to the community.

Service Pressures

- Climate change has resulted in increased frequency of intense rainfall, which can overwhelm the system leading to localized flooding, sewer surcharging and treatment plant bypasses
- Peel’s aging infrastructure requires ongoing inspection, maintenance, rehabilitation and replacement to maintain performance
- Peel’s growing population will require an investment in new infrastructure to meet demand



How We are Investing to Serve Peel Residents Better

Operating Request **+\$11.1M**

Key Highlights:

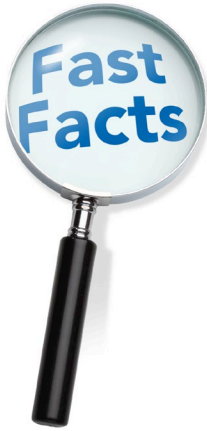
- +\$7.1M** 5% infrastructure levy to maintain the condition and performance
- +\$0.1M** investing to improve enterprise asset management maturity (recovered from capital)
- +\$0.1M** investing to improve OCWA contract oversight
- +\$0.2M** investing to improve regulatory compliance support
- +\$0.2M** implementing wastewater capital condition assessment and rehabilitation (recovered from capital)

Capital Request **+\$429.7M**

Key Highlights:

- +\$195.0M** East-West Diversion Sanitary Trunk Sewer
- +\$42.0M** Cawthra Road Sanitary Relief Sewer Project
- +\$48.0M** Expansion of the G.E. Booth Wastewater Treatment plant
- +\$22.0M** Rehabilitation of sewage pumping stations
- +\$3.0M** Rehabilitation of the Brampton-Bolton Sanitary Trunk





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

Respecting the Ratepayer



We continue to find ways to mitigate costs. Here are some highlights:

- **Reduced greenhouse gas emissions by:**
 - Installing LED lights in wastewater treatment facilities
 - Reducing truck traffic by disposing of construction project fill at the Jim Tovey Lakeview Conservation Area
 - Reducing the carbon footprint from construction projects by 13,600 tonnes of GHG
- Advancing capacity at G.E. Booth Wastewater Treatment Facility
- Reviewing the Wastewater Industrial Surcharge program

Sustaining our Wastewater Services

Here’s how we strive to perform better:

- Investing in new technology and construction standards
- Focusing on the top inflow and infiltration areas to reduce the risk of flooding; as much as 55% reduction achieved in specific areas
- Conducting sewer condition assessment, rehabilitation and expansion to address overflows
- Moving forward with construction of the East-West diversion sewer to better manage excess flows during severe rainfall events
- Aadopting the Region’s Capital Plan to reflect the expanded growth horizon from 2031 to 2041

Key Financial Information *

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|---------|-----------|--------|------|
| Peel required Billings (\$M) | \$146.1 | \$157.2 | \$11.1 | 7.6% |
| Full-time Staffing Resources | 235.0 | 241.5 | 6.5 | 2.8% |
| 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% |

*For more information please see the appendix for Wastewater under Operating Summaries: Thriving and Capital Summaries: Thriving

Water Supply Service provides safe, reliable and high quality drinking water throughout Peel. We ensure our water meets or exceeds Ontario Drinking Water Quality Standards and is continuously monitored.

Service Pressures

- As Peel’s population grows, so does the demand on the water system and the need to expand its capacity
- There is an ongoing need to ensure Peel’s drinking water continues to meet provincial water quality standards 24/7
- Peel’s aging infrastructure requires continuous maintenance and replacement to minimize water service disruptions

NEW
in 2020

How We are Investing to Serve Peel Residents Better

Operating Request **+\$15.0M**

Key Highlights:

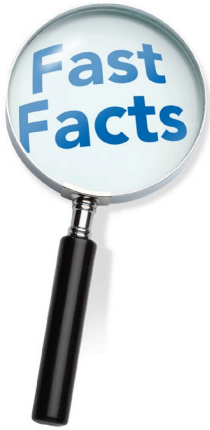
- +\$11.4M** 5% infrastructure levy to maintain the condition and performance
- +\$0.1M** investing to improve enterprise asset management maturity (recovered from capital)
- +\$0.1M** investing to improve OCWA contract oversight
- +\$0.1M** investing to improve health & safety (recovered from capital)

Capital Request **\$287.5M**

Key Highlights:

- +\$60.0M** Victoria Reservoir
- +\$50.0M** Watermain replacement projects in Mississauga, Brampton and Caledon
- +\$39.0M** MTO highway widenings – 401 and QEW
- +\$8.0M** Hydraulic improvements at the A. P. Kennedy Water Treatment Plant





575 million

litres of safe drinking water produced every day

4,674 km

length of watermains

25,614

fire hydrants inspected

334,560

water accounts

Respecting the Ratepayer



We continue to find ways to mitigate costs. Here are some highlights:

- Anticipating a gross saving of \$0.9M in 2020 in electricity costs by reviewing processes and participating in the Industrial Conservation Initiative
- Helping residents and businesses manage construction impacts through enhanced community engagement
- Developing a Long-Term Financial Sustainability Plan to ensure we maintain the foundational principles of user pay and conservation, while adequately covering the current and future costs of Peel’s growing water system

Sustaining our Water Supply Service

Here’s how we strive to perform better:

- Maintaining and updating our system by testing innovative methods to optimize watermain replacement and repairs
- Adding infrastructure to support growth and minimize operational risks
- Working with local municipalities to align Capital Plans
- Renewed the Region’s long-term partnership with the Ontario Clean Water Agency
- Adapting the Region’s Capital Plan to reflect the expanded growth horizon from 2031 to 2041

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|---------|-----------|--------|------|
| Peel required Billings (\$M) | \$231.0 | \$246.0 | \$15.0 | 6.5% |
| Full-time Staffing Resources | 288 | 290.5 | 2.5 | 0.8% |
| 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% |

*For more information please see the appendix for Water Supply under Operating Summaries: Thriving and Capital Summaries: Thriving

Police services ensure the safety and security of all persons and property in Peel. These services are: emergency and call response, investigations, road safety services, community partnerships and problem solving, and community education. The services are provided by Peel Regional Police (PRP) in Brampton and Mississauga and by Ontario Provincial Police (OPP) in Caledon.

Service Pressures

- There is an increase in demand for policing services to address community safety and workload pressures resulting from growth within the Region.
- Workload pressures are driven by increases in family and intimate partner incidents, mental health requests for assistance, immediate response calls for service and the need to address road safety and guns and gangs.

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request +\$23.2M

Key Highlights:



+35 Uniform Officers to address community safety and workload pressures

+18 net Civilian Support positions to maintain service levels



No new significant investment is proposed other than maintaining prior year service levels

Provincial Funding Impact

(\$2.6M) PRP Provincial grant funding cuts

(\$.09M) OPP Provincial grant funding cuts

Capital Request +\$43.0M

Key Highlights:



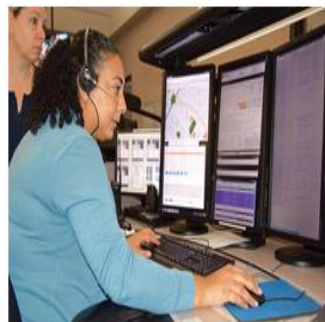
+\$22.5M to develop, purchase, replace, and maintain existing information technology systems and assets

+\$10.0M to develop, maintain, and expand Police facilities

+\$6.1M for the purchase of vehicles to maintain the fleet



No new capital investments proposed





10.1%

increase in citizen-initiated events in Brampton and Mississauga. (January to August) 2018 compared to 2019

4.7%

increase in immediate response events in Brampton and Mississauga. (January to August) 2018 compared to 2019

0%

increase in property crime occurrences in Caledon (2018)

1.0%

increase in calls for police services in Caledon (2018)

Respecting the Taxpayer

We continue to find ways to mitigate costs. Here are some highlights:

- **Peel Regional Police serving Brampton and Mississauga:**
 - Continue to explore the feasibility of shared resources and services with other agencies and partners. PRP is working with York Regional Police to procure a joint mugshot identification system.
 - Conduct ongoing organizational reviews to optimize efficiencies, service delivery, and resource allocation, including civilianizing positions in order to reallocate uniform officers to operations and outsourcing positions where feasible.
 - Continue to request external funding from the Provincial and Federal governments for police initiatives and programs which support community safety and policing effectiveness.
- **Ontario Provincial Police (OPP) serving Caledon**
 - Committed to community engagement and education between the police and residents to deter crime.
 - Working diligently with residents throughout the Town of Caledon to support the Neighborhood Watch Program, a Community-led and police supported crime prevention program.
 - Focusing on Traffic safety is a top priority for Caledon OPP. Using analytics and technology officers conduct daily enforcement; highly trained Commercial Motor Vehicle Inspectors conduct inspections to ensure that vehicles are safe, and drivers and companies are compliant with the law

Sustaining our Police Services

To ensure we perform better, we continue to:

- Explore innovative solutions to enhance operations. Through ongoing efforts to enhance officer and community safety and overall emergency response, PRP is joining the Halton Regional Police Service's Public Safety Broadband Network which provides a platform to emergency responders and public safety personnel for seamless, secure, and reliable communications during crisis or day-to-day operations.
- Research and deploy equipment and technological enhancements to provide staff with the tools to do their job more efficiently and effectively. PRP is piloting the use of corporate issued mobile devices as a primary computing device, creating a platform for evolving police functions and processes where data can be captured at the source, is available instantly, and is used to connect and inform staff.
- Partner with community and police agencies to support service delivery. PRP will be partnering with the Canadian Mental Health Association Peel Dufferin Branch to launch a Mobile Crisis Rapid Response Team that will assist in responding to persons in crisis
- Strengthen relationships and partnerships, increase engagement and trust between police, our diverse community, Youth, business owners, and community partners through increased community engagement, the Chief's Advisory Committees, education, and sharing of information.
- Attract and retain skilled employees that reflect the community for both uniform and civilian roles.

Key Financial Information

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|---------|---------|--------|------|
| Net Expenditures (\$M) | \$435.2 | \$458.4 | \$23.2 | 5.3% |
| Full Time Staffing Resources – PRP | 3,054 | 3,107 | 53 | 1.7% |
| Capital Investment (\$M) | | \$43.0 | | |
| 10-Year Capital Investment (\$M) | | \$457.0 | | |
| Outlook Years | 2021 | 2022 | 2023 | |
| Net Increase (\$M) | \$18.1 | \$20.8 | \$18.9 | |
| % Increase | 4.0% | 4.4% | 3.8% | |

Note: May not add up due to Rounding

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Conservation Authorities (CAs) play a vital role in protecting the many aspects of Peel’s natural environment, focussing on protecting and managing water resources, wetlands and forests, sharing conservation information, providing local and regional recreational opportunities, preserving natural heritage features, and addressing climate change risks within Peel. These outcomes are provided primarily through three Conservation Authorities (CAs), namely, Conservation Halton (CH), Credit Valley Conservation (CVC), and Toronto and Region Conservation Authority (TRCA).

Service Pressures

- Extreme weather events requiring new tools to address risks from flooding and erosion
- Growth in watershed population directly impacting conservation area services and infrastructure;
- Threat and effects of invasive species (e.g. Emerald Ash Borer (EAB), dog strangling vine, Japanese knotweed) on the environment and risk to safety of visitors on conservation lands;
- Management and maintenance of aging Tangible Capital Assets supporting urban expansion and intensification with up-to-date technical watershed information
- Customer service expectations for modern information technology and digital systems
- Provincial changes to the *Conservation Authorities Act*

**NEW
in 2020**

How We are Investing to Serve Peel Residents Better

Operating Request **+\$1.3M**

Capital Request **+\$5.8M***

Key Highlights:



+\$1.17M to address climate change, asset management and labour costs

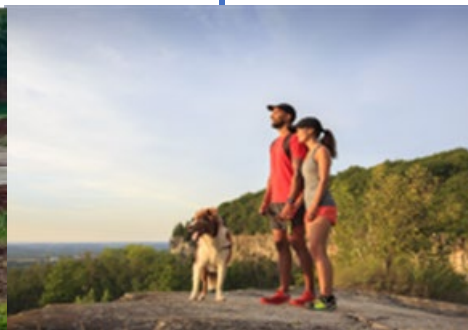
Provincial Funding Impact

+\$0.13M Provincial funding reduction

Key Highlights:

+\$5.8M to continue progress on the Jim Tovey Lakeview Conservation Area project including shoreline protection and offshore island construction

*Funding for CA Capital Projects are included in Operating request





33,675

Hectares of land regulated, in 2018, to protect life and property of Peel residents from hazards due to flooding, erosion and slope failure

261,040

Trees, shrubs and seedlings planted in 2018

5,564

Hectares of public land managed in 2018, providing opportunities for recreation

Respecting the Taxpayer

CAs continue to find ways to mitigate costs, for example:

- CVC continues to reduce operating expenses and reviews fee structure to improve cost recovery
- Supporting urban expansion and intensification with up-to-date technical watershed information
- Ongoing Asset Management and Investment to address aging infrastructure, e.g. dams and channels
- Addressing flooding and erosion threat through updated floodplain hazard mapping
- TRCA proactively adopts opportunities for organizational improvements and results that are both financially and strategically sustainable
- CH reviews program service levels annually as part of the budget process, resulting in continued operating efficiencies and reduced expenses to offset funding reductions and inflationary cost increases

Sustaining our Conservation Authorities Service

The CA's continue to ensure they perform better by:

- Partnering with Peel, for example, creating a waterfront parkland (Lakeview Waterfront Connection project) from clean fill generated from Public Works infrastructure projects
- Developing a framework of performance measurement and associated Key Performance Indicators (KPI's) to evaluate outcomes of Peel climate funding
- Address flooding and erosion hazards
- Promote use of Green Infrastructure and Low Impact Development (LID) approaches providing performance and flood mitigation data as well as implementation guidance to municipalities
- Building strong partnerships and create opportunities for collaboration with our community members

Key Financial Information

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|--------|-------|------|
| Net Expenditures (\$M) | \$26.9 | \$28.2 | \$1.3 | 4.8% |
| Full-time staffing Resources | N/A | N/A | N/A | N/A |
| Capital Investment (\$M) | | \$5.8 | | |
| 10-Year Capital Investment (\$M) | | \$17.8 | | |

| Outlook Years | 2021 | 2022 | 2023 |
|--------------------|-------|-------|-------|
| Net Increase (\$M) | \$1.5 | \$1.5 | \$1.5 |
| % Increase | | | |

Note: for details, please see Appendices for Conservation Authorities, found under Regionally Funded External Programs

Through the **Assessment Services**, Peel provides funding to the Municipal Property Assessment Corporation (MPAC) which administers the province-wide property assessment service for municipalities including Peel.

Service Pressures

- Funding to MPAC through Assessment Services is legislated through the levy formula set in the Municipal Property Assessment Corporation Act, 1997. MPAC's funding is divided among municipalities and taxing authorities to reflect their proportionate share of the total assessed values and property counts in the province.
- Property taxation for 2020 will be based on January 1, 2016 assessment values. This is the fourth reassessment under the four year reassessment cycle announced by the Ontario government in the 2007 Provincial Budget. The January 1, 2016 assessment values will be used for the 2017-2020 taxation years. Additionally all reassessment increases are being phased-in (i.e. 25 per cent in each year) during this four year period, while all reassessment decreases were fully realized in 2017, the first year of the reassessment cycle.
- Peel's portion of MPAC's costs has increased and this trend is likely to continue due to MPAC internal cost pressures as well as the allocation formula which unfavourably impacts higher growth municipalities like Peel.



How We are Investing to Serve Peel Residents Better

Operating Request +\$0.5M

Key Highlights:

No new significant investment is proposed other than maintaining prior year service levels

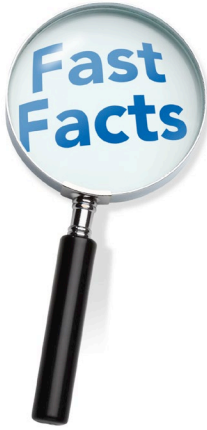
Capital Request +\$0.0M

Key Highlights:

No capital investments proposed



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION



\$295 billion

total assessed value of all properties in Peel

414,000

properties in Peel

\$545,900

average residential home value in Peel

2.06%

average increase of Peel's portion of MPAC's costs (2015 – 2019)



Respecting the Taxpayer

Funding of assessment services through MPAC is legislated through the *Municipal Property Assessment Corporation Act, 1997*. Municipalities do not have an option to pursue other service delivery alternatives.

Key Financial Information *

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|------------------------------------|--------|--------|-------|------|
| Net Expenditures (\$M) | \$19.4 | \$19.9 | \$0.5 | 2.3% |
| Full-time Staffing Resources | N/A | N/A | N/A | N/A |
| Capital Investment (\$M) | | - | | |
| 10-Year Capital Investment (\$M) | | - | | |

| Outlook Years | 2021 | 2022 | 2023 |
|--------------------|-------|-------|-------|
| Net Increase (\$M) | \$0.5 | \$0.5 | \$0.5 |
| % Increase | 2.4% | 2.4% | 2.4% |

*For more information please see the appendix for Assessment Services under Operating Summaries: Thriving.

Strategic Plan Area of Focus:

Leading

Government is future-oriented and accountable

What are the Region's goals in investing to build a **Community for Life**? Listening and incorporating the voice of residents and businesses in decision-making. Ensuring a secure and financially flexible future. Constantly developing new, better and less costly ways to deliver services that residents and businesses value. Seeking to attract and retain top talent as an employer of choice. And acting, always, to earn and keep our community's trust.



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Enterprise Programs and Services plans and implements services that enable the Regional corporation to meet its strategic and operational objectives.

Service Pressures

- Delivering value to taxpayers with socially responsible programs and services
- Building environmental resilience
- Managing aging assets in an increasingly regulated environment
- Increasing public expectation of an accountable and transparent government

How We are Investing to Serve Peel Residents Better

NEW
in 2020

Operating Request **+\$8.4M**

Key Highlights:

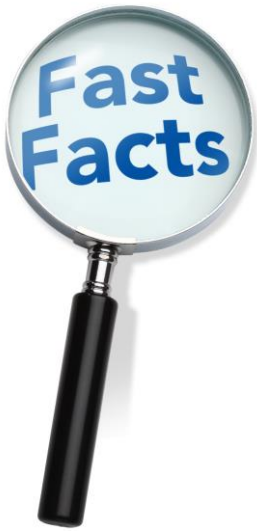
- (\$2.4M)** reduction in tax subsidy of utility operations
- +\$0.2M** to manage aging assets and develop sustainable procurement processes
- (\$3.7M)** increased payments in lieu of taxes and decreased tax appeal expenses
- +\$10.4M** 1% for maintaining infrastructure
- +\$3.0M** temporary levy for community hubs

Capital Request **+\$33.5M**

Key Highlights:

- +\$11.1M** maintain information technology
- +\$10.9M** maintain Regional office facilities
- +\$2.2M** climate change mitigation and energy management
- +\$4.0M** implement asset management technology





79%

of \$30B in 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

Respect the Taxpayer

We continue to find ways to mitigate costs. Here are some highlights:

- \$0.7M in reduced mobile phones costs
- \$0.2M in call handling efficiencies
- \$0.3M in line by line budget review driven reductions
- \$6.0M in improved investment returns in 2019



Sustaining our Enterprise Programs and Services

Here’s how we strive to perform better:

- Investing to maintain Regional assets
- Developing sustainable and socially responsible procurement processes
- Maintaining a talent management framework
- Maintaining sophisticated technological environment
- Planning to address climate change and build environmental resilience
- Monitoring long-term financial planning strategy

Key Financial Information*

| Resources to Achieve Service Level | 2019 | 2020 | +/- | % |
|-------------------------------------|--------|---------|---------|---------|
| Net EPS Operating (\$M) | \$24.7 | \$19.7 | (\$5.0) | (20.5%) |
| 1% Maintaining Infrastructure (\$M) | \$59.6 | \$70.0 | \$10.4 | 17.5% |
| Community Hubs Funding | - | \$3.0 | \$3.0 | - |
| Net Expenditures (\$M) | \$84.3 | \$92.7 | \$8.4 | 10.0% |
| Full-time Staffing Resources | 758 | 761 | 3 | 0.4% |
| Capital Investment (\$M) | | \$33.5 | | |
| 10-Year Capital Investment (\$M) | | \$197.2 | | |

| Outlook Years: | 2021 | 2022 | 2023 |
|---------------------------------------|---------|---------|--------|
| Net EPS Operating change (\$M) | (\$1.7) | (\$0.5) | \$1.2 |
| % Increase for EPS Operating | (8.8%) | (3.1%) | 7.2% |
| 1% Infrastructure Levy increase (\$M) | \$11.3 | \$11.5 | \$11.7 |
| Net Increase (\$M) | \$9.5 | \$11.0 | \$13.0 |

*For more information please see the appendix for Enterprise Programs and Services under Operating Summaries: Leading and Capital Summaries: Leading

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2020 Consolidated Operating and Capital Budget

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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

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

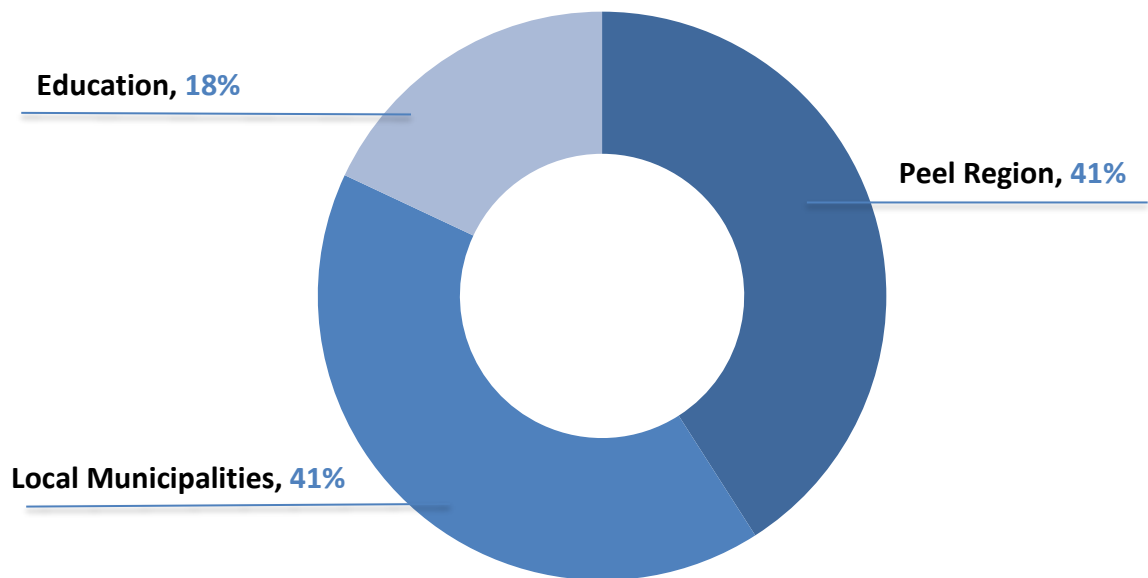
Small Business Owner

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.

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

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.



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.

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.

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 | |
| • Regional Budget Corporate Overview | November 28 |
| • Regional Services Budget Presentations | November 28 |
| • Police Services Budget Presentations | December 5 |
| • 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.

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.

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

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

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

2020 OPERATING AND CAPITAL BUDGET

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.

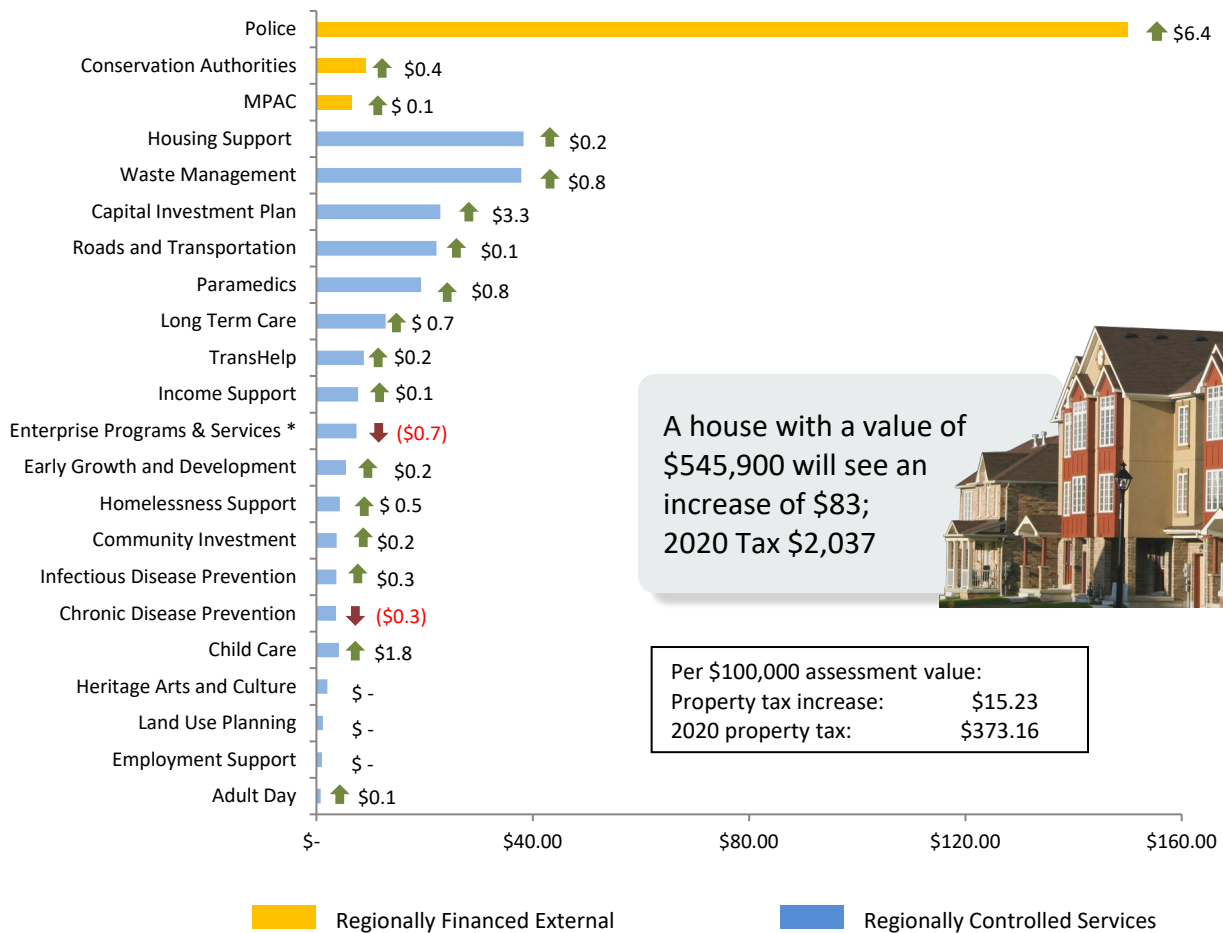
The 4.3 per cent net tax levy increase is composed of 2.34 per cent increase for Regionally Controlled Services and 1.94 per cent increase for Regionally Financed External Organizations.

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

Total Expenditures and Revenues

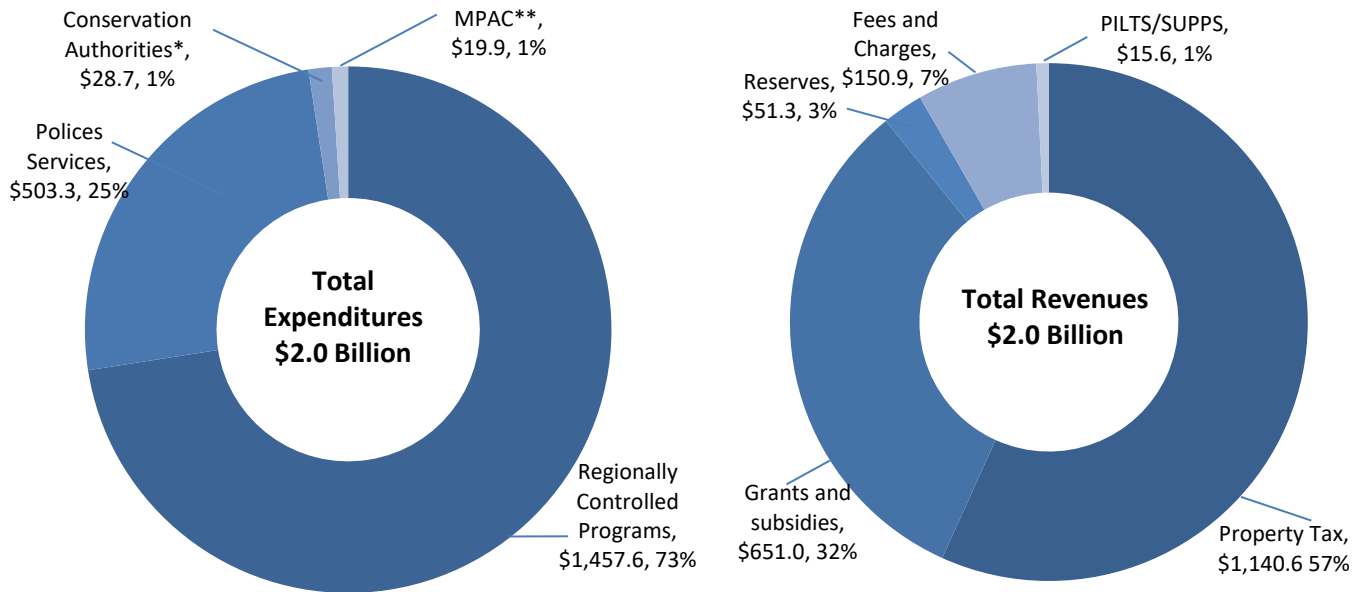
The Property Tax Supported Operating Budget totals \$2.0 billion for both Regionally Controlled Services and Regionally Financed External Organization services.

- 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.

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.

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 |

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

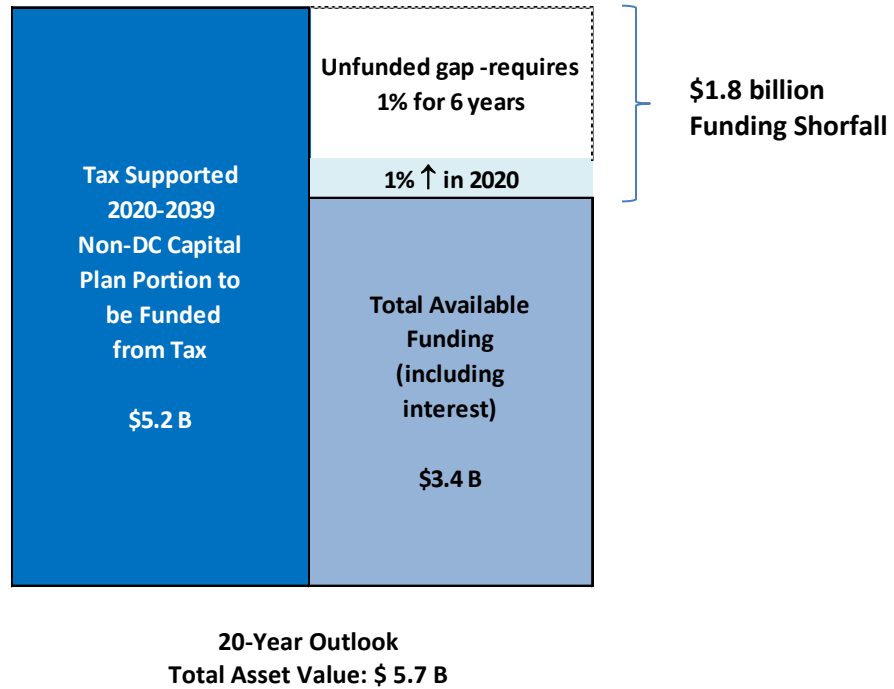
| Service | Service Outcome | 2020 Investment Outcomes | Investments | |
|--|---|---|----------------|--------------|
| | | | Gross (\$'000) | Net (\$'000) |
|  Finance | The Region of Peel is financially sustainable | Implementation of a sustainable procurement program | 149 | 149 |
| | | Management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

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

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.

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.

- 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.

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.

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.

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

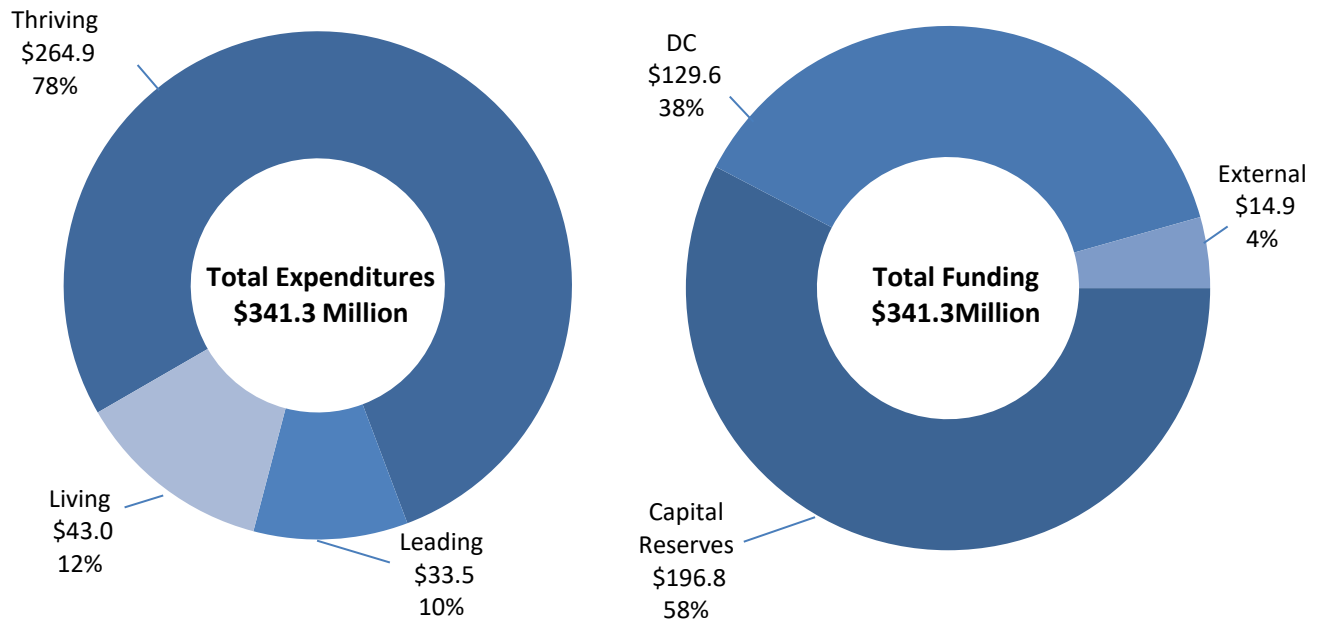
2020 Capital Budget Financing

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.

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.

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

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.

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.

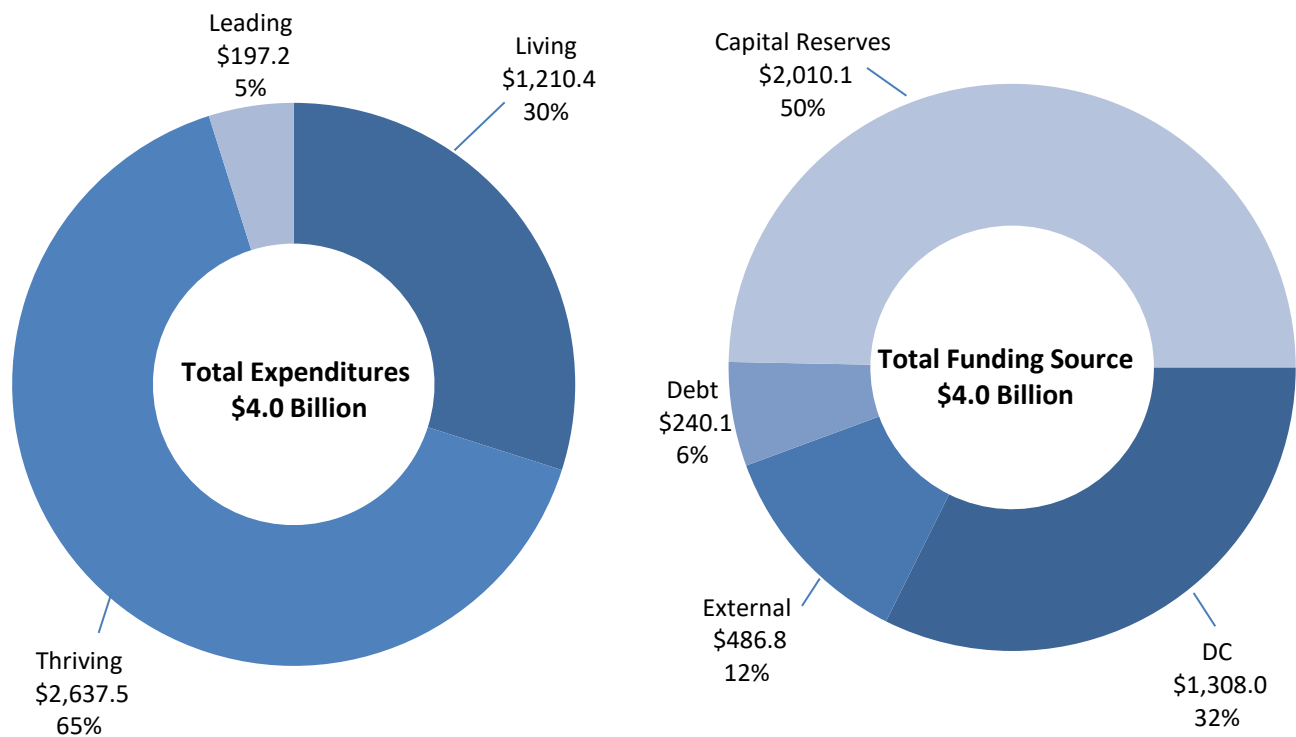
Ontario changed its *Development Charges Act* in December 2015 which allows Peel to use development charges to help pay for waste diversion initiatives. The new waste diversion portion of the Capital Plan will attract development charges following the next DC By-law update.

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)



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.

2020 OPERATING AND CAPITAL BUDGET

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.

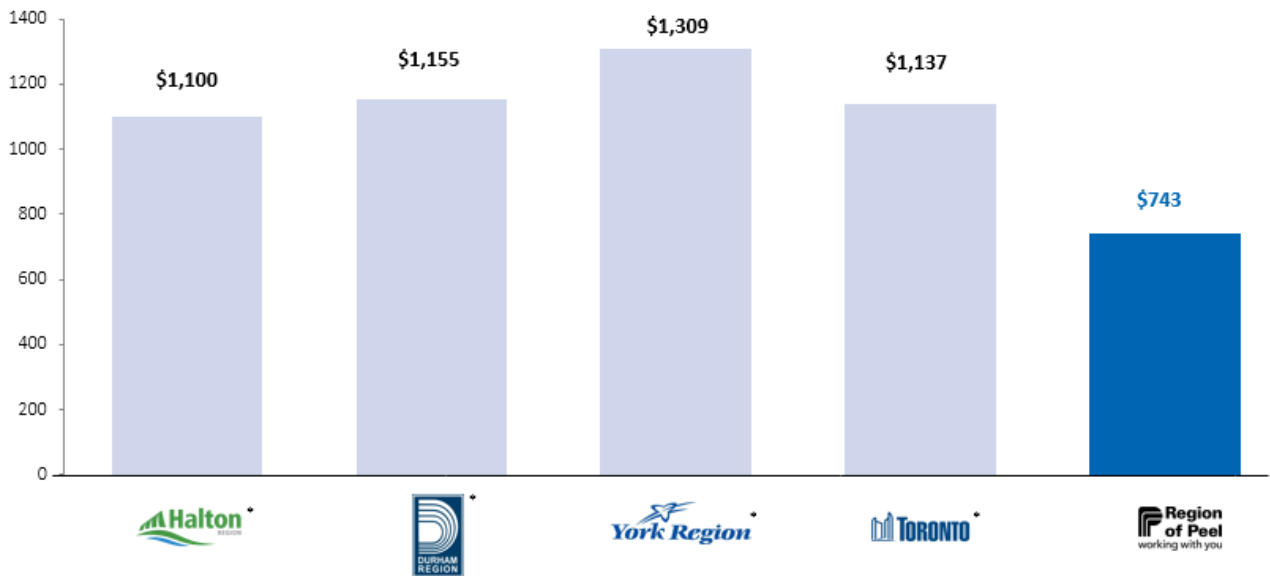
2020 Operating Budget - Utility Rate Supported Services

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.



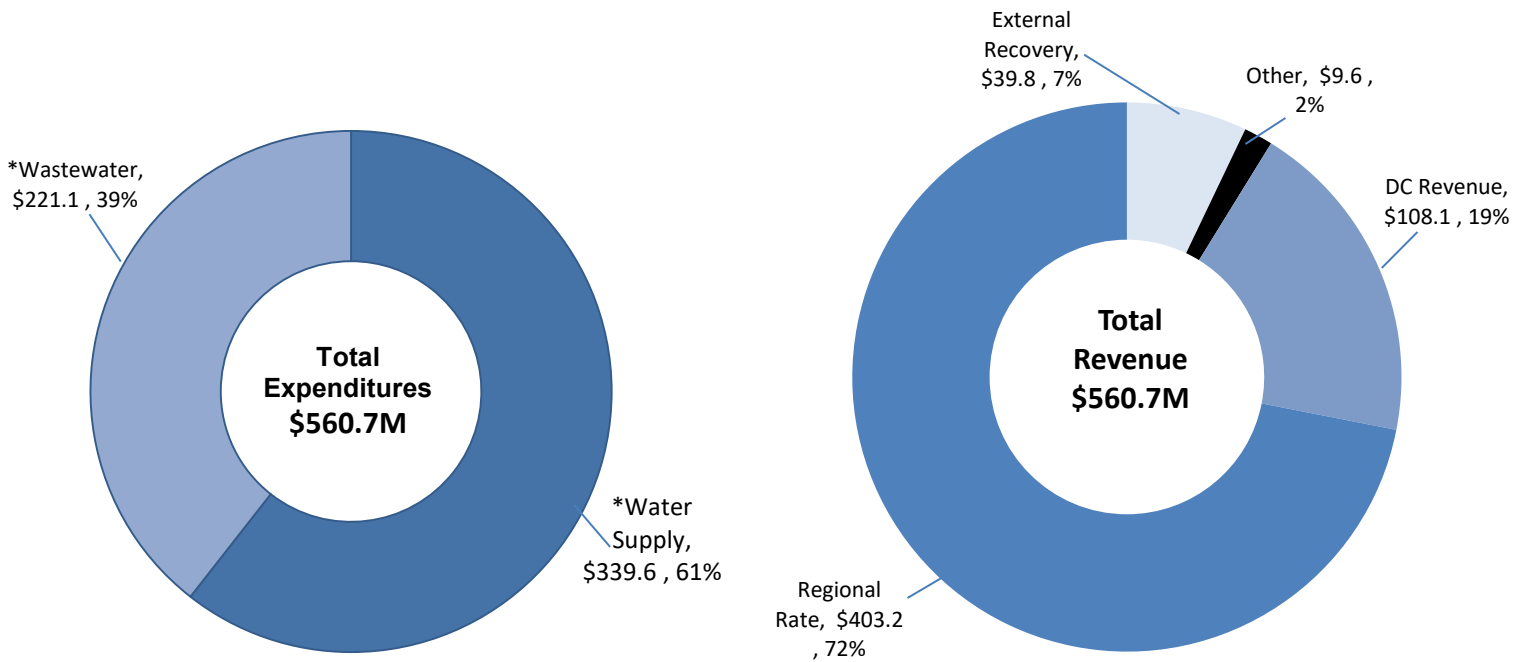
*Based on 2019 Residential Rates

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.

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.

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**

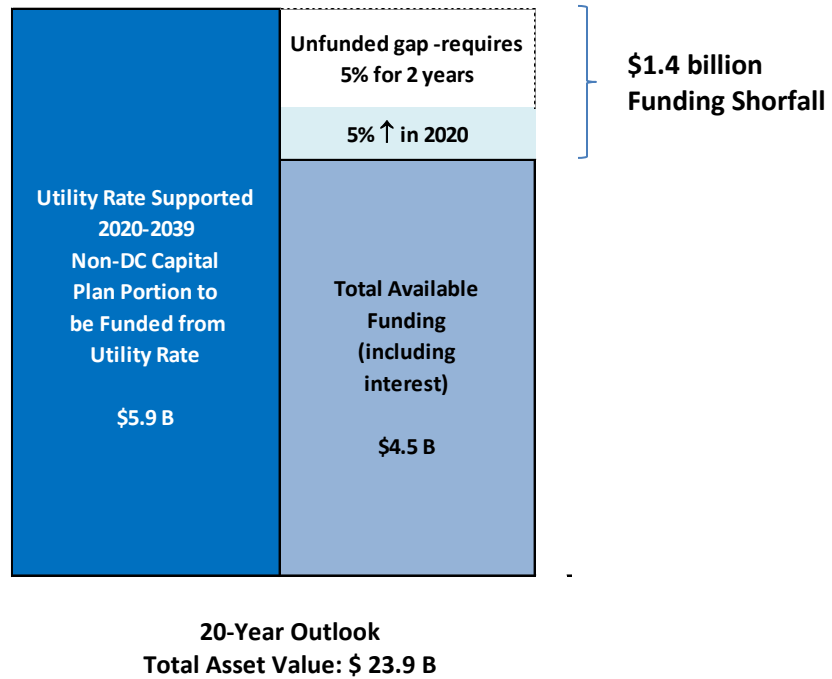
| Service | Service Outcome | 2020 Investment Outcomes | Investments | |
|---|--|--|----------------|--------------|
| | | | Gross (\$'000) | Net (\$'000) |
|  Water Supply | Safe, reliable and high quality drinking water is available to Peel customers | Investing to improve enterprise asset management, 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.

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.

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.

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 |

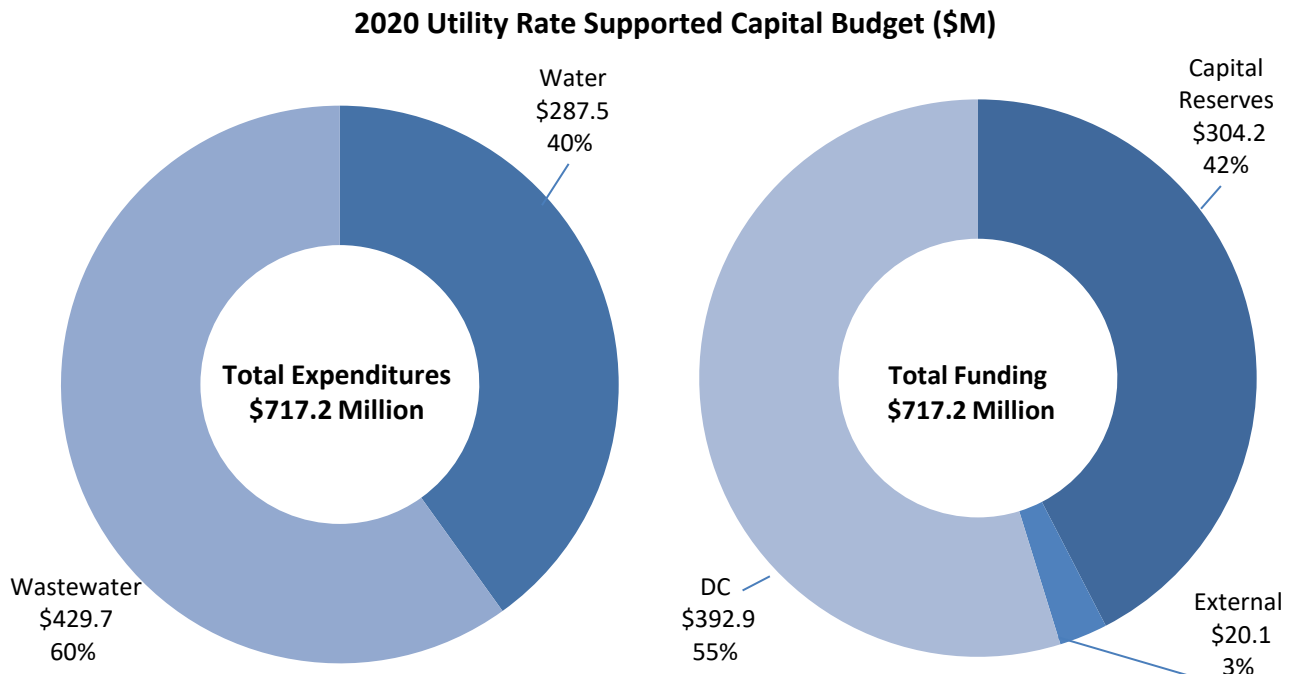
2020 Capital Budget – Utility Rate Supported Services

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

2020 OPERATING AND CAPITAL BUDGET

- 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

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% |

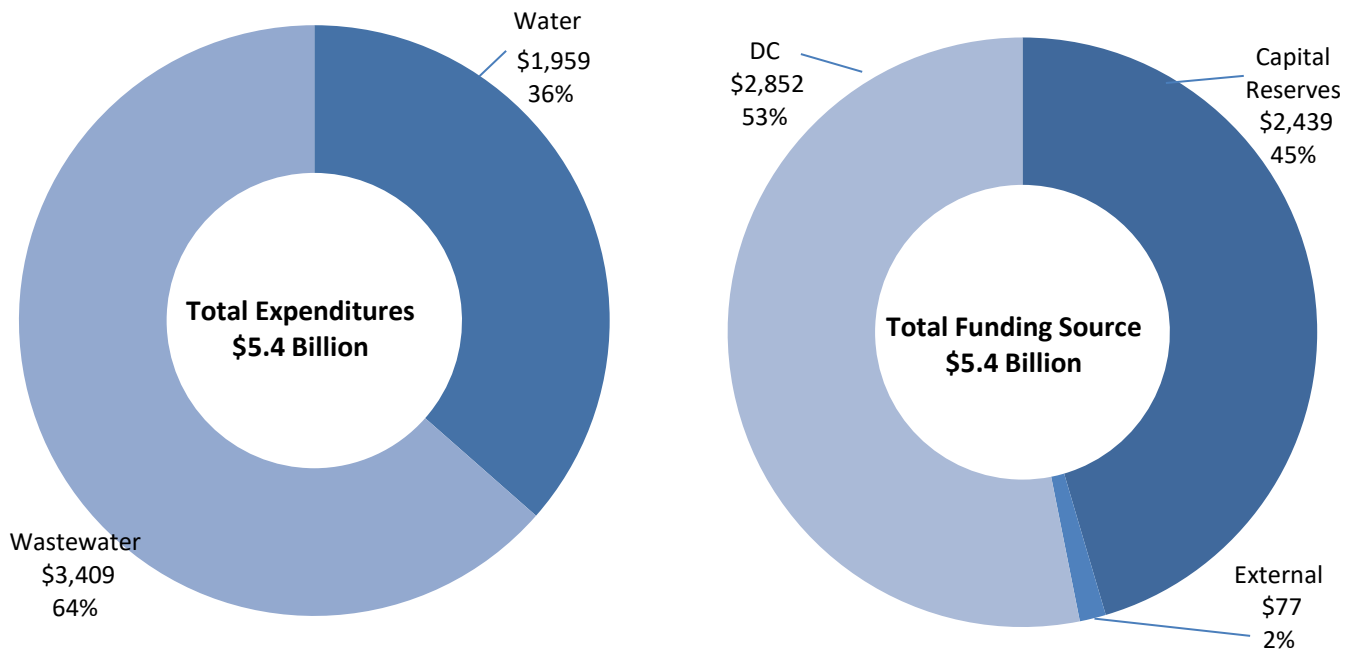
2020-2029 Capital Plan Financing

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.

2020 OPERATING AND CAPITAL BUDGET

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.

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

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.

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

\$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.

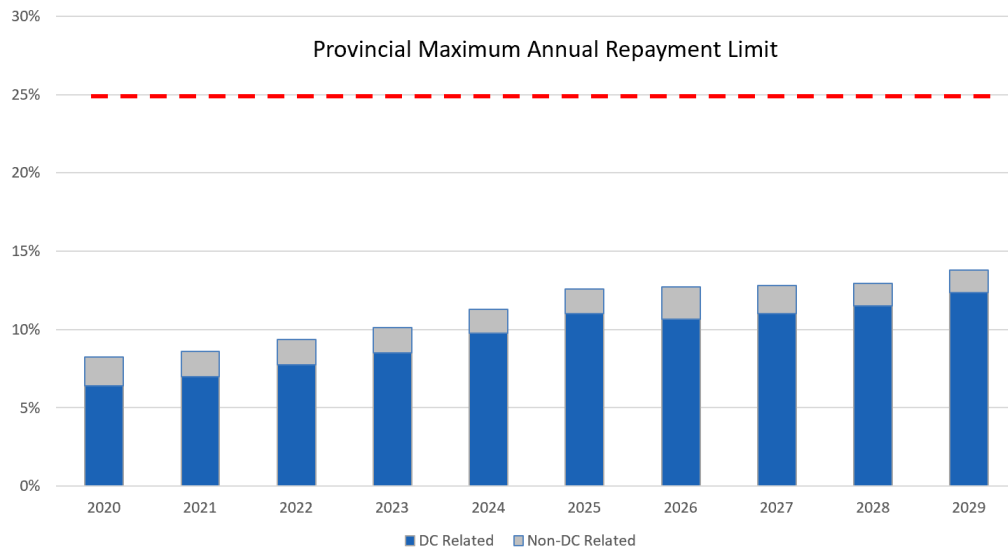
Rate Stabilization Reserves

- **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.

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.

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. |

| 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

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.

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 |

2020 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

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 |
| Subtotal Enterprise Programs and Services | 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 |
| Subtotal Police Services | 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 |
| Subtotal Conservation and Assessment | 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.

**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

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

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.

Strategic Plan Area of Focus:

Living

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

Investing to build a **Community for Life** begins with people, and ensuring that those in need can find the help and support they need in Peel – from housing to accessible transportation, and from income support to paramedic services and long term care – the Region of Peel is a welcoming community to all.



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| Total Expenditures: \$7.5 million | Net Expenditures: \$2.4 million |
|--|--|

2020 Operating Budget Pressures

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|---------------|-----------------------|--------------|
| 2019 Revised Cost of Service | 7,091 | 4,971 | 2,119 | % |
| <i>Annualization</i> | | | | |
| <i>Cost of Living/Inflation¹</i> | | | | |
| Labour Cost | 327 | - | 327 | |
| Goods and Services | 30 | - | 30 | |
| User Fees | - | 77 | (77) | |
| <i>Economic Factors</i> | - | - | - | |
| <i>Base Subsidy/Recoveries</i> | - | - | - | |
| <i>Cost Mitigation</i> | - | - | - | |
| <i>Other Pressures</i> | - | - | - | |
| Base Budget Changes Subtotal | 357 | 77 | 280 | |
| Service Level Demand Subtotal | - | - | - | |
| Service Demand Subtotal | 357 | 77 | 280 | |
| Total 2020 Budget Change | 357 | 77 | 280 | |
| 2020 Proposed Budget | 7,448 | 5,048 | 2,400 | 13.3% |

Note: May not add up due to rounding

Operating budget pressure notes:

Cost of Living/Inflation¹

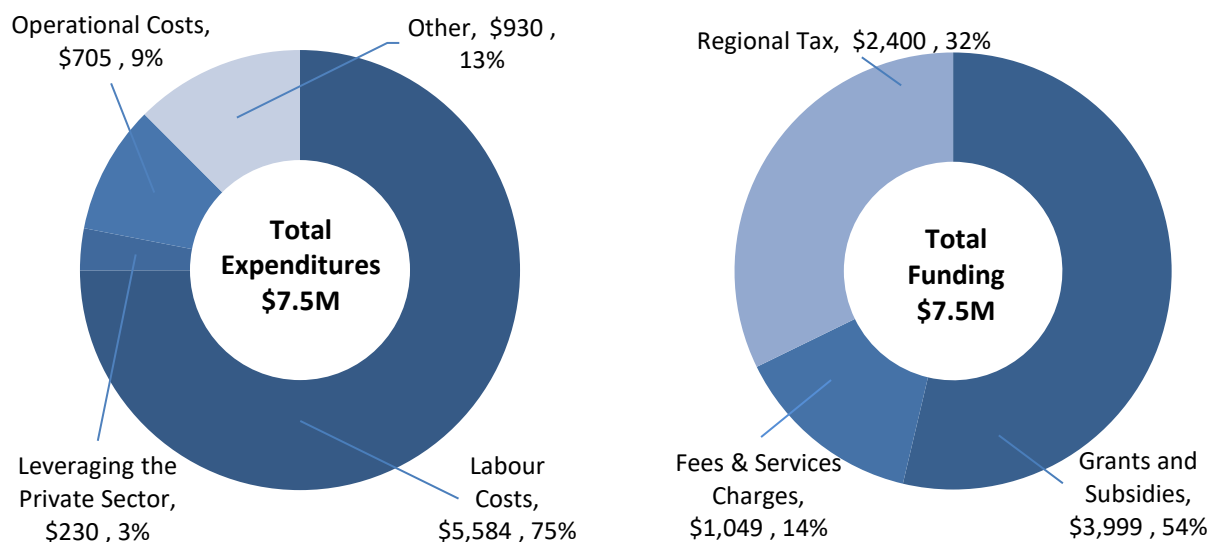
- User fees – the user fees for Adult Day Services clients were revised for both the regular and subsidized rates to keep in line with inflation and market conditions, moving toward full cost recovery.

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|-------|-------|
| 51.82 | 51.82 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- There have been frequent Provincial funding announcements in the health sector. The Adult Day Services sector was not affected in 2020. However, due to transformational changes in the future funding environment, there are uncertainties surrounding provincial funding in general.
- Development of Ontario Health Teams is ongoing, which may impact the operating environment and related expenses, as well as funding for Adult Day Services. Details are unknown at this time.

Measuring our Performance

- Percentage of respondents who said Adult Day Services maintained or improved their wellbeing.
- Percentage of caregivers who reported that Adult Day Services met their needs with regards to caregiver respite.

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|---------|---------|-------|----------|------|---------|------|---------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 7,091 | 7,448 | 5.0% | 7,666 | 2.9% | 7,926 | 3.4% | 8,120 | 2.4% |
| Total Revenue | (4,971) | (5,048) | 1.5% | (5,068) | 0.4% | (5,088) | 0.4% | (5,108) | 0.4% |
| Net Expenditure | 2,119 | 2,400 | 13.3% | 2,598 | 8.2% | 2,839 | 9.3% | 3,012 | 6.1% |

Note: May not add up due to rounding

Total Expenditures: \$171.6 million

Net Expenditures: \$12.7 million

2020 Operating Budget Pressures

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|----------------|-----------------------|--------------|
| 2019 Revised Cost of Service | 172,213 | 164,938 | 7,275 | % |
| Annualization | | | | |
| Cost of Living/Inflation¹ | | | | |
| Labour costs | 212 | 212 | - | |
| Economic Factors | | | | |
| Base Subsidy/Recoveries² | | | | |
| Remove 2018 Provincial funds carry forward | (1,082) | (1,082) | - | |
| Reallocate Expansion Plan funding to Early Growth and Development | (112) | (112) | - | |
| Allocation to offset cost of living | (114) | (114) | - | |
| Leased Day Care Centres | 42 | 42 | - | |
| Ontario Works recovery | (98) | (98) | - | |
| Cost Mitigation | | | | |
| Other Pressures³ | | | | |
| EYCC Funds Management Technology | 233 | - | 233 | |
| Base Budget Changes Subtotal | (919) | (1,152) | 233 | |
| Service Level Demand Subtotal | | | | |
| Service Demand⁴ | | | | |
| Provincial funding reduction | (4,924) | (4,924) | - | |
| Discretionary 20% cost share for Expansion Plan Program | 5,182 | - | 5,182 | |
| Service Demand Subtotal | 258 | (4,924) | 5,182 | |
| Total 2020 Budget Change | (661) | (6,076) | 5,415 | |
| 2020 Proposed Budget | 171,552 | 158,862 | 12,690 | 74.4% |

Note: May not add up due to rounding

Operating budget pressure notes:

Cost of Living/Inflation¹

- Cost of Living increase in staffing costs

Base Subsidy/Recoveries²

- Remove Early Learning and Child Care (ELCC) 2018 carry forward funds
- Increase in expenses at the leased child care facilities owned by the Region, fully offset by property rental revenues
- Recovery for two Children Service Workers to support OW clients with Childcare needs to increase their employment opportunities

Other Pressures³

- Funds Management Technology license fees and vendor support costs (not covered by the Ministry of Education)

Service Demand⁴

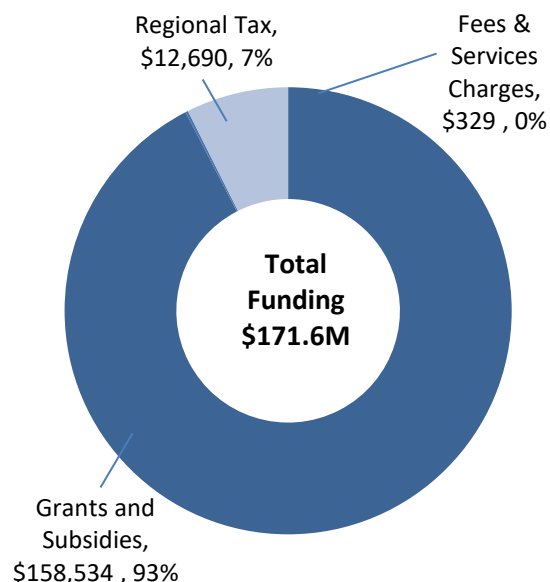
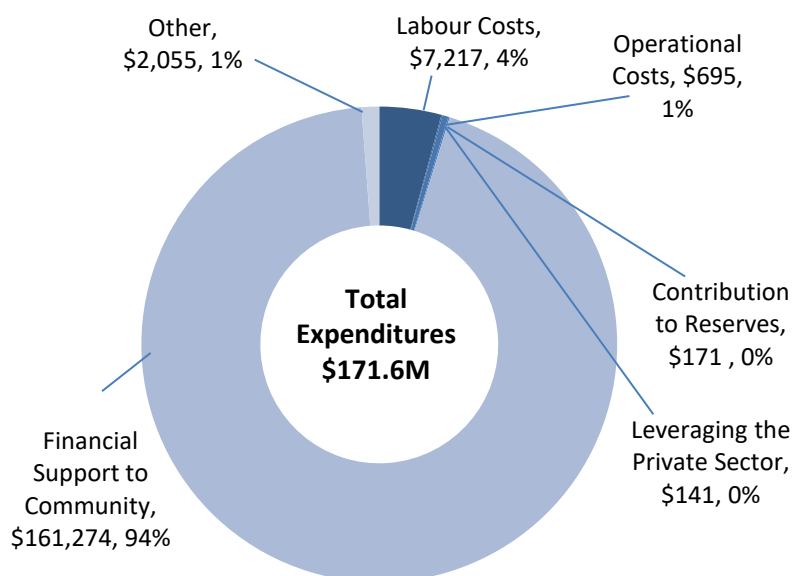
- 2020 funding allocation from the Ministry of Education resulted in reduced funding of \$4.9M for Child Care and \$0.2M for Early Growth and Development
- The Ministry has encouraged discretionary 20% cost share for Expansion Plan Program, this equates to \$5.2 million

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|-------|-------|
| 65.45 | 65.45 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Provincial uncertainty and ongoing growth in the licensed child care sector
- Early Learning and Child Care funding beyond March 31, 2020 is not confirmed

Measuring our Performance

- Percentage of child care fees supported by the Region of Peel
- Percentage of families that report having access to licensed child care that meets their needs

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|---------|---------|--------|----------|--------|---------|--------|---------|----|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 172,213 | 171,553 | (0.4%) | 167,723 | (2.2%) | 165,807 | (1.1%) | 165,818 | 0% |
| Total Revenue | 164,938 | 158,863 | (3.7%) | 152,198 | (4.2%) | 149,846 | (1.5%) | 149,856 | 0% |
| Net Expenditure | 7,275 | 12,690 | 74.4% | 15,525 | 22.3% | 15,961 | 2.8% | 15,961 | 0% |

Note: May not add up due to rounding

2021:

- No change to 10% administration threshold
- Administration funding is reduced from 100% to 50/50 cost share, estimated net impact of \$3.3M

2022:

- Administration threshold is reduced from 10% to 5%
- Administration funding is 50/50 cost share, estimated additional net impact of \$0.7M
- Any costs above the threshold are funded within the existing regional tax base

2023:

- No changes from 2022 assumptions
- Any pressures or inflationary cost increases are funded within the existing regional tax base

Total Expenditures: \$12.3 million**Net Expenditures: \$11.5 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|--|--------------------|---------------|--------------------------|-------------|
| 2019 Revised Cost of Service | 10,704 | 23 | 10,681 | % |
| <i>Annualization</i> | - | - | - | |
| <i>Cost of Living/Inflation</i> Labour & Goods and Services | 117 | - | 117 | |
| <i>Economic Factors</i> | - | - | - | |
| <i>Base Subsidy/Recoveries¹</i> End of Provincial funding for the Immigration Portal | (23) | (23) | - | |
| <i>Cost Mitigation</i> | - | - | - | |
| <i>Other Pressures²</i> Funds Management Technology License Fees Affordable Transit Technology License Fees | 56 10 | - - | 56 10 | |
| Base Budget Changes Subtotal | 160 | (23) | 183 | |
| Growth³ Affordable Transit Program | 600 | - | 600 | |
| Service Level Demand Subtotal | 600 | - | 600 | |
| Service Demand⁴ Social Enterprise Pilot Transitional Fund | 300 500 | 300 500 | - - | |
| Service Demand Subtotal | 800 | 800 | - | |
| Total 2020 Budget Change | 1,560 | 777 | 783 | |
| 2020 Proposed Budget | 12,264 | 800 | 11,464 | 7.3% |

Note: May not add up due to rounding

Operating budget pressure notes:

Base Subsidy/Recoveries¹

- End of provincial funding for Immigration Portal, no net impact

Other Pressures²

- Funds Management Technology License Fees
- Affordable Transit Technology License Fees

Growth³

- \$0.6M increase in the Affordable Transit Program to meet increase demand, bringing total budget to \$1.6M

Service Demand⁴

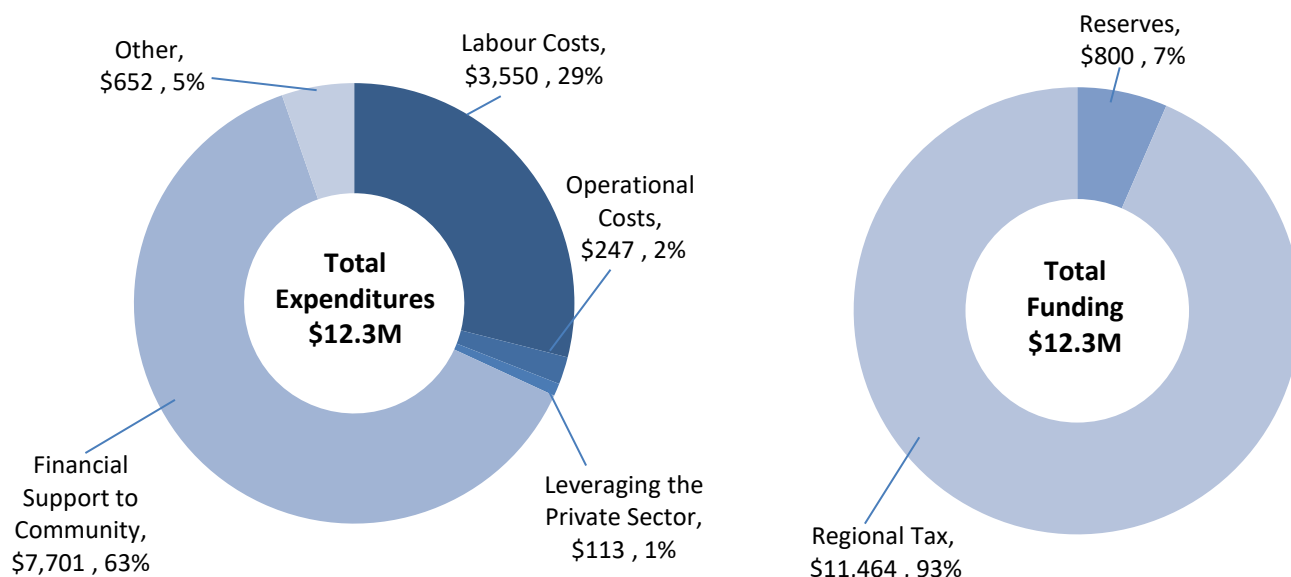
- Two-year pilot of \$0.3M each year for a Social Enterprise Fund to support not-for-profit agencies to develop innovative employment opportunities for people facing barriers, funded from reserve
- One-time \$0.5M Transition Fund to support not-for-profit agencies that will experience a reduction in funding due to eligibility criteria changes the Community Investment Program (CIP), funded from reserve

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|-------|-------|
| 30.30 | 30.30 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Community Investment will recover \$1.8M from Employment Support to cover a portion of Grants to Agencies, supporting Ontario Works clients. Total budgeted grants to agencies is \$9.5M.

Measuring our Performance

- Percentage of Peel residents that report a positive change after a service was delivered by a community group
- Percentage of community groups that report increased ability to achieve resident needs

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|--------|--------|----------|----------|---------|--------|----------|--------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 10,704 | 12,264 | 14.6% | 11,835 | (3.5%) | 11,609 | (1.9%) | 11,685 | 0.7% |
| Total Revenue | 23 | 800 | 3,416.5% | 300 | (62.5%) | 0 | (100.0%) | 0 | 0.0% |
| Net Expenditure | 10,681 | 11,464 | 7.3% | 11,535 | 0.6% | 11,609 | 0.6% | 11,685 | 0.7% |

Note: May not add up due to rounding

- Two-year pilot of \$0.3M for Social Enterprise Fund, offset by reserves removed in 2022
- One-time \$0.5M Transition Fund, offset by reserves removed in 2021

Total Expenditures: \$19.1 million**Net Expenditures: \$3.1 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|--|--------------------|----------------|--------------------------|-------------|
| 2019 Revised Cost of Service | 21,023 | 17,946 | 3,077 | % |
| <i>Annualization</i> | | | | |
| <i>Cost of Living/Inflation¹</i> Labour Costs and Goods & Services | 55 | | 55 | |
| <i>Economic Factors</i> | | | | |
| <i>Base Subsidy/Recoveries</i> | | | | |
| <i>Cost Mitigation</i> | | | | |
| <i>Other Pressures²</i> Software (license fees and maintenance) | 54 | | 54 | |
| Base Budget Changes Subtotal | 109 | | 109 | |
| Service Level Demand³ Reduction in grants | (140) | | (140) | |
| Service Level Demand Subtotal | (140) | | (140) | |
| Service Demand⁴ Addiction Services Initiatives Program cancelled by the Province | (948) | (847) | (101) | |
| Funding reduction in Employment program and Ontario Works administration (funding held at 2018 actual) | (970) | (1,109) | 139 | |
| Service Demand Subtotal | (1,918) | (1,956) | 38 | |
| Total 2020 Budget Change | (1,949) | (1,956) | 7 | |
| 2020 Proposed Budget | 19,074 | 15,990 | 3,084 | 0.2% |

Operating budget pressure notes:

Cost of Living/Inflation¹

- Cost of living increase in staffing costs

Base Subsidy/Recoveries

Other Pressures²

- Software maintenance and license fees for the technology used to track client information for Families First participants

Service Level Demand³

- Reduction in grants

Service Demand⁴

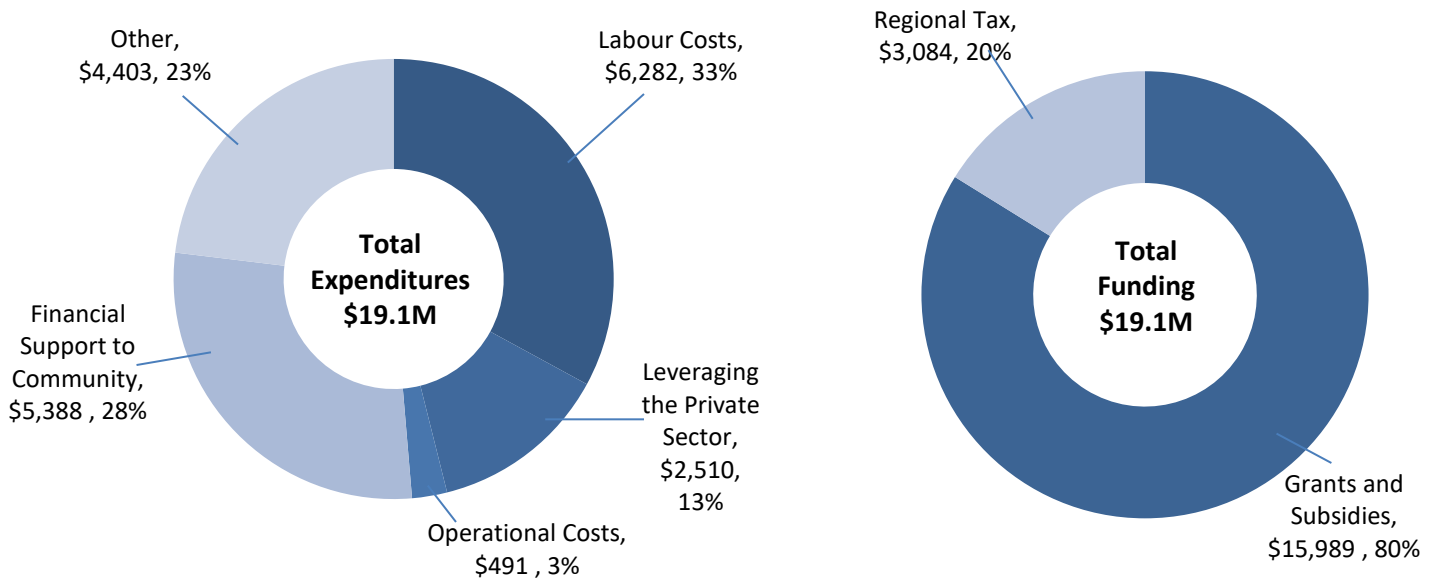
- The province cancelled the Addiction Services Initiatives program effective July 31, 2019, as reported to Council on July 11, 2019
- Provincial funding for Employment and Administration has been capped based on actual funding for 2018. The 2020 budget reflects a reduction of \$1.1M in funding and expenses were reduced where possible to offset the reduction in funding. There is no service level impact to these reductions as the program has been underspent.
- Summer Job Challenge budget was adjusted to reflect funding for OW clients only
- Learning Earning and Parenting budget was reduced based on program demand

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|-------|-------|
| 61.75 | 61.75 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Submitted to the Province a proposal to be the local employment service system manager. 2020 employment budget left status quo, but will require refinement based on the new model once determined

Measuring our Performance

- Percentage of Ontario Works clients reporting employment opportunities as a result of tools, skills and supports provided.
- Average monthly earnings for Ontario Works clients reporting employment income but still eligible for Ontario Works assistance.
- Percentage of Ontario Works clients that exit Ontario Works due to employment earnings.

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|----------|----------|---------|----------|------|----------|------|----------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | \$21,023 | \$19,074 | (9.3%) | \$19,375 | 1.6% | \$19,685 | 1.6% | \$20,003 | 1.6% |
| Total Revenue | \$17,946 | \$15,990 | (10.9%) | \$15,990 | 0.0% | \$15,990 | 0.0% | \$15,990 | 0% |
| Net Expenditure | \$3,077 | \$3,084 | 0.2% | \$3,385 | 9.8% | \$3,695 | 9.2% | \$4,013 | 8.6% |

Note: May not add up due to rounding

- Employment and Ontario Works administration funding is held at 2018 actuals level in the forecast
- Forecast years remain status quo until direction on the local employment service system manager proposal is determined

Total Expenditures: \$40.3 million

Net Expenditures: \$13.2 million

2020 Operating Budget Pressures

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|--|--------------------|---------------|--------------------------|--------------|
| 2019 Revised Cost of Service | 39,225 | 27,606 | 11,618 | % |
| Annualization¹ Phasing in of tax impact of programming and supports for Anti Human Trafficking Strategy | 450 | (150) | 600 | |
| Cost of Living/Inflation | | | | |
| Labour Costs | 96 | - | 96 | |
| Goods and Services | (290) | - | (290) | |
| Economic Factors | - | - | - | |
| Base Subsidy/Recoveries² | | | | |
| Reaching Home funding increase | 94 | 94 | - | |
| Cost Mitigation | - | - | - | |
| Other Pressures³ | | | | |
| Phasing in tax impact for Housing Stability Program | | (400) | 400 | |
| Increase to Agency Contracts | 750 | - | 750 | |
| Road to Home end of program | (157) | (55) | (102) | |
| Reallocation of Road to Home to Emergency Relief | 102 | - | 102 | |
| Base Budget Changes Subtotal | 1,045 | (511) | 1,556 | |
| Service Level Demand Subtotal | - | - | - | |
| Service Demand Subtotal | - | - | - | |
| Total 2020 Budget Change | 1,045 | (511) | 1,556 | |
| 2020 Proposed Budget | 40,270 | 27,096 | 13,174 | 13.4% |

Note: May not add up due to rounding

Operating budget pressure notes:

Annualization¹

- Programming and supports for Anti-Human Trafficking Strategy
 - Annual program costs of \$1.8M; gradual reduction of Working Fund Reserve draws to phase in the tax impact of program

Base Subsidy/Recoveries²

- \$0.94M increase in Reaching Home Federal Funding – increase to both expenses and revenue

Other Pressures³

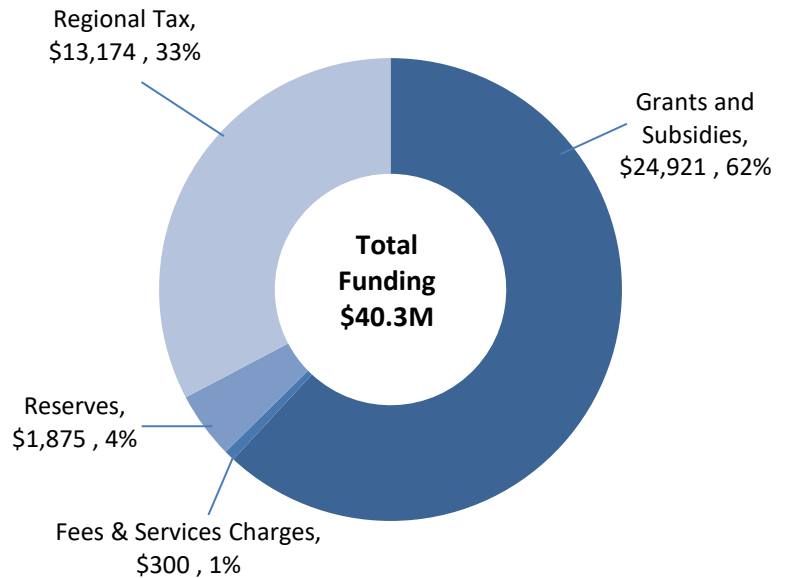
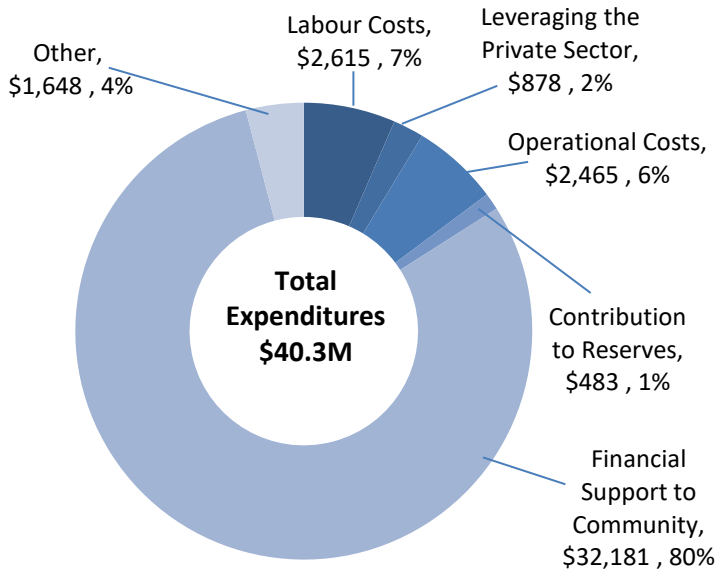
- \$0.4M reductions in Rent Bank Reserve draw to phase in tax impact for Housing Stability Program, \$0.6M remains in the budget for 2020
- \$0.75M increase in agency contracts due various contracts extensions in 2019 and planned for 2020
- Due to the end of the Road to Home Program \$0.102M reallocated to Emergency Relief budget

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|-------|-------|
| 25.45 | 25.45 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Community Homelessness Prevention Initiative (CHPI) and Home for Good funding allocation is not known after March 2022
- Anti-Human Trafficking program is partially funded from reserves, gradual reduction in reserve draws planned and program to be fully funded within the base by 2022
- Peel Renovates Program (\$2.5M) is on hold pending a grant review
- Standard overflow practices at the shelters are putting pressure on the operating budget
- Several agency contracts are going to Request for Proposal in late 2019, implications are not yet known

Measuring our Performance

- Percent of individuals/families experiencing homelessness that obtain and retain housing
- Percent of individuals/families at risk of homelessness that remain housed

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|--------|--------|--------|----------|------|--------|--------|--------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 39,225 | 40,270 | 2.7% | 41,422 | 2.9% | 41,686 | 0.6% | 41,821 | 0.3% |
| Total Revenue | 27,606 | 27,096 | (1.8%) | 27,526 | 1.6% | 27,065 | (1.7%) | 27,072 | 0.0% |
| Net Expenditure | 11,619 | 13,174 | 13.4% | 13,896 | 5.5% | 14,621 | 5.2% | 14,749 | 0.9% |

Note: May not add up due to rounding

- Community Homelessness Prevention Initiative Increase in expense and revenue of \$0.6M in 2021, no projected increase beyond March 2022
- Reaching Home increase in expense and revenue of \$0.4M in 2021 and \$0.1M in 2022, no expected increase to funding beyond March 2024
- No projected increases for Home for Good funding beyond March 2022
- Anti-Human Trafficking program reserve draws reduced by \$0.6M in 2021 and 2022, total program costs of \$1.8M fully tax supported by 2022

Total Expenditures: \$177.0 million

Net Expenditures: \$117.1 million

2020 Operating Budget Pressures

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|--|--------------------|---------------|-----------------------|-------------|
| 2019 Revised Cost of Service | 171,959 | 56,366 | 115,593 | % |
| Annualization | | | | |
| Cost of Living/Inflation | | | | |
| Labour Costs | 757 | 405 | 352 | |
| Goods and Services | 1,091 | (248) | 1,339 | |
| Economic Factors | - | - | - | |
| Base Subsidy/Recoveries¹ | | | | |
| Loans (Peel Living and Service Manager) | (50) | (50) | - | |
| Changes in administration costs and funding | 351 | 91 | 260 | |
| Federal Funding Decrease | - | (169) | 169 | |
| Peel Living Debenture | (200) | - | (200) | |
| Housing Providers Subsidy Cost Reduction | (410) | 75 | (485) | |
| Operating Costs of Regionally Owned Housing | 1,673 | 1,567 | 106 | |
| Cost Mitigation | | | | |
| Other Pressures² | | | | |
| Peel Living License Fee and Legal | 469 | 469 | - | |
| License Fee Housing Technology | 93 | - | 93 | |
| Active Living Grant | (100) | - | (100) | |
| Base Budget Changes Subtotal | 3,674 | 2,140 | 1,534 | |
| Service Level Demand³ | | | | |
| Rent Supplements funded by Canada Ontario Community Housing Initiative (COCHI) | 1,364 | 1,364 | - | |
| Service Level Demand Subtotal | 1,364 | 1,364 | - | |
| Service Demand Subtotal | - | - | - | |
| Total 2020 Budget Change | 5,038 | 3,504 | 1,534 | |
| 2020 Proposed Budget | 176,997 | 59,870 | 117,127 | 1.3% |

Note: May not add up due to rounding

Operating budget pressure notes:

Base Subsidy/Recoveries¹

- \$0.3M increase in administration
- \$0.2M Federal funding decrease as per Ontario Gazette
- \$0.2M savings due to Peel Living Debenture reduction
- \$0.5M reduction in Housing Provider’s Subsidy
 - Villa Polonia property tax subsidy exemption
 - Reduction to Peel Living based on the funding formula
 - Offset by an increase in community provider subsidy
- \$0.1M increase in operating costs of Regionally Owned buildings

Other Pressures²

- \$0.09M Housing Technology licensing fee

2020 Service Level Demand³

- Operating rent supplements funded by Canada Ontario Community Housing Initiative (COCHI) as per council resolution 2019-786. 2019 in year Ministry funding announcement. Net impact of zero.

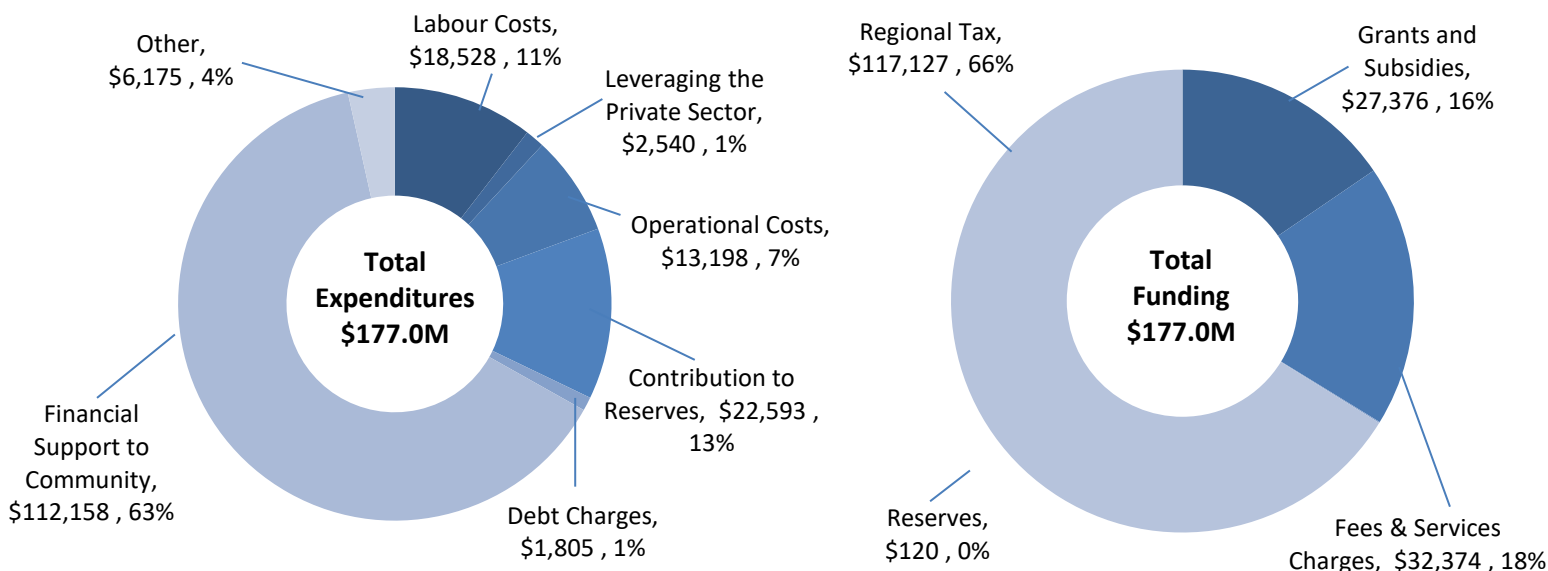
Staffing Resources to Achieve Level of Service*

| | 2019 | 2020 |
|--------------------------|---------------|---------------|
| Housing - Admin | 102.30 | 102.30 |
| Peel Living - Admin | 57.00 | 57.00 |
| Sub-Total | 159.30 | 159.30 |
| Peel Living – Site Staff | 59.00 | 59.00 |
| Total | 218.30 | 218.30 |

*Regular Positions (Full Time Equivalent, FTE)

- Through previous budgets, Council approved funding to provide service levels which utilized 1 contract staff for delivery. The 2020 budget reflects this becoming a regular FTE to sustain the approved service level.

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- \$0.8M Market Rent Increase for the Rent Supplement program was absorbed within the 2020 base budget
- Federal or Provincial funding changes

Measuring our Performance

- Percentage of individuals/households that demonstrate a positive improvement as a result of housing options
- Percent of housing stock that achieves affordability, sustainability and adequacy, by housing initiatives

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|---------|---------|------|----------|------|---------|--------|---------|--------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 171,959 | 176,997 | 2.9% | 180,726 | 2.1% | 180,828 | 0.1% | 182,186 | 0.8% |
| Total Revenue | 56,366 | 59,870 | 6.2% | 61,460 | 2.7% | 59,677 | (2.9%) | 56,191 | (5.8%) |
| Net Expenditure | 115,593 | 117,128 | 1.3% | 119,266 | 1.8% | 121,151 | 1.6% | 125,995 | 4.0% |

Note: May not add up due to rounding

- Annual planned reduction in Federal funding included in the forecast

- Planned Provincial Funding for Strong Communities ending in March of 2023. Expenses remain in the forecast for 2023, funding is removed in 2023.
- 2021 and 2022 include Canada Ontario Community Housing Initiative (COCHI) funding and expenses. Funding as well as expenses are removed for 2023.
- Investment in Affordable Housing and Social Infrastructure Fund administration funding will be fully utilized by end of 2020 and not included in the forecast
- Affordable Housing Provincial funding and expenses are included in 2020 to 2023
- No Market Rent Increase (MRI) was built into the forecast

Total Expenditures: \$231.7 million

Net Expenditures: \$23.5 million

2020 Operating Budget Pressures

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|--|--------------------|-----------------|-----------------------|-------------|
| 2019 Revised Cost of Service | 247,095 | 224,174 | 22,920 | % |
| Annualization | | | | |
| Cost of Living/Inflation¹ | | | | |
| Labour Costs and Goods & Services | 432 | 221 | 211 | |
| Reduction in non-salary costs to offset increases | (200) | (200) | - | |
| Economic Factors | | | | |
| Base Subsidy/Recoveries² | | | | |
| Ontario Works (OW) benefit rate adjustment (1.5% increase for inflation – provincially funded) | 3,327 | 3,327 | - | |
| Increase in recovery for Advance Child Care and Support to Employment Program (STEP) | 317 | 317 | - | |
| Ontario Works benefit decrease due to changes in monthly average caseload (decrease from 19,250 to 17,412) | (19,635) | (19,635) | - | |
| Children Service Workers for OW clients | 224 | | 224 | |
| Cost Mitigation | | | | |
| Other Pressures³ | | | | |
| Software (license fees and maintenance) | 190 | | 190 | |
| Base Budget Changes Subtotal | (15,345) | (15,970) | 625 | |
| Service Level Demand Subtotal | | | | |
| Service Demand Subtotal | | | | |
| Total 2020 Budget Change | (15,345) | (15,970) | 625 | |
| 2020 Proposed Budget | 231,750 | 208,204 | 23,546 | 2.7% |

Note: May not add up due to rounding

Operating budget pressure notes:

Cost of Living/Inflation¹

- Cost of Living increase in staffing costs

Base Subsidy/Recoveries²

- 2020 benefit costs are completely funded by the Province and reflect a 1.5% rate increase as announced in the Province budget
- Due to service demand there is an increase in the recovery for child care costs under the Advance Child Care and STEP benefits
- The budgeted monthly average caseload is 17,412, a decrease of 1,838 cases from the 2019 budget of 19,250
- Recovery for two Children Service Workers to support OW clients with Childcare needs to increase their employment opportunities

Other Pressures³

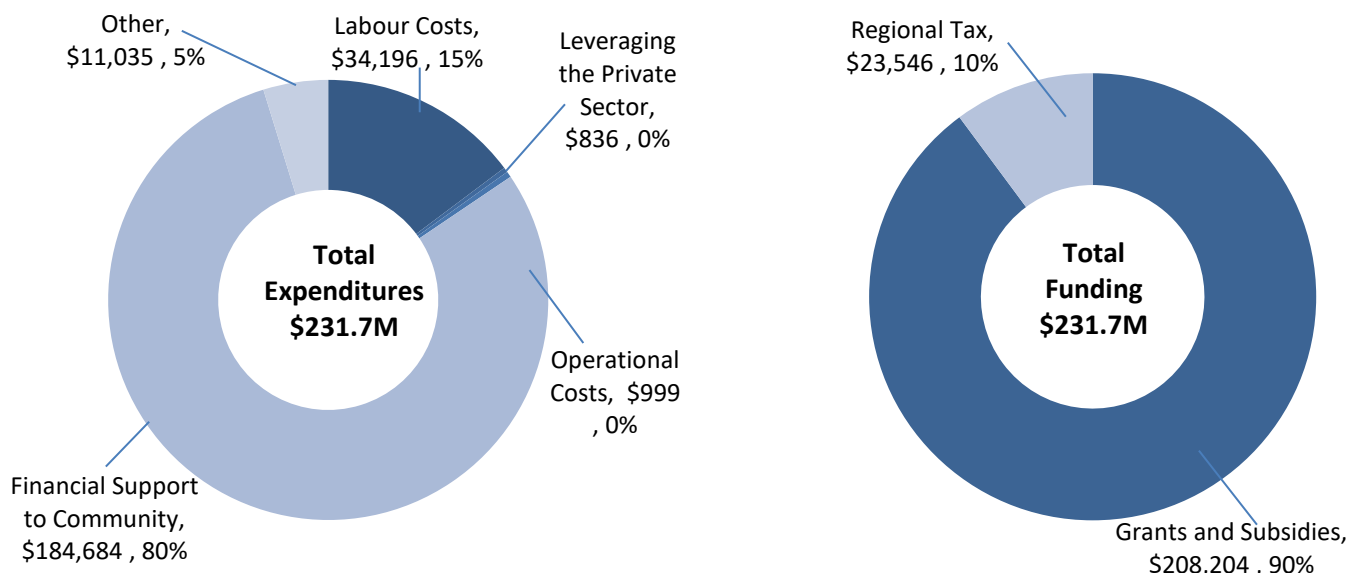
- License and maintenance costs for the new scheduling system (BookIT) designed to schedule appointments with clients and caseworkers

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|--------|--------|
| 342.95 | 342.95 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Uncertainty in the provincial funding allocation

Measuring our Performance

- Percentage of Ontario Works clients that increase their income as a result of accessing financial supports and benefits
- Percentage of Ontario Works clients that exit the social assistance system due to independence

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|---------|---------|-------|----------|-------|---------|------|---------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 247,095 | 231,750 | -6.2% | 231,318 | -0.2% | 235,236 | 1.7% | 239,229 | 1.7% |
| Total Revenue | 224,174 | 208,204 | -7.1% | 206,537 | -0.8% | 209,183 | 1.3% | 211,870 | 1.3% |
| Net Expenditure | 22,920 | 23,546 | 2.7% | 24,782 | 5.2% | 26,052 | 5.1% | 27,358 | 5.0% |

Note: May not add up due to rounding

- Outlook year increases relate to increases in benefit costs (1.5% increase in benefit rate each year). The increases in benefit costs are 100% funded by the Province.

- Caseload reduction of 412 in 2021 and no change in caseload for 2022 and 2023
- Ontario Works administration funding is held at 2018 actuals level in the forecast

Total Expenditures: \$96.9 million**Net Expenditures: \$39.1 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|---------------|--------------------------|-------------|
| 2019 Revised Cost of Service | 93,800 | 57,107 | 36,693 | % |
| Annualization | | | | |
| Council Priority - 2019 Butterfly households at Sheridan Villa and Vera M. Davis Long Term Care homes | 500 | - | 500 | |
| Cost of Living/Inflation¹ | | | | |
| Labour costs | 2,101 | (274) | 2,375 | |
| Goods and services | 206 | - | 206 | |
| User fees | - | 1,118 | (1,118) | |
| Economic Factors | - | - | - | |
| Base Subsidy/Recoveries² | | | | |
| Increase in base funding/recoveries | - | 383 | (383) | |
| Cost Mitigation | | | | |
| Other Pressures | | | | |
| Reversal of one-time costs for two Butterfly households in 2019 | (320) | (320) | - | |
| Base Budget Changes Subtotal | 2,487 | 907 | 1,580 | |
| Service Level Demand³ | | | | |
| Council Priorities | | | | |
| <ul style="list-style-type: none"> One Butterfly household at Tall Pines Long Term Care home | 397 | 160 | 237 | |
| Subsidy Changes⁴ | - | (392) | 392 | |
| Provincial funding reduction | | | | |
| Other Pressures⁵ | 244 | - | 244 | |
| <ul style="list-style-type: none"> Phase in of debt servicing costs for Seniors' Health and Wellness Village | | | | |
| Service Level Demand Subtotal | 641 | (232) | 873 | |
| Service Demand Subtotal | - | - | - | |
| Total 2020 Budget Change | 3,128 | 675 | 2,453 | |
| 2020 Proposed Budget | 96,928 | 57,782 | 39,147 | 6.7% |

Note: May not add up due to rounding

Operating Budget Pressure Notes:

Cost of Living/Inflation¹

- Temporary revenue to phase in labour costs will decrease by \$274,000 in 2020. This is the last year of a three-year, phased reserve draw to fund mandatory statutory holiday pay for casual staff.

Base Subsidy/Recoveries²

- The Province now provides a single, global adjustment to the four Long Term Care “Level of Care” funding envelopes. In 2019, the global increase provided was \$1.77 per resident, per day. The same increase is assumed for 2020.

Service Demand³

- This request is to introduce the Butterfly household at Tall Pines Long Term Care home and includes one time implementation costs of \$160,000. It brings the total number of Butterfly households across the organization to six.

Subsidy Changes⁴

- In 2019, the Province announced that Structural Compliance funding will be discontinued as of March 31, 2020, and High Wage Transition Funding will end effective December 31, 2020 resulting in an overall funding reduction of \$392,000 for 2020.

Other pressures⁵

- The amount represents the second year of a three-year phase-in of debt servicing costs for the Seniors’ Health and Wellness Village at Peel Manor.

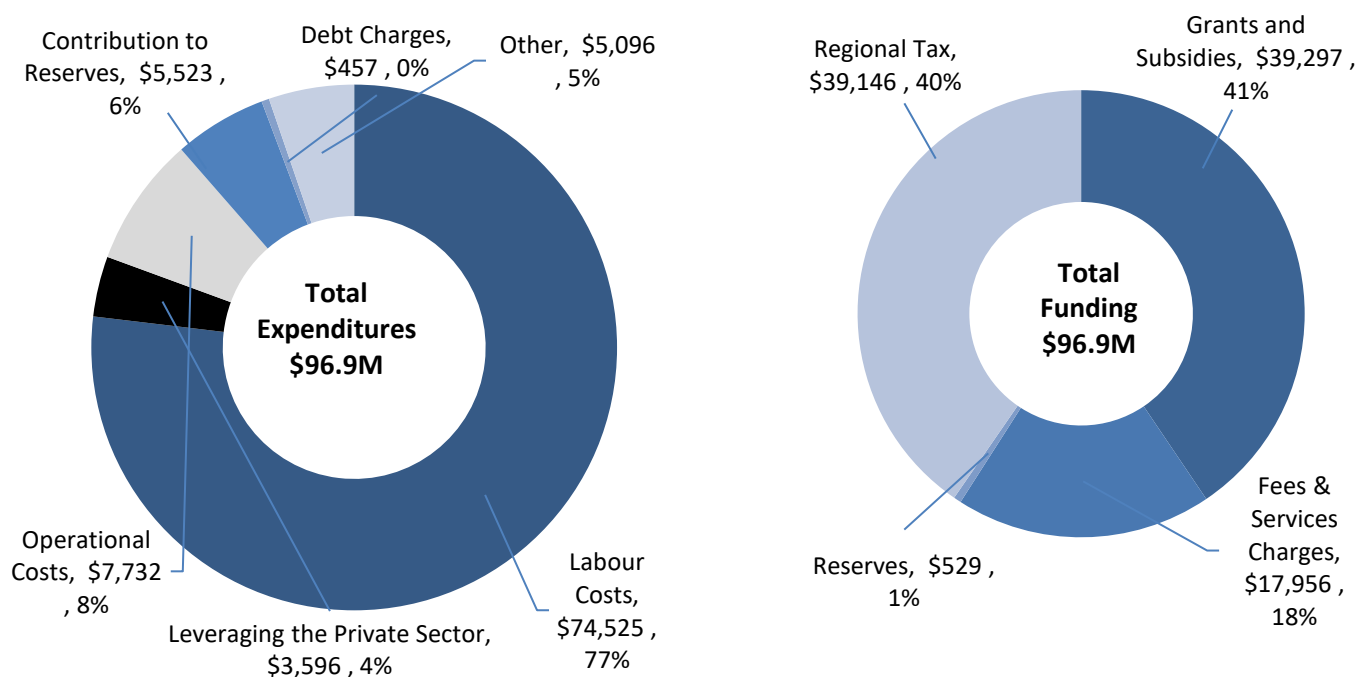
Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|--------|--------|
| 724.73 | 727.73 |

*Regular Positions (Full Time Equivalent, FTE)

- 3.0 FTE (\$0.2 million) are proposed to introduce a Butterfly household at Tall Pines Long Term Care home. By utilizing an enhanced Mississauga Halton LHIN-supported staffing model, the incremental FTE required to implement the Butterfly household at Tall Pines was reduced from 7.0 FTE to 3.0 FTE. These positions will provide direct care to residents of the household.

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- There have been a series of funding announcements in the Long Term Care sector in 2019. This creates uncertainty from the Provincial government for the base “Level of Care” funding as well as for other eligible items. The approved funding level may be less than the assumed funding and will be unknown until the funding announcement in 2020.

Measuring our Performance

- Percentage of residents that would recommend Peel’s Long Term Care homes to others
- Quality care, as defined by six Health Quality Ontario indicators

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|----------|----------|------|----------|------|----------|------|----------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 93,800 | 96,928 | 3.3% | 100,974 | 4.2% | 103,227 | 2.2% | 105,741 | 2.4% |
| Total Revenue | (57,107) | (57,782) | 1.2% | (58,333) | 1.0% | (58,320) | 0.0% | (59,120) | 1.4% |
| Net Expenditure | 36,693 | 39,147 | 6.7% | 42,641 | 8.9% | 44,907 | 5.3% | 46,621 | 3.8% |

Note: May not add up due to rounding

Forecast year increases are primarily related to:

- Maintaining current level of service
- Implementing two Butterfly households at the Seniors' Health and Wellness Village at Peel Manor, currently under development, as well as opening and operating the new facility

Total Expenditures: \$114.7 million**Net Expenditures: \$59.2 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|--|--------------------|---------------|-----------------------|-------------|
| 2019 Revised Cost of Service | 109,370 | 53,118 | 56,253 | % |
| Annualization | | | | |
| Cost of Living/Inflation | | | | |
| Labour Costs | 1,803 | - | 1,803 | |
| Goods and Services | 686 | - | 686 | |
| Economic Factors | - | - | - | |
| Base Subsidy/Recoveries | | | | |
| Increase in Provincial share (50% of total eligible costs, assumed to be paid in 2021) | - | 1,006 | (1,006) | |
| Cost Mitigation | - | - | - | |
| Other Pressures | - | - | - | |
| Base Budget Changes Subtotal | 2,489 | 1,006 | 1,483 | |
| Service Level Demand¹ | | | | |
| Investing to answer increased 911 calls and growing demand for pre-hospital care including medical supplies and equipment (funding assumed to be paid in 2021) | 2,869 | 1,435 | 1,435 | |
| Service Level Demand Subtotal | 2,869 | 1,435 | 1,435 | |
| Service Demand Subtotal | 2,869 | 1,435 | 1,435 | |
| Total 2020 Budget Change | 5,358 | 2,441 | 2,917 | |
| 2020 Proposed Budget | 114,728 | 55,559 | 59,169 | 5.2% |

Note: May not add up due to rounding

Operating Budget Pressure Notes:**Service Level Demand¹**

- An additional 2, 24/7 paramedic ambulances with supplies and equipment are requested to maintain Peel's high standards of pre-hospital care for our growing and aging population.

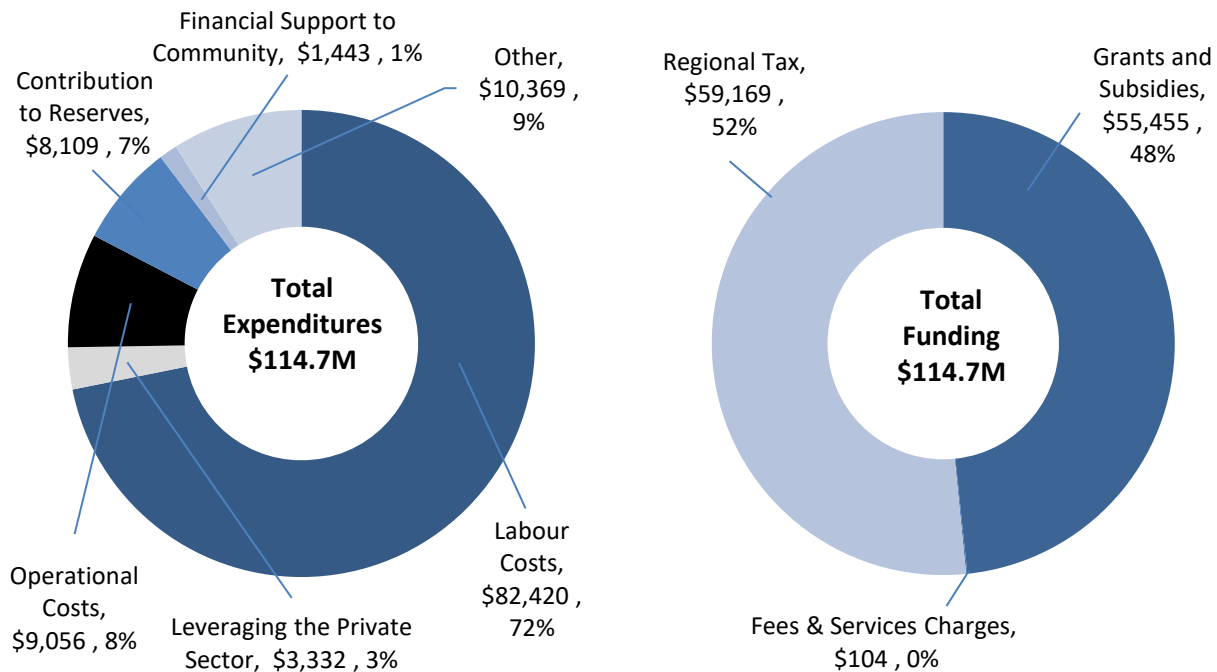
Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|--------|--------|
| 613.08 | 634.08 |

*Regular Positions (Full Time Equivalent, FTE)

- 20.0 FTE (\$1.5 million net) are requested for Paramedics to provide direct patient care to address increases in the 911 calls and growing demand for pre-hospital care
- Through previous budgets, Council approved funding to provide service levels which utilized one contract staff to support the wellbeing and mental wellness of paramedics and program staff. The 2020 Budget reflects the contract becoming regular FTE to sustain the approved service level.

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Forecasted increases in 911 calls may be greater than estimated (3.9 per cent increase). This will have an impact on Paramedic response times and availability of vehicles for response.
- 2019 Provincial funding announcements for Peel Paramedics indicated increases in funding for 2020, however details were not provided. Also, the funding formula was adjusted to fund inflation to the same way as growth funding, which lags by one year. There is continued uncertainty about the Provincial funding methodology and approved funding may be lower than assumed amounts (\$2.44 million net, including growth in service demand).

- Dedicated offload nursing funding has been incorporated into this budget (\$1.4 million gross, \$0 net). This currently supports hospital staff managing offload, which allows paramedics to leave hospital and return to respond to the calls. If the Province reduces or eliminates the funding, it will result in increased time for paramedics to offload patients at area hospitals and cause slower response to emergencies.

Measuring our Performance

- Response times
- Critical medical variance errors (could cause harm to patients)
- Citizen complaint rates

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|----------|----------|------|----------|------|----------|------|----------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 109,370 | 114,729 | 4.9% | 118,750 | 3.5% | 123,012 | 3.6% | 127,378 | 3.5% |
| Total Revenue | (53,118) | (55,559) | 4.6% | (57,299) | 3.1% | (59,153) | 3.2% | (61,050) | 3.2% |
| Net Expenditure | 56,253 | 59,169 | 5.2% | 61,451 | 3.9% | 63,859 | 3.9% | 66,328 | 3.9% |

Note: May not add up due to rounding

- Forecast years’ increases are related to maintaining base services and additional resources including ambulances needed to respond to increasing volume of 911 calls from a growing and aging population.

Total Expenditures: \$31.2 million**Net Expenditures: \$26.9 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|--|--------------------|---------------|--------------------------|-------------|
| 2019 Revised Cost of Service | 29,937 | 4,014 | 25,923 | % |
| <i>Annualization</i> | - | - | - | |
| <i>Cost of Living/Inflation</i> Labour costs/Goods and services, etc. | 495 | 11 | 484 | |
| <i>Economic Factors</i> | - | - | - | |
| <i>Base Subsidy/Recoveries</i> | | | | |
| <i>Cost Mitigation¹</i> Operational efficiencies | (346) | - | (346) | |
| <i>Other Pressures</i> | - | - | - | |
| Base Budget Changes Subtotal | 149 | 11 | 138 | |
| Service Level Demand² | | | | |
| <ul style="list-style-type: none"> • Increase trip delivery by 21,000 to meet demand • Support service growth, improve customer experience | 1,077 | 347 | 730 | |
| | 68 | - | 68 | |
| Service Demand Subtotal | 1,145 | 347 | 798 | |
| Total 2020 Budget Change | 1,294 | 358 | 936 | |
| 2020 Proposed Budget | 31,231 | 4,372 | 26,859 | 3.6% |

Note: May not add up due to rounding

Operating budget pressure notes:**Cost Mitigation¹**

- Operational efficiencies have been realized as a result of improvements in trips per hour scheduling. Changes to how cross boundary trips are delivered has created additional efficiencies.

Service Level Demand²

- In order to meet the increase in trip demand caused by legislative changes and population growth, the 2020 proposed Budget includes an additional 21,000 trips, an

increase of 3% over 2019 Budget. The cost of trip delivery is partly offset by an increase in TransHelp fare revenue.

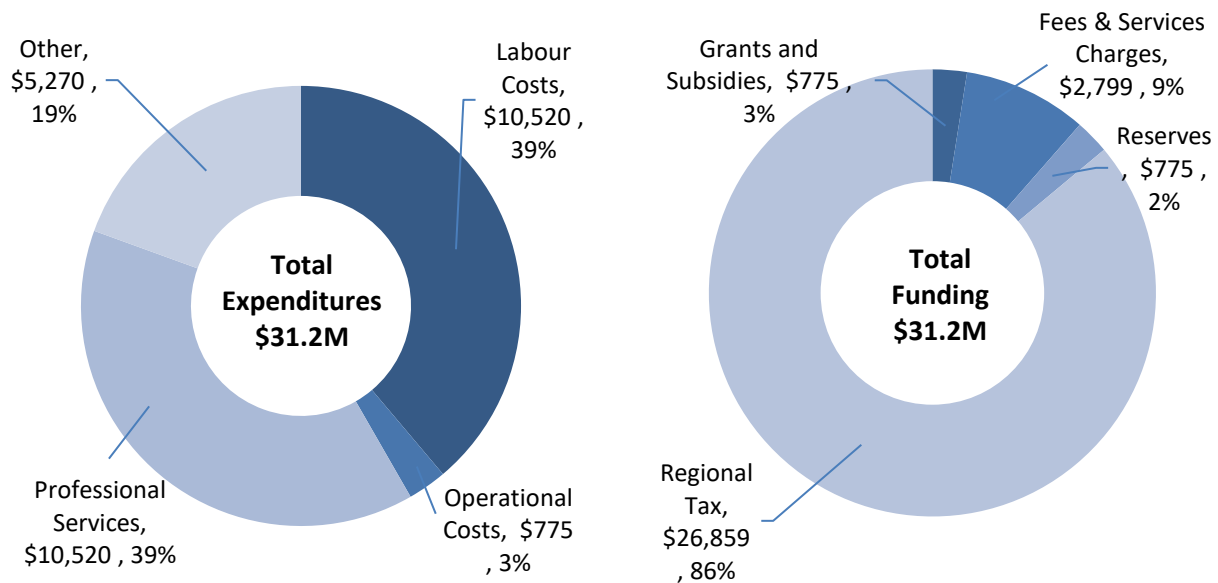
Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|--------|--------|
| 127.60 | 128.60 |

*Regular Positions (Full Time Equivalent, FTE)

- Addition of one staff to address service growth, improve passenger experience, and integrate with conventional transit
 - Customer Service Representative – to meet the increasing volume of applications and complexity of eligibility determinations.

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Trip growth is greater than anticipated

Measuring our Performance

- Number of trips
- Number of client complaints
- Customer satisfaction through surveys

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|----------|----------|------|----------|------|----------|------|----------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | \$29,937 | \$31,231 | 4.3% | \$32,732 | 4.8% | \$34,005 | 3.9% | \$35,435 | 4.2% |
| Total Revenue | \$4,014 | \$4,372 | 8.9% | \$4,428 | 1.3% | \$4,486 | 1.3% | \$4,545 | 1.3% |
| Net Expenditure | \$25,923 | \$26,859 | 3.6% | \$28,304 | 5.4% | \$29,519 | 4.3% | \$30,890 | 4.6% |

Note: May not add up due to rounding

Forecast increases are primarily driven by trip growth assumptions of 3% year over year between 2021 and 2023.

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Strategic Plan Area of Focus:

Thriving

**Communities are integrated,
safe and connected**

Strong, successful communities just work. They have strong bones and arteries. Their systems, many unseen below the surface, function efficiently and are well maintained, with an eye on preserving value and reliable performance for future generations. The Region of Peel works and serves its residents and businesses throughout a **Community for Life**.



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Total Expenditures: \$38.1 million**Net Expenditures: \$11.1 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|--|--------------------|---------------|-----------------------|--------------|
| 2019 Revised Cost of Service | 35,510 | 23,531 | 11,980 | % |
| Annualization | | | | |
| Cost of Living/Inflation¹ | | | | |
| Labour costs | 143 | (278) | 421 | |
| Goods and services | 63 | - | 63 | |
| Economic Factors | - | - | - | |
| Base Subsidy/Recoveries | - | - | - | |
| Cost Mitigation² | | | | |
| Expenditure reduction identified through line by line reviews | (45) | - | (45) | |
| Other Pressures³ | | | | |
| Cessation of Regional Seniors' Dental program | (1,692) | - | (1,692) | |
| Base Budget Changes Subtotal | (1,531) | (278) | (1,253) | |
| Subsidy Changes⁴ | | | | |
| 100% Provincially-funded Ontario Seniors Dental Care program | 3,913 | 3,913 | - | |
| Provincial funding reduction | - | (343) | 343 | |
| Other Pressures | | | | |
| To continue the Community Safety and Wellbeing Plan, as per Bill 175 | 204 | 204 | - | |
| Service Level Demand Subtotal | 4,117 | 3,774 | 343 | |
| Service Demand Subtotal | 4,117 | 3,774 | 343 | |
| Total 2020 Budget Change | 2,586 | 3,496 | (910) | |
| 2020 Proposed Budget | 38,096 | 27,027 | 11,070 | -7.6% |

Note: May not add up due to rounding

Operating Budget Pressure Notes:

Cost of Living/Inflation¹

- Increase of \$484,000 includes cost of living adjustments for labour costs of \$421,000 and inflationary increase for goods and services of \$63,000.

Cost Mitigation²

- Staff identified various process improvements through line by line reviews of the expenditures. This resulted in \$0.05 million in one-time savings.

Other Pressures³

- In 2019, Council approved the cessation of the Region’s Low Income Seniors Dental program due to the announcement of a new provincial program (see “Subsidy Changes” below) resulting in a \$1.7 million reduction in the net expenditure.

Subsidy changes⁴

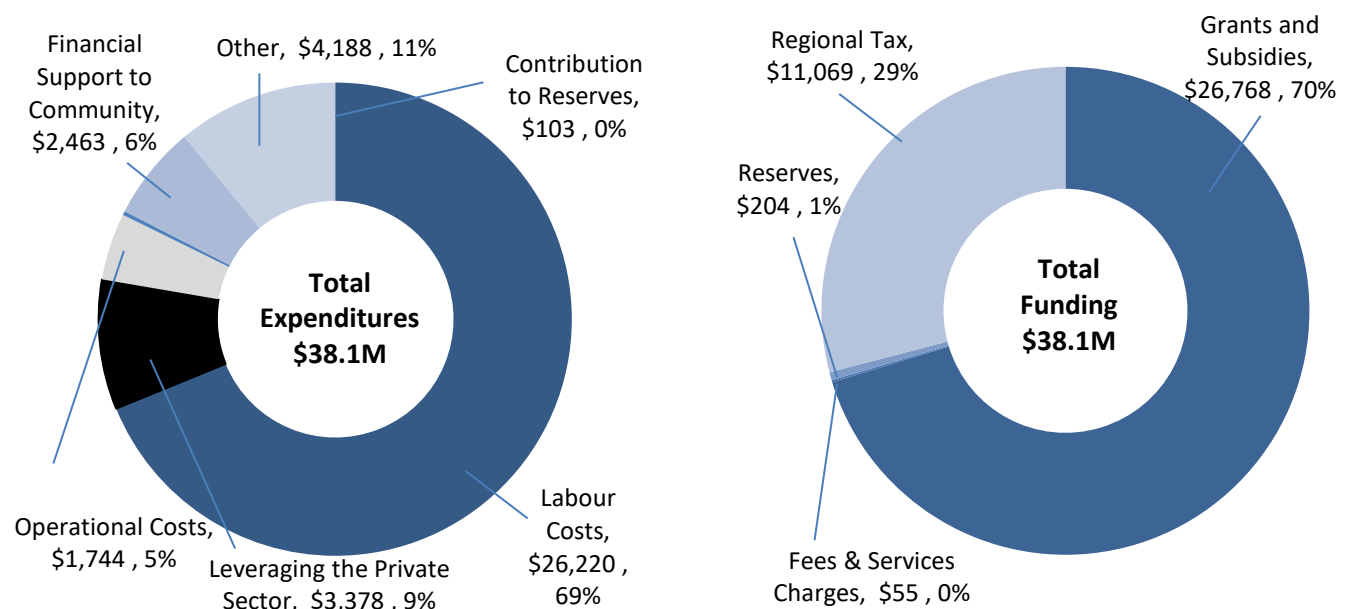
- The Province announced the creation of a new fully funded Ontario Seniors’ Dental Care program and provided annual funding of \$3.9 million to the Region.
- The Province has indicated that 2020 funding will be held at 2019 levels resulting in an impact of \$0.3 million for 2020 and limit resources for inflation and growth.

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|--------|--------|
| 254.91 | 254.91 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- There is uncertainty with the provincial base funding. The approved funding may be lower than the assumed amount as the cost share formula shifts to a 70/30 ratio. The Province has indicated continuation of 2019 funding levels, however no confirmation will be received on the approved amounts until mid-2020.
- The Province has announced a public health modernization which will have significant cost implications during and after transition. The details are unknown at this time.

Measuring our Performance

- Number of children provided with free dental screening
- Ratio of resident population 12 years or older who rate their health as “very good” or “excellent”
- Ratio of Grade 12 students who reports vaping
- Number of seniors who received dental care

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|----------|----------|--------|----------|--------|----------|------|----------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 35,510 | 38,096 | 7.3% | 38,948 | 2.2% | 39,811 | 2.2% | 40,698 | 2.2% |
| Total Revenue | (23,531) | (27,027) | 14.9% | (26,111) | (3.4%) | (26,547) | 1.7% | (26,994) | 1.7% |
| Net Expenditure | 11,980 | 11,070 | (7.6%) | 12,837 | 16.0% | 13,264 | 3.3% | 13,704 | 3.3% |

Note: May not add up due to rounding

- 2021 forecast includes an increase in cost share to the Region with a potential funding model shift to 60/40 from 70/30 based on preliminary announcements by the Province in April 2019. The Province recently provided a verbal update that 60/40 change may not occur anymore. However, as there is no confirmation in writing, the forecast reflects 60/40 cost share model to mitigate the risk to services. Council will be provided with an update as more information is received from the Province.

Total Expenditures: \$55.5 million**Net Expenditures: \$16.7 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|---------------|-----------------------|-------------|
| 2019 Revised Cost of Service | 54,920 | 38,951 | 15,968 | % |
| Annualization | | | | |
| Cost of Living/Inflation¹ | | | | |
| Labour costs & Goods and Services | 390 | (171) | 561 | |
| Economic Factors | | | | |
| Base Subsidy/Recoveries² | | | | |
| Reallocate Expansion Plan funding from Child Care Increase to EarlyON | 112 145 | 112 145 | - - | |
| Cost Mitigation³ | | | | |
| Savings due to service realignment | (1,014) | - | (1,014) | |
| Health cost saving after operational review | (13) | - | (13) | |
| Other Pressures⁴ | | | | |
| Increased Regional contribution to EarlyON program | 1,000 | - | 1,000 | |
| EYCC Funds Management Technology licensing fees (not covered by Ministry funding) | 24 | - | 24 | |
| Base Budget Changes Subtotal | 644 | 86 | 558 | |
| Other Pressures | | | | |
| To Support the Community Safety and Wellbeing Plan as per Bill 175 (Health) | 126 | 126 | - | |
| Service Level Demand Subtotal | 126 | 126 | - | |
| Service Demand⁵ | | | | |
| Child Care Provincial funding reduction | (218) | (218) | - | |
| Health Provincial funding reduction | | (178) | 178 | |
| Service Demand Subtotal | (218) | (396) | 178 | |
| Total 2020 Budget Change | 552 | (184) | 736 | |
| 2020 Proposed Budget | 55,472 | 38,767 | 16,704 | 4.6% |

Note: May not add up due to rounding

Operating budget pressure notes:

Cost of Living/Inflation¹

- Cost of Living increase in staffing costs

Base Subsidy/Recoveries²

- Additional \$0.1 funding and expenses for EarlyON

Cost Mitigation³

- A realignment of the service model resulted in savings of \$1.0M in Regional Early Years programs consisting of Family Living in Shelters \$0.6M, and Family Literacy Program \$0.4M
- Health cost savings after operational review

Other Pressures⁴

- \$1.0M reallocated the savings from the service model realignment, to support continued implementation of EarlyON service delivery model
- Funds Management Technology license fees and vendor support (not covered by the Ministry of Education)

Service Demand⁵

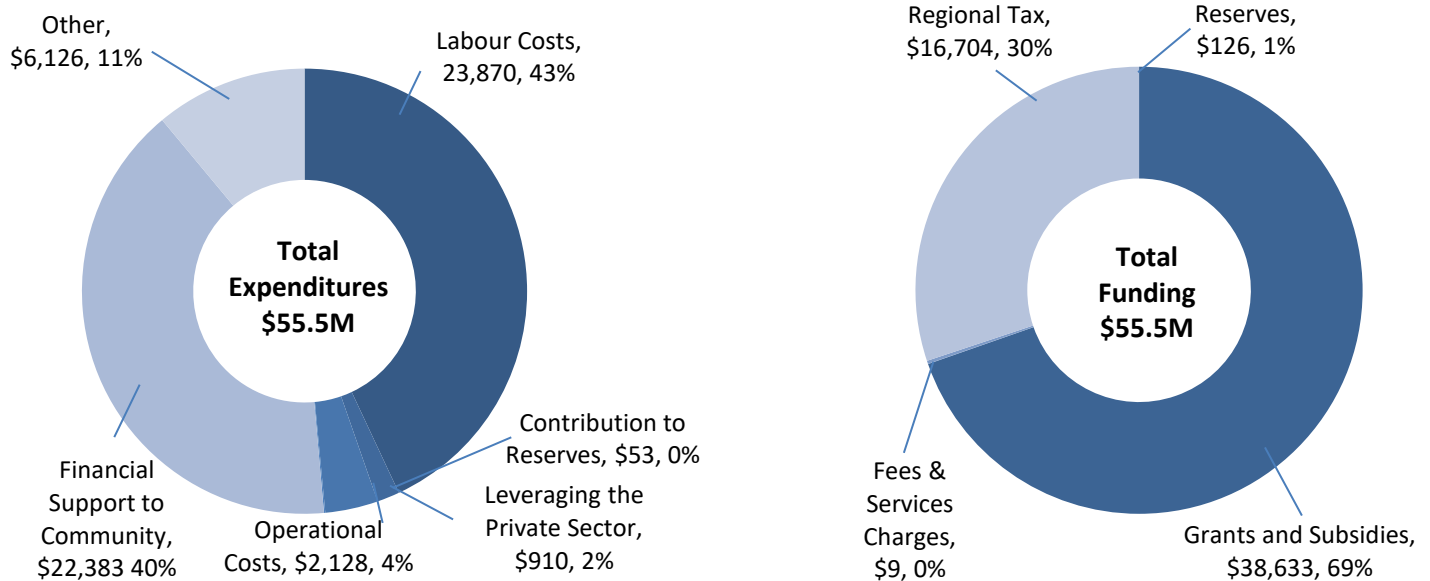
- 2020 funding allocation from the Ministry of Education resulted in reduced funding of \$4.9M for Child Care and \$0.2M for Early Growth and Development
- Health Provincial funding reduction \$0.2M

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|--------|--------|
| 221.36 | 221.36 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Regional Council endorsement of the new EarlyON service delivery model to ensure equitable access to high quality programs
- Provincial uncertainty and ongoing growth in the licensed child care sector
- Early Learning and Child Care funding beyond March 31, 2020 is not confirmed

Measuring our Performance

- Percentage of parents/caregivers who reported their child is supported in their development as a result of participating in programs and services that are provided by the Region of Peel
- Percentage of professionals/parents/caregivers that report having access to the tools they need to support their child’s development
- Percentage of parents/caregivers who report that they have applied the tools they acquired at programs and services that are provided by the Region of Peel to support their child’s development
- The Region recently introduced a service-based approach to better align Early Growth & Development with the needs of residents and businesses. We will continue to refine our outcomes and measurements in 2019 and report to Council on our progress.

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|--------|--------|--------|----------|--------|--------|------|--------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 54,920 | 55,472 | 1.0% | 57,845 | 4.3% | 58,774 | 1.6% | 59,407 | 1.1% |
| Total Revenue | 38,951 | 38,767 | (0.5%) | 38,289 | (1.2%) | 38,513 | 0.6% | 38,742 | 0.6% |
| Net Expenditure | 15,968 | 16,704 | 4.6% | 19,556 | 17.1% | 20,261 | 3.6% | 20,664 | 2.0% |

Note: May not add up due to rounding

- EarlyON forecast includes an additional Regional investment of \$1.3M in 2021 and \$0.07M in 2022
- No increases in funding for Human Services anticipated in the forecast
- 2021 forecast includes an increase for a potential Public Health cost share funding model shift to 60/40 (2020- 70/30) based on a preliminary funding announcement by the Province in April 2019. The Province has provided a verbal update that the 60/40 change will no longer occur, however, as there is no confirmation in writing, the forecast is being held at 60/40 to mitigate the risk to services. Council will be provided with an update as more information is received from the Province.

Total Expenditures: \$6.6 million **Net Expenditures: \$6.1 million**

2020 Operating Budget Pressures

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|---------------|-----------------------|-------------|
| 2019 Revised Cost of Service | 6,431 | 428 | 6,003 | % |
| <i>Annualization</i> | - | - | - | |
| <i>Cost of Living/Inflation</i> | 152 | | 152 | |
| <i>Economic Factors</i> | - | - | - | |
| <i>Base Subsidy/Recoveries</i> | - | - | - | |
| <i>Cost Mitigation¹</i> | | | | |
| • Reduction of storage costs | (15) | | (15) | |
| <i>Other Pressures²</i> | | | | |
| • Removal of one-time Education Study (\$50K) and increased resource costs (\$48K) fully offset by reserves | (2) | (2) | - | |
| Base Budget Changes Subtotal | 135 | (2) | 137 | |
| Service Demand Subtotal | | | | |
| Total 2020 Budget Change | 135 | (2) | 137 | |
| 2020 Proposed Budget | 6,566 | 426 | 6,140 | 2.3% |

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Reduction of storage costs

Other Pressures²

- Removal of one-time Education Study (\$50K) and additional resource costs (\$48K) fully offset by reserves

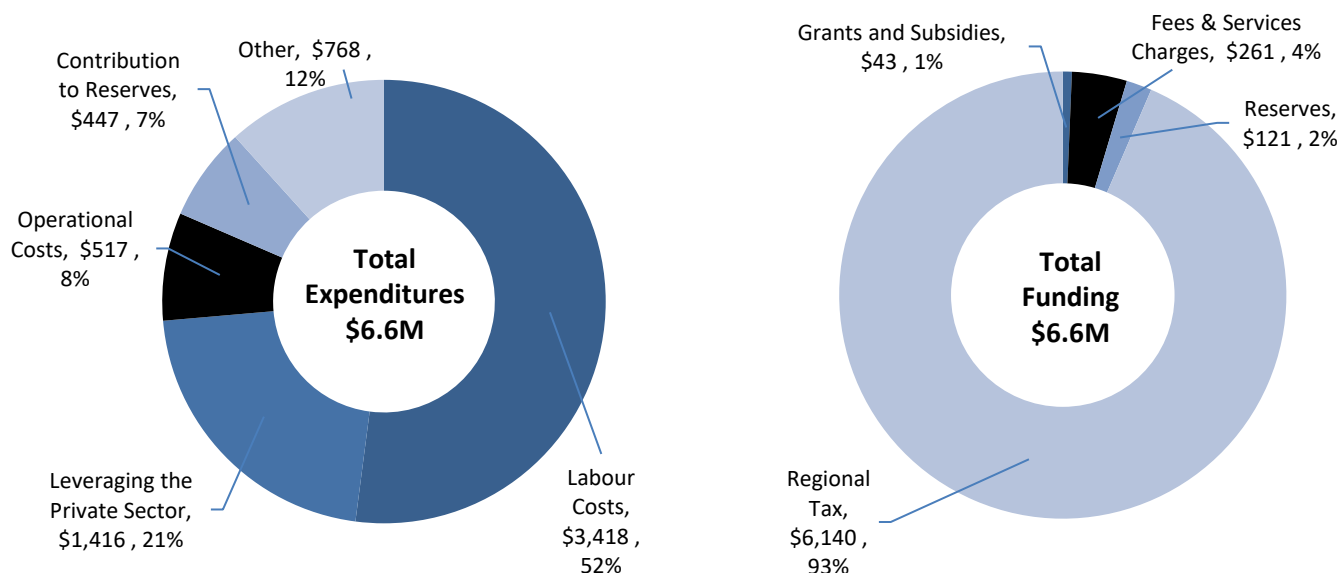
Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|------|------|
| 32.2 | 32.2 |

*Regular Positions (Full Time Equivalent, FTE)

- No change to staffing levels in 2020

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- None

Measuring our Performance

- Report enhanced understanding of our arts, history and culture
- Proportion of Peel residents actively engaged
- Visitors rating of PAMA services

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|--------|--------|--------|----------|------|--------|------|--------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 6,431 | 6,566 | 2.1% | 6,973 | 6.2% | 7,283 | 4.4% | 7,576 | 4.0% |
| Total Revenue | (427) | (426) | (0.4)% | (431) | 1.2% | (436) | 1.2% | (442) | 1.2% |
| Net Expenditure | 6,004 | 6,140 | 2.3% | 6,542 | 6.5% | 6,846 | 4.6% | 7,134 | 4.2% |

Note: May not add up due to rounding

- Forecast assumes increase in exhibitions and programming in future years

Total Expenditures: \$34.8 million

Net Expenditures: \$11.4 million

2020 Operating Budget Pressures

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|---------------|-----------------------|-------------|
| 2019 Revised Cost of Service | 34,256 | 23,886 | 10,370 | % |
| <i>Annualization</i> | | | | |
| <i>Cost of Living/Inflation¹</i> | | | | |
| Labour costs | 172 | (263) | 435 | |
| Goods and services | 227 | - | 227 | |
| <i>Economic Factors</i> | - | - | - | |
| <i>Base Subsidy/Recoveries</i> | - | - | - | |
| <i>Cost Mitigation²</i> | | | | |
| Expenditure reduction identified through line by line reviews | (87) | (15) | (72) | |
| <i>Other Pressures</i> | - | - | - | |
| Base Budget Changes Subtotal | 312 | (278) | 590 | |
| <i>Subsidy Changes³</i> | | | | |
| Provincial funding reduction | - | (385) | 385 | |
| <i>Other Pressures</i> | | | | |
| To continue the Community Safety and Wellbeing Plan as per Bill 175 | 194 | 194 | - | |
| Service Level Demand Subtotal | 194 | (191) | 385 | |
| Service Demand Subtotal | 194 | (191) | 385 | |
| Total 2020 Budget Change | 506 | (469) | 975 | |
| 2020 Proposed Budget | 34,762 | 23,417 | 11,345 | 9.4% |

Note: May not add up due to rounding

Operating Budget Pressure Notes:

Cost of Living/Inflation¹

- Increase of \$662,000 includes cost of living adjustments for labour costs of \$435,000 and inflationary increase for goods and services of \$227,000.

Cost Mitigation²

- Staff identified various process improvements through line by line reviews of the expenditures, which resulted in \$0.1 million in one-time savings.

Subsidy changes³

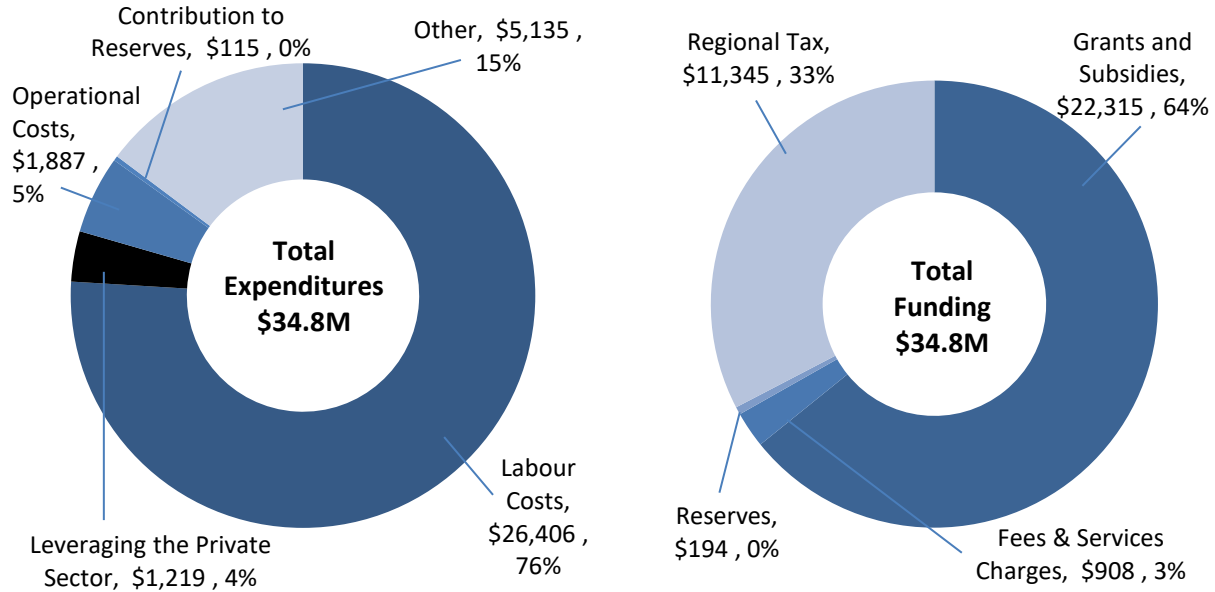
- The Province has indicated that the funding in 2020 will be held at 2019 levels. For 2020, this funding reduction will limit resources for inflation and growth.

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|--------|--------|
| 242.17 | 242.17 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- There is uncertainty with the provincial base funding. The approved funding may be lower than the assumed amount as the cost share formula shifts to a 70/30 ratio. The Province has indicated continuation of 2019 funding levels, however no confirmation will be received on the approved amounts until mid-2020.

- The Province has announced a public health modernization which will have significant cost implications during and after transition. The details are unknown at this time.

Measuring our Performance

- Number of vaccine doses delivered in the year
- Ratio of food inspections that received a green pass
- Number of student immunization records screened for protection against vaccine-preventable diseases
- Number of clean needles distributed

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|----------|----------|--------|----------|--------|----------|------|----------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 34,256 | 34,762 | 1.5% | 35,660 | 2.6% | 36,555 | 2.5% | 37,476 | 2.5% |
| Total Revenue | (23,886) | (23,417) | (2.0%) | (22,408) | (4.3%) | (22,915) | 2.3% | (23,433) | 2.3% |
| Net Expenditure | 10,370 | 11,345 | 9.4% | 13,251 | 16.8% | 13,640 | 2.9% | 14,042 | 2.9% |

Note: May not add up due to rounding

- 2021 forecast includes an increase in cost share to the Region with a potential funding model shift to 60/40 from 70/30 based on preliminary announcements by the Province in April 2019. The Province recently provided a verbal update that 60/40 change may not occur anymore. However, as there is no confirmation in writing, the forecast reflects 60/40 cost share model to mitigate the risk to services. Council will be provided with an update as more information is received from the Province.

Total Expenditures: \$7.0 million**Net Expenditures: \$3.6 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|--|--------------------|---------------|--------------------------|-------------|
| 2019 Revised Cost of Service | 6,520 | 3,092 | 3,428 | % |
| <i>Annualization</i> | - | - | - | |
| <i>Cost of Living/Inflation</i> Labour costs/Goods and services, etc. | 259 | (22) | 281 | |
| <i>Economic Factors</i> | - | - | - | |
| <i>Base Subsidy/Recoveries</i> | - | - | - | |
| <i>Cost Mitigation¹</i> New user fee revenue | - | 141 | (141) | |
| <i>Other Pressures</i> | | | | |
| Base Budget Changes Subtotal | 259 | 119 | 140 | |
| Service Level Demand Subtotal | - | - | - | |
| Service Demand² To expedite review of complex land development applications (offset through working fund reserves) | 267 | 267 | - | |
| Service Demand Subtotal | 267 | 267 | 0 | |
| Total 2020 Budget Change | 526 | 386 | 140 | |
| 2020 Proposed Budget | 7,046 | 3,478 | 3,568 | 4.1% |

Note: May not add up due to rounding

Operating budget pressure notes:**Cost Mitigation¹**

- Greater reliance on internal resources for planning and development work leading to lower external service provider cost.
- Introduction of a new, interim Site Plan Application Fee to offset costs related to site plan applications prior to a User Fees By-Law Review.

Service Demand²

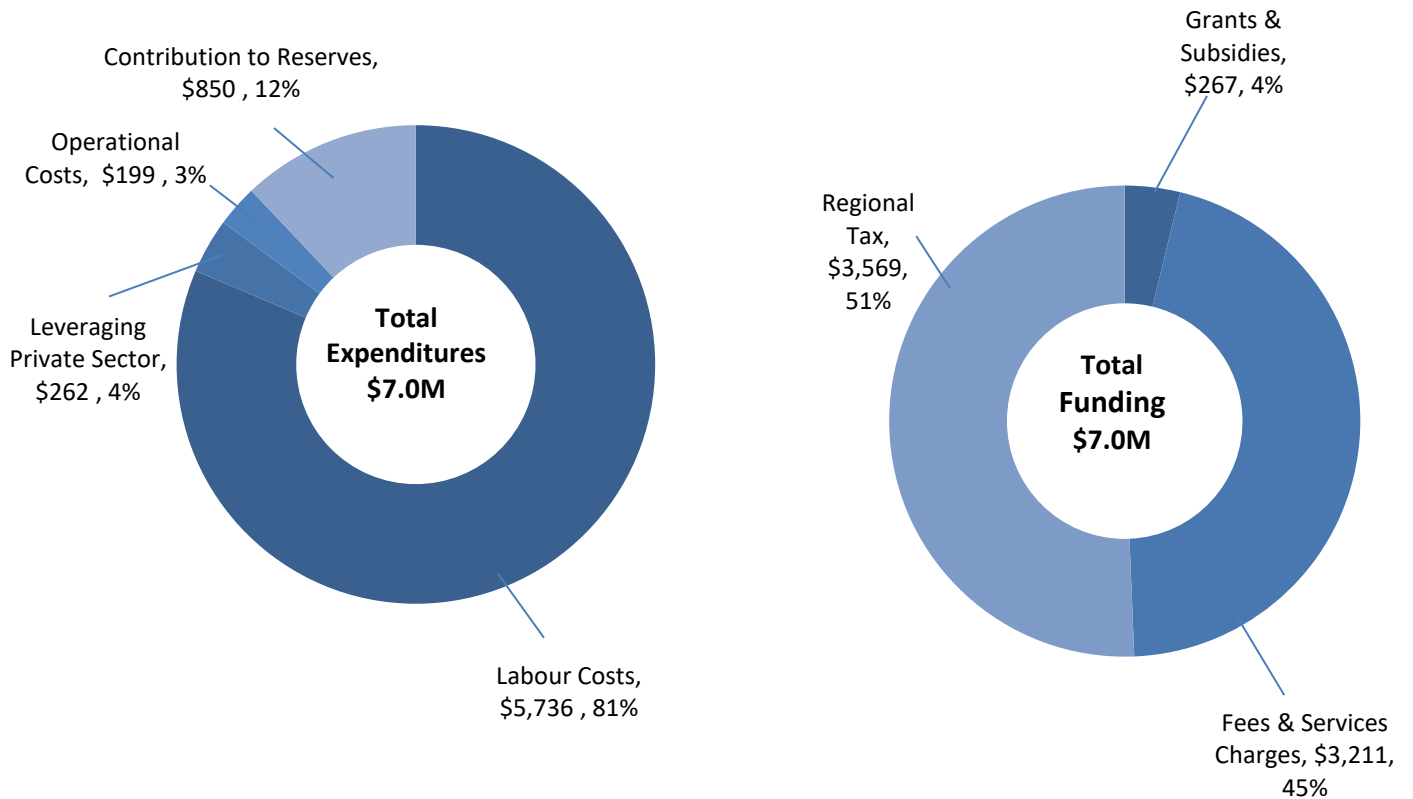
- There has been a 35 per cent increase in the total number of site plan applications, a shift in application type and an increase in complexity and scale of applications across all three municipalities between 2015 and 2018. Given the changing nature of development in Peel, additional contract resources are required to expedite review of applications and provide senior-level professional planning services to applicants proposing complex land development in the Region.
- A process review was completed in 2019. Changes are being implemented across 2019 and 2020 to mitigate the current workload challenges and manage the level of service.

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|-------|-------|
| 50.50 | 50.50 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Revenues have been budgeted based on average trends, however, collection can be challenging in a rapidly changing development market and may not materialize. If development falls below expectations, revenues could be negatively impacted.
- Workplans are currently based on utilizing the current 2041 forecast numbers from the Province. If there is a requirement to plan for new population and employment forecasts, there could be a need to revisit the resources required for the current Planning work.

Measuring our Performance

- Annual residential intensification
- Greenfield density
- Housing units in the development approvals process
- Number of development applications reviewed

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|---------|---------|-------|----------|-------|---------|-------|---------|-------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | \$6,520 | \$7,046 | 8.1% | \$7,601 | 7.9% | \$8,164 | 7.4% | \$8,791 | 7.7% |
| Total Revenue | \$3,092 | \$3,478 | 12.5% | \$3,542 | 1.8% | \$3,608 | 1.8% | \$3,675 | 1.9% |
| Net Expenditure | \$3,428 | \$3,568 | 4.1% | \$4,059 | 13.7% | \$4,557 | 12.3% | \$5,117 | 12.3% |

Note: May not add up due to rounding

Forecasted increases are driven by additional staffing needs required to address increasing demands in Land Use Planning. The requirements will be assessed each budget year. The forecast does not reflect potential revenue increases resulting from User Fees By-Law Review.

Total Expenditures: \$70.9 million**Net Expenditures: \$67.9 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|---------------|-----------------------|-------------|
| 2019 Revised Cost of Service | 70,293 | 3,277 | 67,016 | % |
| <i>Annualization</i> | | | | |
| <i>Cost of Living/Inflation</i> Labour costs/Goods and services, etc. | 766 | (126) | 892 | |
| <i>Economic Factors</i> | - | - | - | |
| <i>Base Subsidy/Recoveries</i> | - | - | - | |
| <i>Cost Mitigation¹</i> Decrease in cost due to LED street light conversion in Brampton and Caledon | (408) | - | (408) | |
| <i>Other Pressures</i> | - | - | - | |
| Base Budget Changes Subtotal | 358 | (126) | 484 | |
| Growth | | | | |
| • Increase in infrastructure (i.e., lane km, streetlights, traffic signals and storm sewers) | 380 | - | 380 | |
| • Investing to improve Enterprise Asset Management maturity | 133 | 133 | - | |
| Service Demand Subtotal² | 513 | 133 | 380 | |
| Total 2020 Budget Change | 871 | 7 | 864 | |
| 2020 Proposed Budget | 71,164 | 3,284 | 67,880 | 1.3% |

Note: May not add up due to rounding

Operating budget pressure notes:**Cost Mitigation¹**

- 2020 Budget includes savings in electricity and maintenance costs due to street light conversion to LED in Brampton and Caledon

Service Demand²

- Increase in assets such as additional lane km, streetlights, traffic signals and storm sewers result in financial impact on the operating budget of \$0.4M.

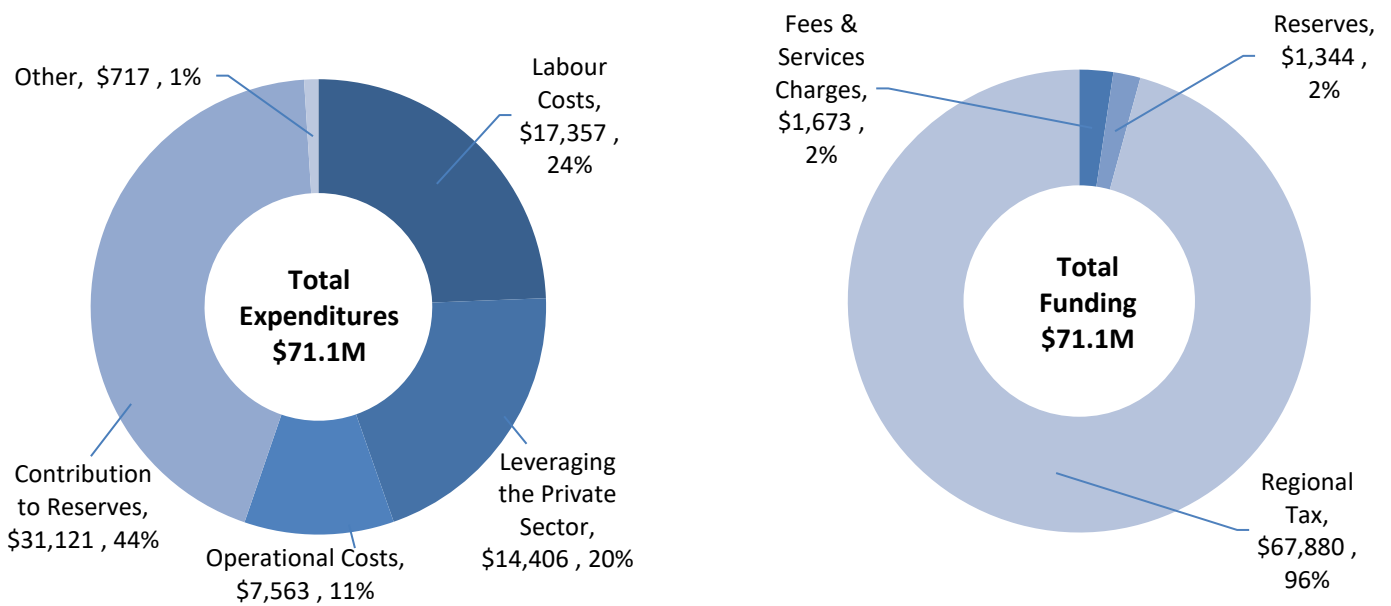
- To improve Enterprise Asset Management maturity, 1 contract staff, funded through capital has been included in the 2020 Budget.

Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|--------|--------|
| 189.80 | 189.80 |

*Regular Positions (Full Time Equivalent, FTE)

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Budget for winter maintenance is based on a “typical” winter season. Budget could be exceeded if the number of winter events is unusually high.

Measuring our Performance

- Number of injuries/fatalities on the Regional roads
- Travel times on primary goods movement corridors

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|----------|----------|--------|----------|-------|----------|------|----------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | \$70,293 | \$71,164 | 1.2% | \$72,734 | 2.2% | \$74,172 | 2.0% | \$75,551 | 1.9% |
| Total Revenue | \$3,277 | \$3,017 | (7.9%) | \$3,323 | 10.1% | \$3,363 | 1.1% | \$3,403 | 1.1% |
| Net Expenditure | \$67,016 | \$67,880 | 1.3% | \$69,411 | 2.3% | \$70,809 | 2.0% | \$72,148 | 1.9% |

Note: May not add up due to rounding

Outlook year increases are primarily related to the increase in the contracts cost for winter and summer maintenance programs, impacted by cost of living increases; the additional investments include growth in the streetlighting, traffic signals and Red-Light Camera programs.

Total Expenditures: \$143.7 million**Net Expenditures: \$115.8 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|----------------|--------------------------|-------------|
| 2019 Revised Cost of Service | 144,485 | 32,156 | 112,329 | % |
| <i>Annualization</i> | - | - | - | |
| <i>Cost of Living/Inflation</i> Labour costs/Goods and services, etc. | 2,833 | 251 | 2,582 | |
| <i>Economic Factors</i> | - | - | - | |
| <i>Base Subsidy/Recoveries¹</i> Lower Material Recovery Facility (MRF) operating net costs during shut down | (3,856) | (811) | (3,045) | |
| Reserve draw reduction | | (4,279) | 4,279 | |
| Lower commodity revenue due to stricter regulation from global markets | - | (2,124) | 2,124 | |
| Higher user fee revenue | - | 1,873 | (1,873) | |
| <i>Cost Mitigation²</i> Discontinuation of grass collection | (627) | - | (627) | |
| Process improvements | (181) | - | (181) | |
| <i>Other Pressures</i> | - | - | - | |
| Base Budget Changes Subtotal | (1,831) | (5,090) | 3,259 | |
| Growth | | | | |
| • Manage increased tonnage of waste collection and processing | 165 | - | 165 | |
| Service Level Demand | | | | |
| • Education and enforcement | 750 | 750 | - | |
| • Investing to improve Enterprise Asset Management maturity | 133 | 133 | - | |
| Service Demand Subtotal³ | 1,048 | 883 | 165 | |
| Total 2020 Budget Change | (783) | (4,207) | 3,423 | |
| 2020 Proposed Budget | 143,702 | 27,949 | 115,753 | 3.0% |

Note: May not add up due to rounding

Operating budget pressure notes:**Base Subsidy /Recoveries¹**

- Across North America, most of the recycled paper was shipped and sold to China. In 2017, China introduced very strict regulations on the quality of paper it will accept. Other countries have since adopted similar restrictions. In order to continue selling its recycling materials, the Region undertook an upgrade of the Peel Material Recovery Facility (MRF). The budget reflects the MRF's lower net operating cost of \$3.0M during the shutdown offset by lower reserve draws.
- Regardless of the improved quality, the purchase price of paper remains very low. As a result, the 2020 Budget also reflects a permanent revenue reduction of \$2.1M.
- In order to mitigate a significant drop in its revenue, the Region explored various ways of mitigating the shortfall. Increasing Waste Management user fees to reflect current/market costs proved to be the most feasible approach generating an additional revenue of \$1.9M.
- The following fee changes are included in the 2020 Budget:
 - Increase in price for garbage tags from \$1 to \$3 per tag, effective January 1, 2020
 - Increasing the Community Recycling Centre tip fee from \$100 to \$118 per tonne with a minimum fee of \$6 for loads weighing up to 50 kgs, effective January 1, 2020
 - Increasing the price of Agricultural Compost from \$5 to \$10 per tonne, effective January 1, 2020

Cost Mitigation²

- In order to reduce cost, it is proposed to close the small Caledon composting facility which costs twice as much to operate per tonne compared to the Region's larger facility on Torbram Road. It is also proposed to bring the operation of the Fewster Yard Waste Transfer facility in-house to save money. Overall, the proposed savings will be \$0.2M through process improvement.
- Discontinuing grass collection at the curb and the Community Recycling Centres will reduce Peel's operating costs. It is estimated that the in first year, this change will reduce the yard waste collected by 2,500 tonnes (approximately half), resulting in a savings in collection costs and processing costs for a total annual savings of \$0.6M.

Service Demand³

- Peel's population continues to grow by 5,000 households a year causing an ongoing increase in demand for Peel's waste collection, processing and disposal services.
- The investment includes seven contract staff to provide education and enforcement to help our 1.4 million residents to properly participate in Peel's Green Bin and Recycling

programs in order to achieve Council’s target of 75% waste diversion by 2034. The staff investment is being funded through capital with overall net impact of \$0.

- To improve Enterprise Asset Management maturity, one contract staff, funded through capital, is proposed.

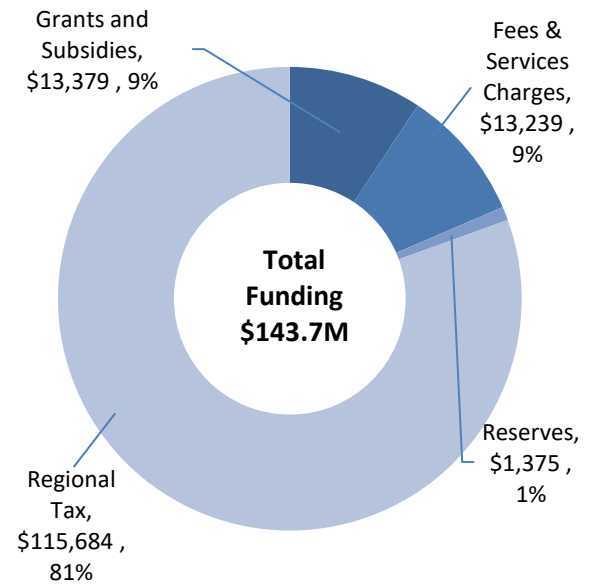
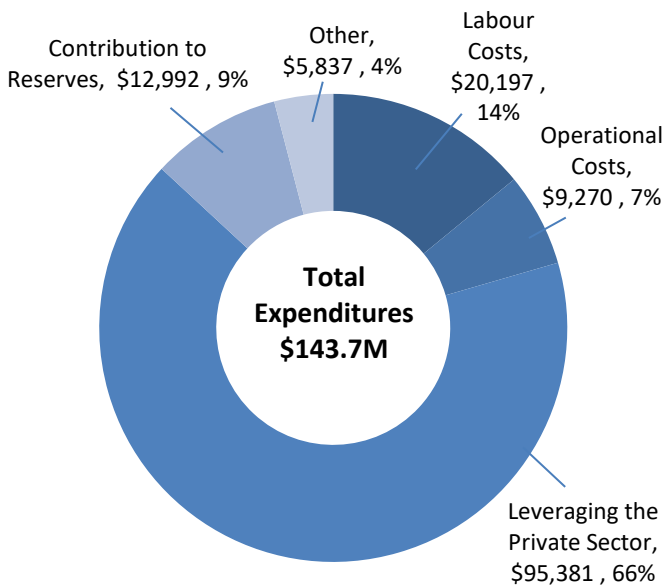
Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|--------|--------|
| 196.80 | 194.80 |

*Regular Positions (Full Time Equivalent, FTE)

- A change in processing operation will result in closing the Caledon composting facility and sending Peel’s green bin and yard waste material from that facility to a third party processor. The change in process will yield lower operating cost. The FTE count will be reduced by three FTEs.
- It is proposed to bring the Fewster Yard Waste Transfer Station in-house and cancel the current operating contract. This will reduce operating cost and increase our FTE count by one FTE.

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Global changes in the recyclables markets continues to generate significant risk in marketing the Region's commodities and generating revenues. The upgrade of Peel's Material Recovery Facility should allow the Region to more successfully market its commodities, but the revenue received from these markets will remain uncertain.
- Collection volumes are influenced by uncontrollable factors such as consumer behaviour, changes in packages and weather. The volume included in the Budget is based on most recent trends, which the Region has been reviewing since bi-weekly collection was introduced in 2016.
- Waste Management is highly dependent on provincial and federal regulatory frameworks which continue to evolve.

Measuring our Performance

- Waste generated per household
- Waste 3Rs diversion rate
- Contamination rate in blue and green bins
- Progress on major waste infrastructure projects

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|----------|----------|---------|----------|------|----------|------|----------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 144,485 | 143,702 | (0.5%) | 148,271 | 3.2% | 152,460 | 2.8% | 156,628 | 2.7% |
| Total Revenue | (32,156) | (27,949) | (13.1%) | (28,033) | 0.3% | (28,455) | 1.5% | (28,882) | 1.5% |
| Net Expenditure | 112,329 | 115,753 | 3.0% | 120,238 | 3.9% | 124,005 | 3.1% | 127,746 | 3.0% |

Note: May not add up due to rounding

Forecasted increases are mainly related to growth and the 75% 3Rs Waste diversion strategy implementation. Starting in 2020, the reliance on working fund reserves is reduced. Future increases may rise again in later years as the new facilities come on line.

Net Expenditures before Billings: \$177.6 million

Peel required Billings: \$157.1 million

2020 Operating Budget Pressures

| \$'000 | Net Expenditures Before Other Billings | Other Billings | Peel required Billings 2020 vs 2019 | |
|---|--|----------------|-------------------------------------|-------------|
| 2019 Revised Cost of Service | 163,536 | 17,481 | 146,055 | % |
| Annualization | | | | |
| Cost of Living/Inflation | | | | |
| Other (Good Services/Labour Etc.) | 547 | | 547 | |
| Economic Factors | | | | |
| Base Subsidy/Recoveries | | | | |
| Toronto billing accounting adjustment | 2,749 | 3,082 | (333) | |
| External billing adjustments | (108) | (108) | 0 | |
| Cost Mitigation¹ | | | | |
| Other Pressures | | | | |
| Ontario Clean Water Agency (OCWA) contractual cost | 2,176 | | 2,176 | |
| Reduction in tax support of Utility operations | 1,200 | | 1,200 | |
| Base Budget Changes Subtotal | 6,564 | 2,974 | 3,590 | |
| Service Demand² | | | | |
| • Infrastructure levy – 5% | 7,100 | | 7,100 | |
| • Investing to improve Enterprise Asset Management maturity, OCWA contract oversight, regulatory compliance support and wastewater rehabilitation | 390 | | 390 | |
| Service Demand Subtotal | 7,490 | | 7,490 | |
| Total 2020 Budget Change | 14,054 | 2,974 | 11,080 | 7.6% |
| 2020 Proposed Budget | 177,591 | 20,456 | 157,134 | |

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

The Wastewater service has not included any significant efficiencies in 2020 budget as it has achieved a great deal of savings in the past years such as electricity, which continues to form a low cost base to deliver wastewater service to the community.

Service Demand²

- No significant changes in service level
- Implementing wastewater capital condition assessment and rehabilitation (full recovery from capital)
- Investing to improve Enterprise Asset Management (EAM) maturity (full recovery from capital), OCWA contract oversight and regulatory compliance support
- Continuation of the 5.0% infrastructure levy to maintain condition and performance of infrastructure

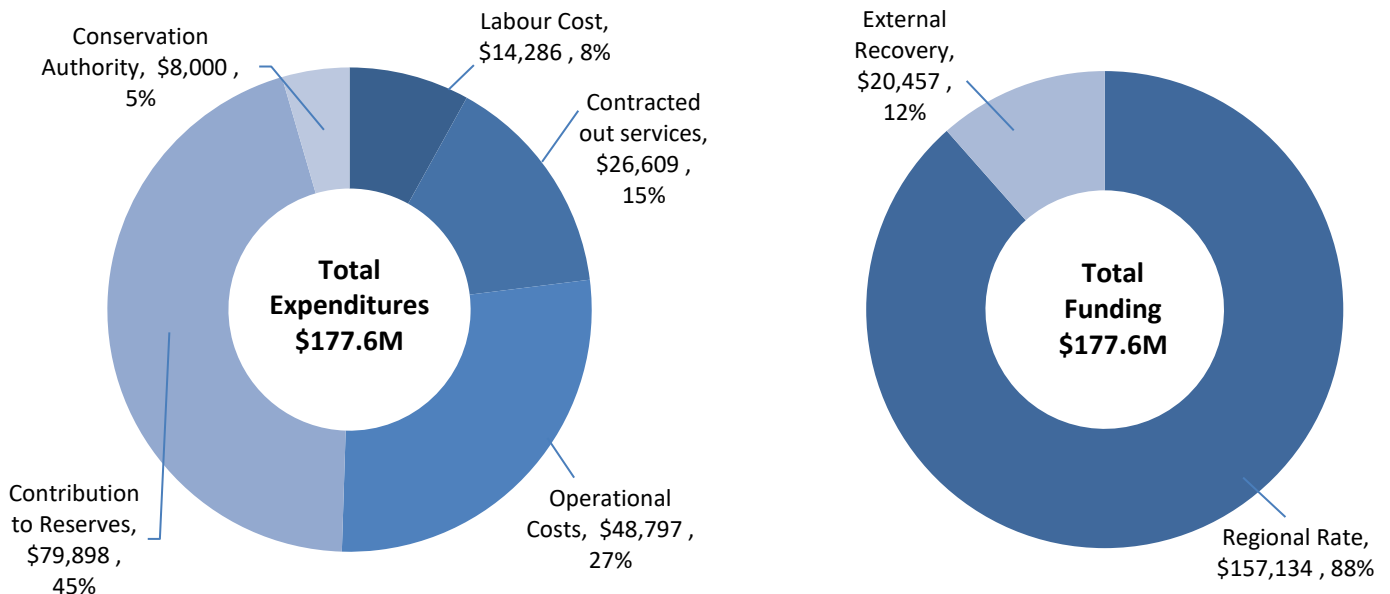
Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|-------|-------|
| 235.0 | 241.5 |

*Regular Positions (Full Time Equivalent, FTE)

- Through previous budgets, Council approved funding to provide service level which utilized one contract staff for regulatory compliance. The 2020 budget reflects this contract becoming a regular FTE to sustain the approved service level.
- At a net cost of \$390K, add 6.5 FTEs to improve EAM maturity, OCWA contract oversight, regulatory compliance support as well as capital asset rehabilitation.

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Electricity costs are subject to risk should the Province adjust the rules or if operational challenges negate any savings on peak days.
- Wastewater billings are a proxy of water consumption. 2020 budgeted billable volume has increased based on actual trends but unpredictable weather conditions have a significant impact on actual water consumption, and hence wastewater billings.
- The wastewater surcharge revenue remains volatile and subject to economic and industry conditions.

Measuring our Performance

- System capacity and reliability
- Compliance with regulations and standards
- Customer satisfaction

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|---------|---------|-------|----------|------|---------|------|---------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023* | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 163,536 | 177,590 | 8.6% | 190,397 | 7.2% | 203,743 | 7.0% | 206,822 | 1.5% |
| Other Revenue | 17,482 | 20,457 | 17.0% | 20,755 | 1.5% | 21,098 | 1.7% | 21,401 | 1.4% |
| Peel billings | 146,054 | 157,133 | 7.6% | 169,642 | 8.0% | 182,645 | 7.7% | 185,420 | 1.5% |
| Rate increase | | | 6.3% | | 7.3% | | 6.3% | | TBD |

Note: May not add up due to rounding

*The 2023 forecast does not include the 5% rate increase to maintain infrastructure. The current plan has this rate increase ending in 2022; this will be reassessed with the maturity of the capital plans in the coming years.

The year over year increases are subject to several key assumptions such as OCWA contractual cost, chemical prices, electricity rates regulations, water consumption seasonality as well as the investment required to maintain infrastructure. The longer term rate increases are being reassess and will be informed by the utility rate review expected to be completed in 2020.

Net Expenditures before Billings: \$265.4 million

Peel required Billings: \$246.0 million

2020 Operating Budget Pressures

| \$'000 | Net Expenditures before other Billings | Other Billings | Peel required Billings (2020 vs 2019) | |
|--|--|----------------|---------------------------------------|-------------|
| 2019 Revised Cost of Service | 249,397 | 18,404 | 230,993 | % |
| Annualization | | | | |
| Cost of Living/Inflation Other (Good Services/Labour Etc.) | 1,260 | | 1,260 | |
| Economic Factors | | | | |
| Base Subsidy/Recoveries External billings adjustment | 982 | 982 | 0 | |
| Cost Mitigation¹ Electricity | (936) | | (936) | |
| Other Pressures Ontario Clean Water Agency (OCWA) contract cost | 1,988 | | 1,988 | |
| Reduction in tax support of Utility operations | 1,200 | | 1,200 | |
| Base Budget Changes Subtotal | 4,494 | 982 | 3,512 | |
| Service Demand² Infrastructure levy – 5% | 11,400 | | 11,400 | |
| Investing to improve Enterprise Asset Management, OCWA contract oversight and Health & Safety | 130 | | 130 | |
| Service Demand Subtotal | 11,530 | 0 | 11,530 | |
| Total 2020 Budget Change | 16,024 | 982 | 15,043 | 6.5% |
| 2020 Proposed Budget | 265,422 | 19,385 | 246,036 | |

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Continue to leverage the Industrial Conservation Initiative and improve energy performance at water treatment plants and pumping stations.

Service Level Demand²

- No significant changes in service level
- Investing to improve Enterprise Asset Management (EAM) maturity, OCWA contract oversight and Health & Safety
- Continuation of the 5.0% infrastructure levy to maintain condition and performance of infrastructure

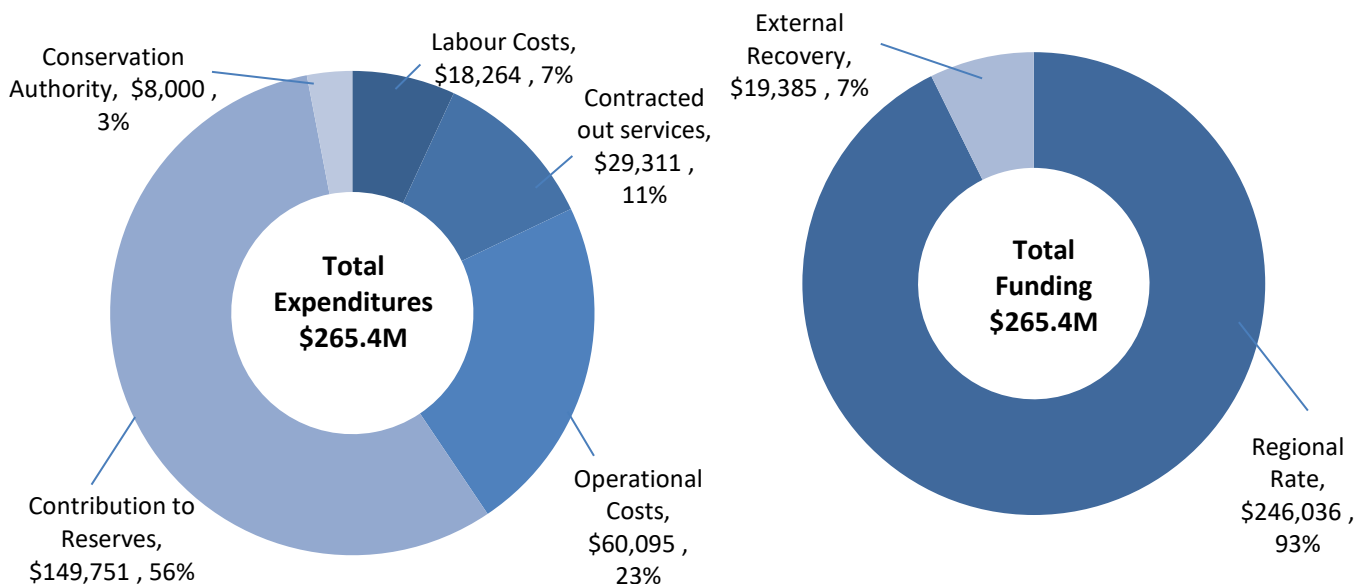
Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|-------|-------|
| 288.0 | 290.5 |

*Regular Positions (Full Time Equivalent, FTE)

- Through previous budgets, Council approved funding to provide four contract staff to handle 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. The 2020 budget reflects these becoming regular FTE to sustain the approved service level
- At a net cost of \$130K, add 2.5 FTEs and 1 contract staff to improve EAM maturity, OCWA contract oversight and Health & Safety.

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Some electricity savings have been built into budget but are subject to risk should the Province adjust the rules or if operational challenges negate any savings on peak days.
- 2020 budgeted billable volume has increased to account for household growth but unpredictable weather conditions have a significant impact on actual consumption.

Measuring our Performance

- System capacity and reliability
- Compliance with regulations and standards
- Customer satisfaction

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|---------|---------|------|----------|------|---------|------|---------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023* | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 249,397 | 265,421 | 6.4% | 283,449 | 6.8% | 301,348 | 6.3% | 305,525 | 1.4% |
| Other Revenue | 18,399 | 19,385 | 5.4% | 20,259 | 4.5% | 20,964 | 3.5% | 21,693 | 3.5% |
| Peel billings | 230,998 | 246,036 | 6.5% | 263,190 | 7.0% | 280,384 | 6.5% | 283,832 | 1.2% |
| Rate Increase | | | 6.3% | | 7.3% | | 6.3% | | TBD |

Note: May not add up due to rounding

*The 2023 forecast does not include the 5% rate increase to maintain infrastructure. The current plan has this rate increase ending in 2022; this will be reassessed with the maturity of the capital plans in the coming years.

The year over year increases are subject to several key assumptions such as OCWA contractual cost, chemical prices, electricity rate regulations, water consumption seasonality as well as the investment required to maintain infrastructure. The longer term rate increases are being reassessed and will be informed by the utility rate review expected to be completed in 2020.

Strategic Plan Area of Focus:

Leading

Government is future-oriented and accountable

What are the Region's goals in investing to build a **Community for Life**? Listening and incorporating the voice of residents and businesses in decision-making. Ensuring a secure and financially flexible future. Constantly developing new, better and less costly ways to deliver services that residents and businesses value. Seeking to attract and retain top talent as an employer of choice. And acting, always, to earn and keep our community's trust.



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Total Expenditures: \$198.5 million**Net Expenditures: \$92.7million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|----------------|--------------------------|--------------|
| 2019 Revised Cost of Service | 186,253 | 101,982 | 84,271 | % |
| <i>Annualization</i> | - | - | - | |
| <i>Cost of Living/Inflation</i> | | | | |
| Labour cost | 2,216 | - | 2,216 | |
| Goods and Services | 296 | - | 296 | |
| <i>Economic Factors</i> | | | | |
| Reduction in debt payments for 7120 Hurontario | (45) | - | (45) | |
| Increased payments in lieu of taxes (PILTs) | - | 1,149 | (1,149) | |
| Increased supplemental taxes net of tax appeals | - | 2,590 | (2,590) | |
| <i>Base Subsidy/Recoveries</i> | | | | |
| Updated allocation to programs and Peel Living | (757) | 500 | (1,257) | |
| Increased Finance recoveries | - | 188 | (188) | |
| <i>Cost Mitigation¹</i> | | | | |
| Estimate reductions from budget review | (128) | - | (128) | |
| <i>Other Pressures</i> | | | | |
| Remove reserve funding for temporary IT initiatives | (250) | (250) | - | |
| Partial completion of one-time HR initiatives | (300) | (300) | - | |
| Reduced property tax support of utility operations | (2,406) | - | (2,406) | |
| Other expenses and revenues | 40 | 24 | 16 | |
| Base Budget Changes Subtotal | (1,334) | 3,901 | (5,235) | |
| <i>Service Level Demand²</i> | | | | |
| Management of expanding asset base | 32 | - | 32 | |
| Implementation of a sustainable procurement system | 149 | - | 149 | |
| Service Level Demand Subtotal | 182 | - | 182 | |
| Service Demand Subtotal – EPS | 182 | - | 182 | |
| Total 2020 Budget Change - EPS | (1,152) | 3,901 | (5,053) | |
| 1% Infrastructure Levy – Tax Supported³ | 10,440 | - | 10,440 | |
| Temporary Levy for Community Hubs | 3,000 | - | 3,000 | |
| 2020 Proposed Budget | 198,541 | 105,883 | 92,658 | 10.0% |

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- 2019 line by line review of estimates allowed for reduction in overall budget requirements for Clerks, Legal Services and other areas in the amount of \$128K.

Service Demand²

- Staffing resource request for 3 FTE described in next section.

Other Pressures³

- The 1% levy to maintain tax-supported infrastructure contributes to the overall financial health of the Region of Peel.
- \$3M in additional reserve contribution is to fund the capital grant projects for community hubs over a four year period.

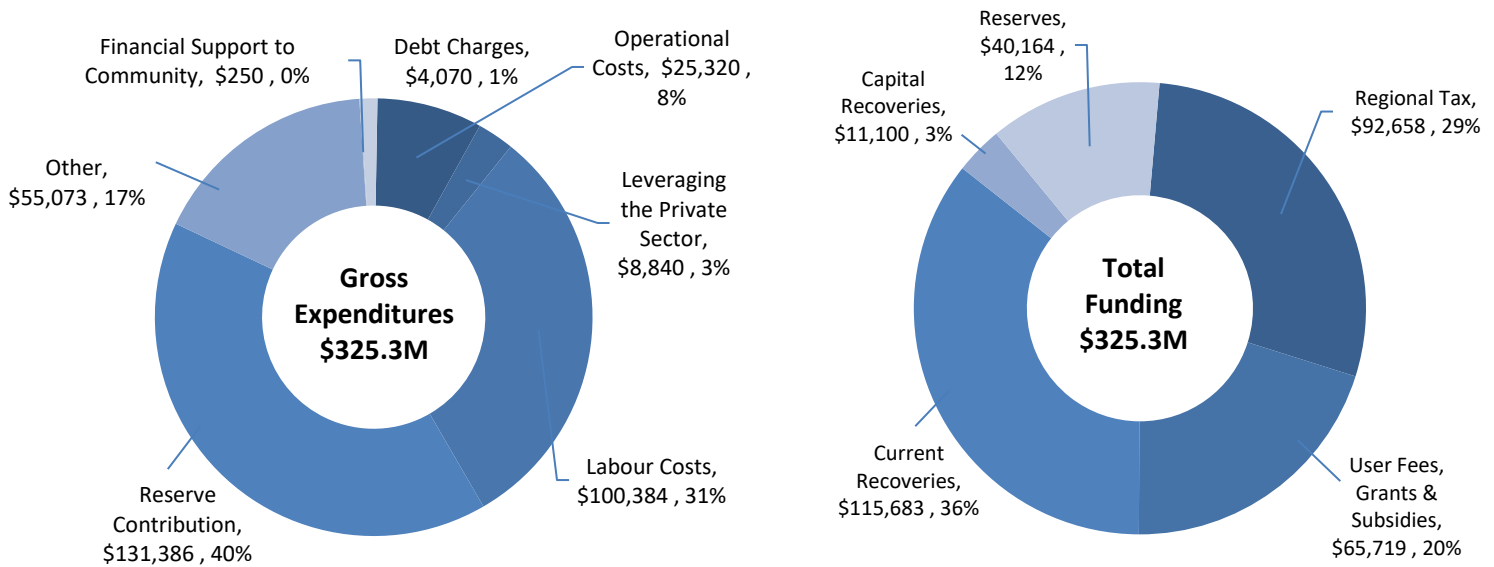
Staffing Resources to Achieve Level of Service*

| 2019 | 2020 |
|------|------|
| 758 | 761 |

*Regular Positions (Full Time Equivalent, FTE)

- Through previous budgets, Council approved funding to provide service levels which utilized 2 contract staff for delivery. The 2019 level of service reflects these becoming regular FTE to sustain the level of service and funding approved by Council.
- At a cost of \$265K add two FTE to support management of a \$30B asset portfolio. \$233K will be allocated to the utility rate base and the balance of \$32K will be added to the property tax base.
- At a cost of \$149K add one FTE to operationalize a sustainable procurement process across the enterprise.

2020 Gross Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- Fluctuations in assessment growth and process changes at the Assessment Review Board could lead to variances on the levels of supplemental taxation and tax write-offs that the Region would experience.
- Since the Region is self-insuring in various degrees for employee benefits, WSIB and general liability insurance purposes the costs associated with these items are subject to fluctuation.
- Uncertain levels of funding from the Province to the Region could indirectly impact the EPS departments through service level impacts to the direct service departments.

Measuring our Performance

- Community for Life Dashboard
- Infrastructure scorecard
- Percentage of residents reporting good value for tax dollars
- Credit rating
- Procurement performance measures
- Employee engagement
- Resident’s average score on “Peel conducts its business in an open and accountable manner”

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--|-----------|-----------|---------|-----------|--------|-----------|--------|-----------|-------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total EPS Operating | 126,663 | 125,512 | (0.9%) | 128,099 | 2.1% | 127,664 | (0.3%) | 132,511 | 3.8% |
| Total EPS Revenue | (101,982) | (105,883) | 3.8% | (110,207) | 4.1% | (110,320) | 0.1% | (113,922) | 3.3% |
| Net Expenditure EPS Operating | 24,682 | 19,629 | (20.5%) | 17,892 | (8.8%) | 17,345 | (3.1%) | 18,589 | 7.2% |
| 1% Infrastructure Levy | 59,589 | 70,029 | 17.5% | 81,306 | 16.1% | 92,809 | 14.1% | 104,542 | 12.6% |
| Community Hubs | - | 3,000 | - | 3,000 | - | 3,000 | - | 3,000 | - |
| Total Net Expenditure | 84,271 | 92,658 | 10.0% | 102,198 | 10.3% | 113,154 | 10.7% | 126,131 | 11.5% |

Note: May not add up due to rounding

- The forecast expenditures include an annual allowance for the 1% infrastructure levy to sustain the Regions tax supported capital plan over the entire forecast period.
- It is assumed that a further \$2.0 million will be allocated to utilities to reduce tax support of water and waste water rates in 2021 after which only inflationary increases will be made.
- It is also assumed that \$3M per year reserve contribution for community hubs continues to 2023.

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

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Strategic Plan Area of Focus:

Living

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

Investing to build a **Community for Life** begins with people, and ensuring that those in need can find the help and support they need in Peel – from housing to accessible transportation, and from income support to paramedic services and long term care – the Region of Peel is a welcoming community to all.



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Capital Budget: \$0.1 million**Ten Year Plan: \$5.4 million****2020 Capital Plan Overview**

The following table provides a summary of Child Care's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | | | |
| Externally Funded | 2,142 | - | 2,142 |
| Non-DC Internal | 1,247 | 114 | 1,361 |
| Total Expenditures | 3,389 | 114 | 3,503 |
| # of Projects | 5 | 1 | 6 |

Existing Capital Projects - \$3.4 million

- \$0.1 million for Child Care facilities State of Good Repair (Brampton West, Chinguacousy, Ernest Majury and Streetsville)
- \$1.2 million for Early Learning and Child Care (ELCC) Funds Management project
- \$2.1 million for Ministry of Education funded Community-Based Early Years and Child Care Capital Program (CBCP)

2020 Capital Budget - \$0.1 million**Key highlights:**

- \$0.1 million for Child Care facilities State of Good Repair (Brampton West, Chinguacousy, Ernest Majury and Streetsville)

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- No operating impact since the Child care facilities expenses are covered by the property rental income.

2020 – 2029 10-Year Capital Plan - \$5.4 million

State of Good Repair
\$4.9M

DC Funded Growth
\$-M

Non-DC Funded Growth & Other
\$0.5M

Key Highlights:

- Child Care facilities maintenance and replacements of \$5.4 million projected over the next 10 years

See Appendix II for details.

Appendix I

Service : Child Care

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |

| <u>Project</u> | <u>Name</u> | <u>Description</u> | | |
|----------------|----------------------------------|-------------------------------|-----|-----|
| 200302 | Renovations to Child Care Centre | Child Care Centre Renovations | 114 | 114 |
| Child Care | | | 114 | 114 |

Appendix II

Service: Child Care

2020 Ten Year Combined Capital Program (\$'000)

| | | | 2020 | 2021 | 2022 | 2023 | 2024 | Yrs 6-10 | Gross |
|----------------|----------------------------------|-------------------------------|------|------|------|------|------|----------|-------|
| <u>Project</u> | <u>Name</u> | <u>Description</u> | | | | | | | |
| 200302 | Renovations to Child Care Centre | Child Care Centre Renovations | 114 | 381 | 608 | 325 | 491 | 3,468 | 5,387 |
| Child Care | | | 114 | 381 | 608 | 325 | 491 | 3,468 | 5,387 |

Capital Budget: \$12.0 million**Ten Year Plan: \$12.0 million****2020 Capital Plan Overview**

The following table provides a summary of Community Investment's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | - | - | - |
| Externally Funded | - | - | - |
| Non-DC Internal | 250 | 12,000 | 12,250 |
| Total Expenditures | 250 | 12,000 | 12,250 |
| # of Projects | 1 | 1 | 2 |

Existing Capital Projects - \$0.3M

- This is a joint project with Child Care for the development of a new funds management technology

2020 Capital Budget - \$12.0M**Key highlights:**

- \$12M for Community Hub Development

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$12.0M

State of Good Repair
\$-M

DC Funded Growth
\$-M

Non-DC Funded Growth & Other
\$12.0M

Key Highlights:

- \$12M for Community Hub Development

See Appendix II for details.

2020 Financing Sources and Funding Status(\$'000)

| | | 2020 | | | | |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|--|--|
| <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> | | |
| Project | Name | | | | | |
| 200160 | Community Hub | 12,000 | | 12,000 | | |
| | Community Investment | 12,000 | | 12,000 | | |

Appendix II

2020 Ten Year Combined Capital Program (\$'000)

| Project | Name | <u>2020</u> | <u>Gross</u> |
|----------------|----------------------|-------------|--------------|
| 200160 | Community Hub | 12,000 | 12,000 |
| | Community Investment | 12,000 | 12,000 |

Capital Budget: \$- million **Ten Year Plan: \$- million**

2020 Capital Plan Overview

The following table provides a summary of Employment Support’s planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | - | - | - |
| Externally Funded | 550 | - | 550 |
| Non-DC Internal | | | |
| Total Expenditures | 550 | - | 550 |
| # of Projects | 1 | | 1 |

Existing Capital Projects - \$0.6M

- The Case Management System for Employment Support is on hold, as we await provincial direction on our proposal to be service system manager

2020 Capital Budget - \$-

Key highlights:

- None

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan

| | | |
|------------------------------------|--------------------------------|--|
| State of Good Repair \$- | DC Funded Growth \$- | Non-DC Funded Growth & Other \$- |
|------------------------------------|--------------------------------|--|

Key Highlights:

- None

Capital Budget: \$0.5 million **Ten Year Plan: \$3.9 million**

2020 Capital Plan Overview

The following table provides a summary of Homelessness Support’s planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 2,558 | - | 2,558 |
| Externally Funded | 1,642 | - | 1,642 |
| Non-DC Internal | 7,800 | 497 | 8,297 |
| Total Expenditures | 12,000 | 497 | 12,497 |
| # of Projects | 1 | 1 | 2 |

Existing Capital Projects - \$12.0M

- Carryforward of \$12M from 2019 for the development of a Brampton Youth Shelter

2020 Capital Budget - \$0.50M

Key highlights:

- \$0.5M for State of Good Repair for Region owned shelters

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$3.9M

| | | |
|--|----------------------------------|--|
| State of Good Repair \$3.9M | DC Funded Growth \$-M | Non-DC Funded Growth & Other \$-M |
|--|----------------------------------|--|

Key Highlights:

- \$3.9M over the next 10 years for State of Good Repair for Region owned shelters

See Appendix II for details.

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|----------------------|-------------------------|--------------------------|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Project</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 200100 | Shelters Capital Repair | Shelters capital repairs | 497 | | 497 | | |
| Homelessness Support | | | 497 | | 497 | | |

Appendix II

2020 Ten Year Combined Capital Program (\$'000)

| <u>Project</u> | <u>Name</u> | <u>Description</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------------|-------------------------|--------------------------|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| 200100 | Shelters Capital Repair | Shelters capital repairs | 497 | 726 | 349 | 518 | 496 | 1,265 | 3,851 |
| Homelessness Support | | | 497 | 726 | 349 | 518 | 496 | 1,265 | 3,851 |

Capital Budget: \$14.1 million**Ten Year Plan: \$948.0 million****2020 Capital Plan Overview**

The following table provides a summary of Housing Support's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 19,021 | - | 19,021 |
| Externally Funded | 67,860 | - | 67,860 |
| Non-DC Internal | 184,625 | 14,121 | 198,746 |
| Total Expenditures | 271,506 | 14,121 | 285,627 |
| # of Projects | 18 | 2 | 20 |

Existing Capital Projects - \$271.5M

- \$238.8M is related to housing development projects, mainly from the Housing Master Plan
- \$28.2M is to invest in State of Good Repair including capital loans to Housing Providers including Peel Living
- \$4.5M is for other projects including Housing Technology and Housing Incentives

2020 Capital Budget - \$14.1M**Key highlights:**

- State of good repair for region owned building and capital loans to Peel Living to assist with capital repairs

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$948.0M

State of Good Repair
\$261.6M

DC Funded Growth
\$-M

Non-DC Funded Growth & Other
\$686.4M

Key Highlights:

- \$261.6M State of Good Repair
 - \$254.4M is for Housing Providers, including Peel Living, requests for loans to assist with capital repairs to maintain State of Good Repair
 - \$7.2M is for Region owned buildings and condominium units
- \$686.4M for Non-DC Funded Growth & Other
 - \$683.9M for Affordable Housing Development projects, Housing Master Plan
 - Equates to approximately 1400 units over the 10- year Plan
 - \$2.4M for Housing Providers BCA Audits

See Appendix II for details.

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|------------------------|-----------------------------------|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Project</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 195031 | Provider Capital Loan-Peel Living | Capital Loan relating to reserve shortfall for Peel Living SOGR | 13,730 | | 13,730 | | |
| 205034 | Region Housing Capital Repairs | SOGR repairs to Region owned Buildings | 391 | | 391 | | |
| Housing Support | | | 14,121 | | 14,121 | | |

Appendix II

2020 Ten Year Combined Capital Program (\$'000)

| <u>Project</u> | <u>Name</u> | <u>Description</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|------------------------|-----------------------------------|--|---------------|----------------|----------------|---------------|---------------|-----------------|----------------|
| 075040 | Providers' Capital Loan- Other | Capital loan relating to reserve shortfall for housing providers (non Peel Living) for SOGR | 0 | 14,418 | 10,007 | 10,201 | 7,158 | 16,137 | 57,920 |
| 195031 | Provider Capital Loan-Peel Living | Capital Loan relating to reserve shortfall for Peel Living SOGR | 13,730 | 21,817 | 22,407 | 22,452 | 22,444 | 93,670 | 196,520 |
| 205030 | Housing Master Plan | Affordable Housing Initiatives | 0 | 120,020 | 101,318 | 64,899 | 0 | 397,663 | 683,899 |
| 205034 | Region Housing Capital Repairs | SOGR repairs to Region owned Buildings | 391 | 172 | 328 | 587 | 995 | 4,496 | 6,968 |
| 215035 | Condo Capital Repairs | SOGR repairs to Region owned Condo's | 0 | 0 | 20 | 0 | 0 | 220 | 240 |
| 215036 | Housing Providers BCA Audit | Housing Providers BCA Audit | 0 | 0 | 2,424 | 0 | 0 | 0 | 2,424 |
| Housing Support | | | 14,121 | 156,426 | 136,505 | 98,138 | 30,596 | 512,185 | 947,971 |

Capital Budget: \$2.0M**Ten Year Plan: \$111.2M****2020 Capital Plan Overview**

The following table provides a summary of Long Term Care's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan by Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 2,053 | - | 2,053 |
| Externally Funded | - | - | - |
| Non-DC Internal | 132,810 | 1,966 | 134,776 |
| Total Expenditures | 134,863 | 1,966 | 136,829 |
| # of Projects | 57 | 2 | 59 |

Existing Capital Projects - \$134.9M

- There are 57 projects underway in the five Long Term Care centres. They are either continuously running or in various stages of completion.
- Net remaining budget \$120.0M for the Senior Health and Wellness Village at Peel Manor is expected to be spent in the period of 2020-2023.

2020 Capital Budget - \$2.0M**Key highlights:**

- \$0.4M for replacement of lifts at all homes
- \$0.2M for phase-in of replacement of resident beds at all homes
- \$0.3M for replacement of humidifiers at Malton Village
- \$0.3M for replacement of kitchen flooring at Malton Village
- \$0.1M for repaving parking lots at Malton Village and Tall Pines
- \$0.6M for various facility maintenance and equipment replacement projects at all homes

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$111.2M

State of Good Repair
\$51.2M

DC Funded Growth
\$17.0M

Non-DC Funded Growth & Other
\$43.0M

Key Highlights:

- State of good repair for next 10 years is \$51.2M to replace Long Term Care building structures, flooring, roofing, parking lots and heating and cooling systems.
- Building for a new Long Term Care home in 2029 in amount of \$60M.

See Appendix II for details.

Appendix I

2020 Financing Sources and Funding Status(\$'000)

| <u>Project</u> | <u>Name</u> | <u>Description</u> | 2020 | | | | |
|-------------------------|--------------------------------|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| | | | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 205400 | LTC Major Facility Maintenance | To address state of good repair or improvements required for building infrastructure | 1,054 | 0 | 1,054 | 0 | 0 |
| 205401 | LTC Equipment Replacement | To address state of good repair or improvements required for equipment to support direct care | 912 | 0 | 912 | 0 | 0 |
| Seniors Services | | | 1,966 | 0 | 1,966 | 0 | 0 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | 2020 | 2021 | 2022 | 2023 | 2024 | Yrs 6-10 | Gross |
|-------------------------|--|---|--------------|--------------|--------------|--------------|--------------|---------------|----------------|
| <u>Project</u> | <u>Name</u> | <u>Description</u> | | | | | | | |
| 205400 | LTC Major Facility Maintenance | To address state of good repair or improvements required for building infrastructure | 1,054 | 3,406 | 1,659 | 6,238 | 5,833 | 13,409 | 31,599 |
| 205401 | LTC Equipment Replacement | To address state of good repair or improvements required for equipment to support direct care | 912 | 485 | 278 | 1,284 | 1,501 | 15,137 | 19,597 |
| 295402 | Building (or Facility) for Development of New LTC Services | To address needs of growing frail senior population that new long term care services may need to be developed | 0 | 0 | 0 | 0 | 0 | 60,000 | 60,000 |
| Seniors Services | | | 1,966 | 3,891 | 1,937 | 7,522 | 7,334 | 88,546 | 111,196 |

Capital Budget: \$12.5M

Ten Year Plan: \$117.9M

2020 Capital Plan Overview

The following table provides a summary of Paramedic's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan by Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 594 | 679 | 1,273 |
| Externally Funded | - | - | - |
| Non-DC Internal | 3,317 | 11,831 | 15,147 |
| Total Expenditures | 3,911 | 12,509 | 16,420 |
| # of Projects | 27 | 5 | 32 |

Existing Capital Projects - \$3.9M

- To maintain state of good repair of Ambulance Fleet and Support Vehicles \$1.6M and Paramedic stations and buildings \$1.7M.

2020 Capital Budget - \$12.5M

Key highlights:

- Purchase of additional ambulances for Paramedic Services to address call volume growth will cost \$1.3M and regular replacement of existing fleet and supporting vehicles will cost \$2.8M totaling \$4.1M.
- To support development of two future Paramedic stations totaling \$6.2M.
- To maintain state of good repair of Paramedic fleet, buildings and technology at a cost of \$2.2M

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$117.9M

**State of Good Repair
\$60.2M**

**DC Funded Growth
\$4.1M**

**Non-DC Funded Growth & Other
\$53.6M**

Key Highlights:

- Growth-related satellite and reporting stations account for \$50.1M
- New ambulances for growth and replacement of vehicles reaching the end of their useful life for \$42.5M
- Defibrillators and other medical equipment replacements in line with safety standards and regulations, as well as new equipment tied to growth for a total of \$17.8M
- Various IT initiatives are projected over the next 10 years for \$4.6M
- Major facility maintenance for current buildings for \$3.1M

See Appendix II for details.

Appendix I

2020 Financing Sources and Funding Status(\$'000)

| <u>Project</u> | <u>Name</u> | <u>Description</u> | 2020 | | | | |
|---------------------------|--------------------------------------|--|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| | | | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 207801 | Defibrillators and Medical Equipment | Purchase of Defibrillators and Medical Equipment for replacement and growth. | 1,096 | 11 | 1,085 | 0 | 0 |
| 207803 | Ambulance Fleet and Support Vehicles | Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services program. | 4,093 | 140 | 3,953 | 0 | 0 |
| 207809 | Ambulance Facilities - Growth | New satellite stations to address growth | 6,210 | 527 | 5,683 | 0 | 0 |
| 207810 | Major Facility Maintenance | Based on improvements for refined 10 year plan for existing Ambulance facilities. | 600 | 0 | 600 | 0 | 0 |
| 207807 | IT Initiatives | IT related Capital Projects | 510 | 0 | 510 | 0 | 0 |
| Paramedic Services | | | 12,509 | 679 | 11,831 | 0 | 0 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | 2020 | 2021 | 2022 | 2023 | 2024 | Yrs 6-10 | Gross |
|---------------------------|--------------------------------------|--|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| <u>Project</u> | <u>Name</u> | <u>Description</u> | | | | | | | |
| 207801 | Defibrillators and Medical Equipment | Purchase of Defibrillators and Medical Equipment for replacement and growth. | 1,096 | 4,534 | 314 | 2,848 | 1,310 | 7,597 | 17,698 |
| 207803 | Ambulance Fleet and Support Vehicles | Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services program. | 4,093 | 3,349 | 3,456 | 5,620 | 6,821 | 19,121 | 42,461 |
| 207809 | Ambulance Facilities - Growth | New satellite stations to address growth | 6,210 | 5,416 | 25,005 | 1,909 | 7,918 | 3,631 | 50,090 |
| 207810 | Major Facility Maintenance | Based on improvements for refined 10 year plan for existing Ambulance facilities. | 600 | 285 | 75 | 275 | 104 | 1,750 | 3,089 |
| 207807 | IT Initiatives | IT related Capital Projects | 510 | 389 | 447 | 447 | 447 | 2,310 | 4,550 |
| Paramedic Services | | | 12,509 | 13,973 | 29,297 | 11,099 | 16,601 | 34,410 | 117,889 |

Capital Budget: \$1.8 million**Ten Year Plan: \$12.1 million****2020 Capital Plan Overview**

The following table provides a summary of TransHelp's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan by Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | - | - | - |
| Externally Funded | - | 539 | 539 |
| Non-DC Internal | 6,260 | 1,221 | 7,481 |
| Total Expenditures | 6,260 | 1,760 | 8,020 |
| # of Projects | 14 | 6 | 20 |

Existing Capital Projects - \$6.3M

- There are 14 active capital projects that are ongoing in various stages of implementation. These projects include Accessible Transportation Master Plan, TransHelp vehicle replacement program and Automatic Fare Payment Solution project.

2020 Capital Budget - \$1.8M**Key highlights:**

- \$0.8M for TransHelp vehicle purchase
- \$0.6M for Travel Training program implementation

See Appendix I for details.

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$12.1M

State of Good Repair
\$8.3M

DC Funded Growth
\$-M

Non-DC Funded Growth & Other
\$3.8M

Key Highlights:

- \$8.3M for TransHelp vehicle purchase
- \$1.5M for Automatic Fare Payment Solution
- \$1.0M for Travel Training program implementation

See Appendix II for details.

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|------------------|---|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Project</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 150290 | Technology Investment to Enhance Service Delivery | Installation of various software components to support recommendations of the Accessible Transportation Master Plan service model. | 287 | | 287 | | |
| 160230 | Accessible Transportation Master Plan - Implementation, Phase 2 | Implementation of the Accessible Transportation Master Plan including integrating a new client pathway of online application with the scheduling software and developing an online booking function for passengers. | 80 | | 80 | | |
| 190230 | Video Cameras | Installation of cameras on Transhelp buses | 3 | | 3 | | |
| 190248 | Replacement of Vehicles | Replacement of Vehicles at end of life | 105 | | 0 | 105 | |
| 190280 | Travel Training | Development, design and delivery of Travel Training program to assist clients on traveling on conventional transit | 550 | | 550 | | |
| 200245 | TransHelp Vehicle Replacement | Replacement of TransHelp buses at end of life. | 735 | | 196 | 539 | |
| TransHelp | | | 1,760 | 0 | 1,221 | 539 | |

2020 Ten Year Combined Capital Program (\$'000)

| | | | 2020 | 2021 | 2022 | 2023 | 2024 | Yrs 6-10 | Gross |
|------------------|---|---|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Project | Name | Description | | | | | | | |
| 150290 | Technology Investment to Enhance Service Delivery | Installation of various software components to support recommendations of the Accessible Transportation Master Plan service model. | 287 | 0 | 0 | 0 | 0 | 0 | 287 |
| 160230 | Accessible Transportation Master Plan - Implementation, Phase 2 | Implementation of the Accessible Transportation Master Plan including integrating a new client pathway of online application with the scheduling software and developing an online booking function for passengers. | 80 | 0 | 0 | 0 | 0 | 0 | 80 |
| 190230 | Video Cameras | Installation of cameras on Transhelp buses | 3 | 0 | 0 | 300 | 0 | 0 | 303 |
| 190245 | TransHelp Vehicle Replacement | Replacement of TransHelp buses at end of life. | 0 | 0 | 0 | 0 | 0 | 1,050 | 1,050 |
| 190248 | Replacement of Vehicles | Replacement of Vehicles at end of life | 105 | 0 | 0 | 0 | 105 | 105 | 315 |
| 190260 | Accessible Transportation Studies/Survey | Provide studies on accessible transportation services in Peel and assist with program planning and conduct a customer satisfaction survey. | 0 | 0 | 100 | 0 | 0 | 200 | 300 |
| 190280 | Travel Training | Development, design and delivery of Travel Training program to assist clients on traveling on conventional transit | 550 | 450 | 0 | 0 | 0 | 0 | 1,000 |
| 200245 | TransHelp Vehicle Replacement | Replacement of TransHelp buses at end of life. | 735 | 0 | 1,050 | 1,575 | 1,785 | 2,100 | 7,245 |
| 200270 | Automatic Fare Payment Solution | Deployment of contactless (smartcard) technology on TransHelp vehicles or other transit buses and contracted taxis without pre-purchase fares. | 0 | 1,530 | 0 | 0 | 0 | 0 | 1,530 |
| TransHelp | | | 1,760 | 1,980 | 1,150 | 1,875 | 1,890 | 3,455 | 12,110 |

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Strategic Plan Area of Focus:

Thriving

**Communities are integrated,
safe and connected**

Strong, successful communities just work. They have strong bones and arteries. Their systems, many unseen below the surface, function efficiently and are well maintained, with an eye on preserving value and reliable performance for future generations. The Region of Peel works and serves its residents and businesses throughout a **Community for Life**.



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Capital Budget: \$0.3M **Ten Year Plan: \$3.3M**

2020 Capital Plan Overview

The following table provides a summary of Chronic Disease Prevention’s planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan by Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | - | - | - |
| Externally Funded | - | - | - |
| Non-DC Internal | 1,024 | 250 | 1,274 |
| Total Expenditures | 1,024 | 250 | 1,274 |
| # of Projects | 1 | 1 | 2 |

Existing Capital Projects - \$1.0M

- There is one active project for Electronic Medical records that is on-going.

2020 Capital Budget - \$0.3M

Key highlights:

- \$0.3M Public Health Information Management Improvements

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$3.3M

| | | |
|--|-------------------------------|--|
| State of Good Repair \$0.8M | DC Funded Growth - | Non-DC Funded Growth & Other \$2.5M |
|--|-------------------------------|--|

Key Highlights:

- None
 - \$2.5M Public Health information management improvements
 - \$0.8M for the mobile dental clinics bus replacement

See Appendix I for details.

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |

| <u>Project</u> | <u>Name</u> | <u>Description</u> |
|----------------|---|--|
| 195306 | Public Health Information Management Improvements | Public Health Information Improvements |

| | | | | |
|--|----------------------------|-----|-----|--|
| | Chronic Disease Prevention | 250 | 250 | |
|--|----------------------------|-----|-----|--|

| | | | 2020 Ten Year Combined Capital Program (\$'000) | | | | | | |
|----------------------------|---|--|---|------|------|------|------|----------|-------|
| | | | 2020 | 2021 | 2022 | 2023 | 2024 | Yrs 6-10 | Gross |
| <u>Project</u> | <u>Name</u> | <u>Description</u> | | | | | | | |
| 195306 | Public Health Information Management Improvements | Public Health Information Improvements | 250 | 250 | 250 | 250 | 250 | 1,250 | 2,500 |
| 275304 | Mobile Dental Clinic (Bus) | Mobile Dental Clinic (Bus) | 0 | 0 | 0 | 0 | 0 | 750 | 750 |
| Chronic Disease Prevention | | | 250 | 250 | 250 | 250 | 250 | 2,000 | 3,250 |

Capital Budget: \$- million

Ten Year Plan: \$- million

2020 Capital Plan Overview

The following table provides a summary of Early Growth and Development's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | - | - | - |
| Externally Funded | 3,985 | - | 3,985 |
| Non-DC Internal | 342 | - | 342 |
| Total Expenditures | 4,327 | - | 4,327 |
| # of Projects | 2 | - | 2 |

Existing Capital Projects - \$4.3 million

- \$3.4 million Ministry of Education funded Community-Based Early Years and Child Care Capital Program (CBCP)
- \$0.9 million for funded Early Learning and Child Care (ELCC) Funds Management project

2020 Capital Budget - \$-**Key highlights:**

- No new requests for 2020

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan

| |
|-----------------------------|
| State of Good Repair \$- |
|-----------------------------|

| |
|-------------------------|
| DC Funded Growth \$- |
|-------------------------|

| |
|-------------------------------------|
| Non-DC Funded Growth & Other \$- |
|-------------------------------------|

Key Highlights:

- None

Capital Budget: \$0.3 million **Ten Year Plan: \$9.7 million**

2020 Capital Plan Overview

The following table provides a summary of Heritage Arts and Culture’s planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | - | - | - |
| Externally Funded | - | - | - |
| Non-DC Internal | 1,718 | 276 | 1,994 |
| Total Expenditures | 1,718 | 276 | 1,994 |
| # of Projects | 10 | 1 | 11 |

Existing Capital Projects - \$1.7M

- There are 10 active facility projects that are on-going in various stages
- Projects include state of good repair to maintain the PAMA facility

2020 Capital Budget - \$0.3M

Key highlights:

- Investment in state of good repair throughout PAMA facilities

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$9.7M

| | | |
|--|--|--|
| State of Good Repair \$9.7M | DC Funded Growth \$-M | Non-DC Funded Growth & Other \$-M |
|--|--|--|

Key Highlights:

- \$9.7M for SOGR maintenance of PAMA facilities

See Appendix II for details.

Appendix I

Service : Heritage, Arts and Culture

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| Project | Name | Description | | |
|----------------------------|----------------------------------|---|-----|-----|
| 205170 | PAMA Complex - Major Maintenance | Major Maintenance of existing PAMA facilities | 276 | 276 |
| Heritage, Arts and Culture | | | 276 | 276 |

Appendix II

Service: Heritage, Arts and Culture

2020 Ten Year Combined Capital Program (\$'000)

| | | | 2020 | 2021 | 2022 | 2023 | 2024 | Yrs 6-10 | Gross |
|----------------------------|----------------------------------|---|------|-------|-------|------|------|----------|-------|
| Project | Name | Description | | | | | | | |
| 205170 | PAMA Complex - Major Maintenance | Major Maintenance of existing PAMA facilities | 276 | 3,072 | 1,019 | 792 | 796 | 3,740 | 9,695 |
| Heritage, Arts and Culture | | | 276 | 3,072 | 1,019 | 792 | 796 | 3,740 | 9,695 |

Capital Budget: \$0.1M

Ten Year Plan: \$7.7 M

2020 Capital Plan Overview

The following table provides a summary of Infectious Disease Prevention’s planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan by Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | - | 80 | 80 |
| Externally Funded | - | - | - |
| Non-DC Internal | 341 | 20 | 361 |
| Total Expenditures | 341 | 100 | 441 |
| # of Projects | 1 | 1 | 2 |

Existing Capital Projects - \$0.3M

- There is one active project for Electronic Medical Records that is on-going.

2020 Capital Budget - \$0.1M

Key highlights:

- \$0.1M Public Health Clinics and Facilities for leasehold improvements

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$7.7M

| | | |
|--|------------------------------------|--|
| State of Good Repair \$0.3M | DC Funded Growth \$5.9M | Non-DC Funded Growth & Other \$1.5M |
|--|------------------------------------|--|

Key Highlights:

- None
 - \$5.4M for leasing Public Health clinics
 - \$2.0M for Public Health clinics and facilities leasehold improvements
 - \$0.3M for needle exchange vans (2) replacement costs

See Appendix I for details.

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |

| <u>Project</u> | <u>Name</u> | <u>Description</u> | | | |
|-------------------------------|---|---|-----|----|----|
| 205308 | Public Health Clinics and Facilities - Leasehold Improvements | Fund for leasehold improvements for clinics | 100 | 80 | 20 |
| Infectious Disease Prevention | | | 100 | 80 | 20 |

| | | | 2020 Ten Year Combined Capital Program (\$'000) | | | | | | |
|-------------------------------|---|--|---|-------|------|------|-------|----------|-------|
| | | | 2020 | 2021 | 2022 | 2023 | 2024 | Yrs 6-10 | Gross |
| <u>Project</u> | <u>Name</u> | <u>Description</u> | | | | | | | |
| 205307 | Public Health Clinics and Facilities | Fund for leasing public health clinics related to growth | 0 | 1,800 | 0 | 0 | 1,800 | 1,800 | 5,400 |
| 205308 | Public Health Clinics and Facilities - Leasehold Improvements | Fund for leasehold improvements for clinics | 100 | 100 | 100 | 100 | 100 | 1,500 | 2,000 |
| 285305 | Needle Exchange Vans | Needle Exchange Vans Replacement | 0 | 0 | 0 | 0 | 0 | 260 | 260 |
| Infectious Disease Prevention | | | 100 | 1,900 | 100 | 100 | 1,900 | 3,560 | 7,660 |

Capital Budget: \$1.9 million**Ten Year Plan: \$11.0 million****2020 Capital Plan Overview**

The following table provides a summary of Land Use Planning's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 2,560 | 1,280 | 3,840 |
| Externally Funded | - | - | - |
| Non-DC Internal | 5,610 | 630 | 6,240 |
| Total Expenditures | 8,170 | 1,910 | 10,080 |
| # of Projects | 12 | 2 | 14 |

Existing Capital Projects – \$8.2M

- There are 12 active capital projects that are on-going and in various stages.
- DC Growth related projects include Watershed Planning, Provincial Growth Plan Conformity, Long-Range Studies, Regional Official Plan Amendments, Growth Management and Official Plan Reviews, ensuring compliance to provincial plans and policies, and so that growth and development is managed effectively, while protecting the environment.

2020 Capital Budget – \$1.9M**Key Highlights:**

- \$1.5M – Regional Official Plan Amendments (ROPA), which includes funds to support the Region's position on ROPA 30 (BRES – Bolton Residential Expansion Study)
- \$0.3M – Greenlands Securement, for preservation of key natural heritage features, functions and attributes

See Appendix I for details.

2020 Budget Risks

- Legal and technical costs associated with BRES are the best estimate at this time. Costs may need to be reassessed when the Local Planning Appeal Tribunal (LPAT) process unfolds in 2020.
- New growth forecasts from the Province could have a potential cost impact.

Operating Impact of 2020 Capital Budget

2020 – 2029 10-Year Capital Plan – \$ 11.0M

| | | |
|--------------------------------------|-----------------------------------|---|
| State of Good Repair \$- M | DC Funded Growth \$2.0M | Non-DC Funded Growth & Other \$9.0M |
|--------------------------------------|-----------------------------------|---|

Overall 10-year capital plan is consistent with previous forecasts, with the exception of the funding required for the LPAT hearings related to BRES.

Key Highlights:

- \$7.0M – Greenlands Securement; for protection of key natural heritage features
- \$2.0M – Regional Official Plan Amendment (ROPAs) Appeals, including BRES
- \$1.6M – Long Range Studies

See Appendix II for details.

2020 Financing Sources and Funding Status (\$'000)

| | | | 2020 | | | | |
|--------------------------|---|---|--------------------------|--------------------------------|---|-----------------------------|-------------------------|
| <u>Project</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 183310 | Greenlands Securement | Funding for the protection of key natural heritage features, functions, and attributes | 250 | 0 | 250 | 0 | 0 |
| 207708 | Regional Official Plan Amendments (ROPAs) Appeals | To retain external legal counsel and other expert advice to assist in defending Ontario Municipal Board (OMB) | 1,500 | 1,200 | 300 | 0 | 0 |
| 207709 | Long Range Studies | Studies to address issues related to Infrastructure, Population, Housing and Employment, Density and Regional Structure | 160 | 80 | 80 | 0 | 0 |
| Land Use Planning | | | 1,910 | 1,280 | 630 | 0 | 0 |

2020 Ten Year Combined Capital Program (\$'000)

| <u>Project</u> | <u>Name</u> | <u>Description</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|--------------------------|---|---|--------------|--------------|-------------|--------------|-------------|-----------------|---------------|
| 183310 | Greenlands Securement | Funding for the protection of key natural heritage features, functions, and attributes | 250 | 750 | 750 | 750 | 750 | 3,750 | 7,000 |
| 187707 | Official Plan Review | To Conduct a review of the Official Plan as required by the Planning Act and cover the cost of related appeals | 0 | 0 | 0 | 210 | 0 | 210 | 420 |
| 207708 | Regional Official Plan Amendments (ROPAs) Appeals | To retain external legal counsel and other expert advice to assist in defending Ontario Municipal Board (OMB) | 1,500 | 100 | 0 | 0 | 0 | 350 | 1,950 |
| 207709 | Long Range Studies | Studies to address issues related to Infrastructure, Population, Housing and Employment, Density and Regional Structure | 160 | 160 | 160 | 160 | 160 | 800 | 1,600 |
| Land Use Planning | | | 1,910 | 1,010 | 910 | 1,120 | 910 | 5,110 | 10,970 |

Capital Budget: \$204.5 million

Ten Year Plan: \$1,791.2 million

2020 Capital Plan Overview

The following table provides a summary of Roads and Transportation's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan by Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 289,768 | 126,740 | 416,508 |
| Externally Funded | 15,889 | 12,267 | 28,156 |
| Non-DC Internal | 154,109 | 65,445 | 219,554 |
| Total Expenditures | 459,766 | 204,452 | 664,218 |
| # of Projects | 296 | 90 | 386 |

Existing Capital Projects - \$459.8M

- There are 296 active, ongoing capital projects in various stages of completion.

2020 Capital Budget - \$204.5M

Key highlights:

- **\$122.7M** for construction and widening, improvement of intersections and corridor improvement to accommodate growth. Some examples include:
 - widening of Mayfield Road at multiple sections and the widening of Bovaird Drive from Lake Louise Road to Creditview Road
 - addition of new turning lanes to key intersections to improve capacity and operational efficiency
 - Low Impact Development (LID) storm water features into several key projects to increase the resiliency of our infrastructure to climate change
- **\$52.2M** for road reconstruction and resurfacing and infrastructure maintenance. Some examples include:
 - reconstruction of the Gore Road (Patterson Side Road to Highway 9)
 - pavement rehabilitation projects at several locations throughout Peel including Erin Mills Parkway from Dundas Street to Highway 403
 - replacement of several privately-owned noise walls under the Private Noise Wall Conversion Program
- **\$10.3M** for transportation demand management, sustainable and active transportation and goods movement initiatives

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$1,791.2M

| | | |
|---|--|--|
| State of Good Repair \$405.6 | DC Funded Growth \$1,184.4M | Non-DC Funded Growth & Other \$201.2M |
|---|--|--|

Key Highlights:

- **Growth-related projects funded by Development Charges** – Several key road widenings are planned within the 2020 to 2029 Capital Plan, primarily in Brampton – most notably along Mayfield Road, Mississauga Road, Bovaird Drive, Dixie Road, Highway 50, Airport Road and Steeles Avenue. In addition, the 10-Year Plan reflects investments toward key growth-related initiatives such as the new Mayfield Road Extension (A2) from Mayfield Road/Clarkway Drive to Highway 50/Major Mackenzie Drive.
- The 10-year Plan also includes the implementation of key active transportation infrastructure as outlined in the Sustainable Transportation Strategy. These projects support our growth targets by achieving a fully integrated multi-modal transportation network.
- **State of Good Repair** – The 10-Year Plan currently includes \$163M for road resurfacing, \$61M for structure rehabilitation and \$10M for storm sewer remediation. A major storm sewer condition assessment program has been completed and is now being used to further refine our future state of good repair needs. In addition, \$68M has been allocated from 2020 to 2029 to support the Private Noise Wall Conversion Program.

See Appendix II for details.

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| Project | Name | Description | Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |
|---------|--|--|---------------|---------------------|--------------------------|------------------|--------------|
| 064015 | WINSTON CHURCHILL BOULEVARD - Embleton Road to Mayfield Road | Two (2) lane reconstruction from Embleton Road to Mayfield Road. | 3,632 | 0 | 1,816 | 1,816 | |
| 074030 | THE GORE ROAD - Castlemore Road to Mayfield Road | Two (2) to four (4) lane widening from Castlemore Road to Mayfield Road. | 4,000 | 3,550 | 450 | | |
| 094050 | WINSTON CHURCHILL BOULEVARD - 560m North of Terra Cotta Conservation to Olde Base Line Road | Two (2) lane reconstruction from 560 metres north of the Terra Cotta Conservation Entrance to Olde Base Line Road. | 460 | | 230 | 230 | |
| 094245 | Airport Road/Williams Parkway | Northbound Right Turn Lane and Eastbound Right Turn Lane | 300 | 300 | | | |
| 104020 | DIXIE ROAD - Queen Street to Bovaird Drive | Four (4) to six (6) lane widening from Queen Street East to Bovaird Drive. | 5,175 | 4,399 | 776 | | |
| 104040 | MISSISSAUGA ROAD - Bovaird Drive to Mayfield Road | Two (2) to six (6) lane widening from Bovaird Drive to Sandalwood Parkway and two (2) to four (4) lane widening from Sandalwood Parkway to Mayfield Road. | 5,922 | 5,922 | | | |
| 114020 | DIXIE ROAD - Countryside Drive to 2 km North of Mayfield Road | Two (2) to four (4) lane widening from Countryside Drive to Mayfield Road and two (2) to five (5) lane widening from Mayfield Road to 2 km northerly. | 8,000 | 8,000 | | | |
| 114075 | MAYFIELD ROAD- Airport Road to The Gore Road and THE GORE ROAD - Squire Ellis Drive to Mayfield Road | Two (2) to five (5) lane widening on Mayfield Road from Airport Road to The Gore Road and two (2) to four (4) widening on the Gore Road from Squire Ellis Drive to Mayfield Road | 100 | 100 | | | |
| 114080 | HIGHWAY 50 - Castlemore Road to Mayfield Road and MAYFIELD ROAD - Coleraine Drive to Highway 50 | Five (5) to seven (7) lane widening from Castlemore Road to Mayfield Road and two (2) to four (4) lane widening on Mayfield Road from Coleraine Drive to Highway 50. | 11,705 | 5,853 | | 5,853 | |
| 114295 | Derry Road/Argentia Road | Northbound Dual Left Turn Lanes and Eastbound Right Turn Lane | 1,035 | 983 | 52 | | |
| 134007 | Snow Storage Facility | Construction of a facility to store and treat snow removed from Regional Roads. | 3,500 | 1,750 | 1,750 | | |
| 134055 | MAYFIELD ROAD - Hurontario Street to Chinguacousy Road | Two (2) to six (6) lane widening from Hurontario Street to Chinguacousy Road. | 3,417 | 3,417 | | | |
| 134065 | MAYFIELD ROAD - The Gore Road to Coleraine Drive | Two (2) to four (4) lane widening from The Gore Road to Coleraine Drive. | 100 | 100 | | | |

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| <u>Project</u> | <u>Name</u> | <u>Description</u> | | | | | |
|----------------|--|--|--------|--------|-------|-----|-------|
| 144020 | DIXIE ROAD - Bovaird Drive to Countryside Drive | Four (4) to six (6) lane widening from Bovaird Drive to Countryside Drive. | 5,832 | 5,557 | 275 | | |
| 144030 | AIRPORT ROAD - 1.0 km North of Mayfield Road to King street | Two (2) to five (5) lane widening from 1.0 km north of Mayfield Road to King Street. | 14,509 | 14,379 | 130 | | |
| 144035 | STEELES AVENUE - Chinguacousy Road to Mississauga Road | Four (4) to six (6) lane widening from Chinguacousy Road to Mississauga Road. | 4,034 | 4,034 | | | |
| 144045 | WINSTON CHURCHILL BOULEVARD and OLDE BASE LINE ROAD - Bush Street to Mississauga Road Reconstruction | Two (2) lane reconstruction and pavement rehabilitation of Winston Churchill Boulevard and Olde Base Line Road from Bush Street to Mississauga Road. | 863 | | 701 | 162 | |
| 144065 | BUSH STREET AND MISSISSAUGA ROAD - Winston Churchill Boulevard to Olde Base Line Road Reconstruction | Two (2) lane reconstruction and pavement rehabilitation of Bush Street and Mississauga Road from Winston Churchill Boulevard to Olde Base Line Road. | 550 | | 550 | | |
| 144380 | Winston Churchill Boulevard Class E.A. - Highway 401 to Embleton Road | Environmental Assessment to determine road corridor improvements | 490 | 245 | | | 245 |
| 154070 | MAYFIELD ROAD - Chinguacousy Road to Mississauga Road | Two (2) to five (5) lane widening from Chinguacousy Road to Mississauga Road. | 6,138 | 6,114 | 24 | | |
| 154830 | King Street over Humber River | Rehabilitation of structure #090140 - King Street East, 0.55 km east of Highway 50. | 3,623 | | 3,623 | | |
| 164013 | Malton Stormwater Pumping Station | Upgrades to the Malton Four Corners Stormwater Pumping Station. | 4,500 | | 4,500 | | |
| 164014 | Finch Stormwater Pumping Station | Upgrades to the Finch Avenue Stormwater Pumping Station. | 1,360 | | 1,360 | | |
| 164020 | STEELES AVENUE - Mississauga Road to Winston Churchill Boulevard | Four (4) to six (6) lane widening from Mississauga Road to Winston Churchill Boulevard. | 2,600 | 2,600 | | | |
| 174020 | MAYFIELD ROAD - Dixie Road to Bramalea Road | Five (5) to six (6) lane widening from Dixie Road to Bramalea Road. | 8,238 | 8,238 | | | |
| 174030 | MAYFIELD ROAD - Mississauga Road to Winston Churchill Boulevard | Two (2) to four (4) lane widening from Mississauga Road to Winston Churchill Boulevard. | 10,647 | 9,582 | | | 1,065 |
| 174070 | CAWTHRA ROAD - Eastgate Parkway to Queen Elizabeth Way | Corridor and Intersection Improvements from Eastgate Parkway to Queen Elizabeth Way. | 1,750 | 1,750 | | | |

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| Project | Name | Description | | | |
|----------------|--|---|--------|--------|-------|
| 174095 | Minor Culvert Rehabilitation on Olde Base Line Road | Replacement of a culvert on Olde Base Line Road as well as other driveway culverts as part of slope failure mitigation work and watercourse improvement identified in 2016. | 2,277 | | 2,277 |
| 174290 | King Street/Albion Vaughn Road | Northbound Right Turn Lane | 900 | 855 | 45 |
| 174870 | Old Church Road over Centreville Creek | Rehabilitation of structure #220350 - Old Church Road, 0.45 km east of The Gore Road. | 1,850 | | 1,850 |
| 184075 | COURTNEY PARK AND HIGHWAY 410 Interchange Improvements | Improvements to the Courtney Park/Highway 410 interchange. | 1,500 | 750 | 750 |
| 184265 | Kennedy Road/Williams Parkway | Contribution to the City of Brampton in conjunction with widening on Williams Parkway. | 2,900 | 2,755 | 145 |
| 184335 | Brampton LRT Environmental Assessment | Funding for support and coordination with City of Brampton's LRT EA. | 100 | | 100 |
| 194060 | AIRPORT ROAD - King Street to Huntmill Drive | Corridor Improvements from King Street to Huntmill Drive. | 10,918 | 10,918 | |
| 194110 | Bike Repair Stations and Cycling Service Vendors | Bikes and repair stations - to implement the Sustainable Transportation Strategy as approved by Council (Resolution 2018-121) | 325 | | 325 |
| 194120 | School Bike Racks for Community Based Program | Purchase and install school bike racks - to implement the Sustainable Transportation Strategy as approved by Council (Resolution 2018-121) | 150 | | 150 |
| 194230 | Erin Mills Parkway/Fowler Drive | Westbound Right Turn Lane and extension of Eastbound Left Turn Lane | 207 | 197 | 10 |
| 194243 | Erin Mills Parkway/Credit Valley Road | Eastbound Right Turn Lane | 828 | 787 | 41 |
| 194247 | Erin Mills Parkway/Thomas Street | Northbound Dual Left Turn Lane | 528 | 501 | 26 |
| 194325 | Contribution to City of Brampton led E.A. Studies | Region of Peel's contribution to City of Brampton led environmental assessment projects on City roads that intersect with Regional Roads | 140 | 140 | |
| 194345 | Monitoring for Permit Requirements | Compliance with the Endangered Species Act, the Environmental Protection Act and the Ontario Water Resources Act. | 554 | 427 | 127 |

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| Project | Name | Description | | | | |
|---------|---|--|-------|-------|-------|-------|
| 194755 | At-Grade Rail Safety Enhancements | To implement safety enhancements at each of the Region's 14 At-Grade Railway Crossings. | 600 | | 600 | |
| 204000 | Unallocated Funding | Unforeseen and Emergency Works. | 1,000 | | 1,000 | |
| 204003 | Active Transportation Infrastructure Improvements | Implementation of Active Transportation Infrastructure as outlined in the Active Transportation Plan. | 550 | | 550 | |
| 204005 | Restoration Works | Investigation and Remediation Works | 100 | | 100 | |
| 204015 | Storm Sewer Remediation | Allocations for future repair, replacement and relining of Region owned storm sewers. | 2,000 | | 2,000 | |
| 204040 | MAYFIELD ROAD EXTENSION - Mayfield Road to Highway 50/Major Mackenzie Drive | Future Six (6) lane urban road construction from Mayfield Road to Highway 50/Major Mackenzie Drive | 7,868 | 7,868 | | |
| 204070 | WINSTON CHURCHILL BOULEVARD-2.0 Km South of Embleton Road to Embleton Road | Two(2) to four(4) lane widening from 2.0 km South of Embleton Road to Embleton Road. | 2,400 | 1,200 | | 1,200 |
| 204103E | Under Maintenance Envelope | Funds for the purpose of funding outstanding deficiencies in a roads capital project during the warranty period. | 1,000 | 700 | 300 | |
| 204195 | Sustainable Transportation Strategy Implementation | Implementation of Sustainable Transportation Strategy through various projects in Peel. | 7,196 | 6,116 | 1,079 | |
| 204200 | Pre-Engineering and Design | Funding for Pre-Engineering and Design of required works scheduled for the following year. | 115 | | 115 | |
| 204220 | Erin Mills Parkway/Battleford Road | Eastbound Right Turn Lane | 126 | 126 | 0 | |
| 204222 | Derry Road/Bramalea Road | Eastbound Dual Left Turn Lane, Southbound Dual Left Lane, Southbound through Lane and Northbound hatched Lane. | 1,409 | 1,362 | 47 | |
| 204260 | Kennedy Road/Vodden Street | Northbound Right Turn Lane | 104 | 104 | | |
| 204263 | Erin Mills Parkway/Erin Centre Boulevard | Eastbound Dual Left Turn Lane | 675 | 649 | 26 | |
| 204290 | Mississauga Road/Derry Road | Eastbound Dual Left Turn Lane | 147 | 147 | 0 | |
| 204295 | Mississauga Road/Turner Valley Road | Southbound Dual Left Turn Lane | 184 | 183 | 0 | |
| 204300 | Traffic Engineering Studies | Various traffic engineering studies related to evaluation of intersections and improvements. | 1,380 | 690 | 690 | |

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| Project | Name | Description | | | |
|---------|---|---|-------|-------|-------|
| 204310 | Road Program Planning and Studies | Capital Programming and Studies. | 600 | 300 | 300 |
| 204340 | ARCH Stage 3 and Stage 4 for Environmental Assessments | Funding for stage 3 and 4 Archeological Assessments. | 100 | 50 | 50 |
| 204350 | SP47 Environmental Assessment | Contribution to the City of Brampton Environmental Assessment to determine road corridor improvements | 1,500 | 1,500 | |
| 204370 | Olde Base Line Road Between Airport Road and Hurontario Street | Environmental Assessment to determine road corridor improvements | 735 | | 735 |
| 204380 | Road Characterization Study and Strategic Goods Movement Network Study Update | Review of current function of Regional corridors and surrounding land uses | 100 | 50 | 50 |
| 204400 | Annual Installation of Traffic Signals | Annual installations of traffic signals in Peel. | 1,100 | | 1,100 |
| 204405 | Various Signal Phasing & AODA Updates | Installation of new advance green phases, traffic and pedestrian warning and control signals throughout Peel. | 255 | 128 | 128 |
| 204425 | Street Lighting Improvements | Upgrade of existing lighting for roadways and/or intersections to current standards | 300 | | 300 |
| 204435 | Traffic Data Collection and Analysis | Collection and analysis of traffic data related to growth. | 225 | 113 | 113 |
| 204450 | Traffic Controller Signal Timer Replacement | Replacement of older model traffic signal controller timers in the City of Brampton | 600 | | 600 |
| 204510 | Regional Noise Attenuation Walls | Replacements and Major Repairs. | 2,200 | | 2,200 |
| 204515 | Noise Attenuation Wall Condition Assessment Program | Inspections and evaluations of noise attenuation walls | 200 | | 200 |
| 204517 | Private Noise Wall Conversion | Design and construction of new Regional Noise Walls to replace existing private noise walls. | 8,000 | | 8,000 |
| 204520 | Permanent Count Stations | Installation and maintenance of Permanent Count Stations | 300 | | 300 |
| 204525 | AODA Intersection Signal Modifications | Update signalized intersections as requested by Canadian National Institute for the Blind to comply with Ontario Regulation 413/ 12 under the Accessibility for the Ontarians with Disability Act, 205. | 160 | | 160 |
| 204530 | Retaining Wall Condition Assessment Program | Condition assessment of all Regionally owned walls to determine State of Good Repair needs. | 350 | | 350 |

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|---------------|---------------------|--------------------------|------------------|--------------|
| Total Expense | Development Charges | Reserves & Reserve Funds | External Funding | Debt Funding |

| Project | Name | Description | | | | |
|---------|---|---|--------|-----|--------|---|
| 204540 | Intersection and Signal Asset and Attribute Data collection | Asset / Attribute data collection at approximately 825 Regionally owned intersections | 400 | | 400 | |
| 204550 | Green Infrastructure Asset Management Plan | To prepare an asset management plan for green infrastructure and implementation plan for Streetscaping Toolbox | 470 | | 470 | |
| 204600 | Pavement Management | Funding for the purpose of maintaining Regional road pavement in State of Good Repair. | 18,050 | | 18,050 | |
| 204700 | Roadside Safety Barriers | Upgrades/replacement and new installation of road side safety barriers. | 100 | | 100 | |
| 204710 | New Pavement Markings and Signs | Implementation of new pavement marking materials and signs throughout Peel. | 200 | | 200 | |
| 204750 | Traffic Safety Initiatives | Implementation of traffic safety initiatives and enhancements as identified by Traffic Safety Audits | 300 | | 300 | |
| 204801 | Minor Culverts | Replacement of minor culverts | 250 | | 250 | |
| 204810 | Detailed Bridge Condition Surveys | Detailed condition survey related to bridges identified for rehabilitation or replacement. | 100 | | 100 | |
| 204815 | Bridge and Culvert Condition Assessment Program | OSIM inspection of structures and updates to the bridge management system. | 400 | | 400 | |
| 204860 | Highway 50 over Canadian Pacific Railway | Replacement of structure #501460E and repair of structure #501460W including Active Transportation infrastructure on east side 0.4km north of Healey Road | 1,242 | | 1,242 | |
| 204885 | 17940 Airport Road Flooding Remediation | New culvert installation at 17940 Airport Road to resolve flooding issue. | 1,000 | | 1,000 | |
| 204900 | Streetscaping | Retrofit and major maintenance | 200 | | 200 | |
| 207702 | Transportation Data Collection Program | Collection and analysis of information and statistics on travel patterns in the GTHA using Transportation Tomorrow Survey | 585 | 293 | 293 | |
| 207711 | Transportation Planning Studies | Transportation planning studies intended to develop transportation policies and plans in Peel Region. | 350 | 175 | 175 | |
| 207712 | Transportation Demand Management Initiatives | Funding for Transportation Demand Management (TDM)/Smart Commute Program. | 700 | 350 | 350 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |

| Project | Name | Description | | | | |
|--------------------------|------------------------|---|---------|---------|--------|--------|
| 207720 | Goods Movement Program | Implementation of a Goods Movement program. | 870 | 435 | 435 | |
| Roads and Transportation | | | 204,452 | 126,740 | 67,141 | 10,570 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 064015 | WINSTON CHURCHILL BOULEVARD - Embleton Road to Mayfield Road | Two (2) lane reconstruction from Embleton Road to Mayfield Road. | 3,632 | 0 | 0 | 0 | 0 | 0 | 3,632 |
| 074030 | THE GORE ROAD - Castlemore Road to Mayfield Road | Two (2) to four (4) lane widening from Castlemore Road to Mayfield Road. | 4,000 | 0 | 0 | 0 | 0 | 0 | 4,000 |
| 094050 | WINSTON CHURCHILL BOULEVARD - 560m North of Terra Cotta Conservation to Olde Base Line Road | Two (2) lane reconstruction from 560 metres north of the Terra Cotta Conservation Entrance to Olde Base Line Road. | 460 | 0 | 0 | 0 | 0 | 0 | 460 |
| 094245 | Airport Road/Williams Parkway | Northbound Right Turn Lane and Eastbound Right Turn Lane | 300 | 0 | 7,578 | 0 | 0 | 0 | 7,878 |
| 104020 | DIXIE ROAD - Queen Street to Bovaird Drive | Four (4) to six (6) lane widening from Queen Street East to Bovaird Drive. | 5,175 | 4,038 | 0 | 30,129 | 0 | 0 | 39,342 |
| 104040 | MISSISSAUGA ROAD - Bovaird Drive to Mayfield Road | Two (2) to six (6) lane widening from Bovaird Drive to Sandalwood Parkway and two (2) to four (4) lane widening from Sandalwood Parkway to Mayfield Road. | 5,922 | 6,279 | 0 | 0 | 0 | 0 | 12,202 |
| 114020 | DIXIE ROAD - Countryside Drive to 2 km North of Mayfield Road | Two (2) to four (4) lane widening from Countryside Drive to Mayfield Road and two (2) to five (5) lane widening from Mayfield Road to 2 km northerly. | 8,000 | 24,230 | 0 | 0 | 0 | 0 | 32,230 |
| 114075 | MAYFIELD ROAD- Airport Road to The Gore Road and THE GORE ROAD - Squire Ellis Drive to Mayfield Road | Two (2) to five (5) lane widening on Mayfield Road from Airport Road to The Gore Road and two (2) to four (4) widening on the Gore Road from Squire Ellis Drive to Mayfield Road | 100 | 0 | 29,312 | 0 | 0 | 0 | 29,412 |
| 114080 | HIGHWAY 50 - Castlemore Road to Mayfield Road and MAYFIELD ROAD - Coleraine Drive to Highway 50 | Five (5) to seven (7) lane widening from Castlemore Road to Mayfield Road and two (2) to four (4) lane widening on Mayfield Road from Coleraine Drive to Highway 50. | 11,705 | 1,512 | 0 | 0 | 35,066 | 8,902 | 57,185 |
| 114295 | Derry Road/Argentia Road | Northbound Dual Left Turn Lanes and Eastbound Right Turn Lane | 1,035 | 0 | 0 | 3,877 | 0 | 0 | 4,912 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 124085 | THE GORE ROAD - Patterson Side Road to Highway 9 Reconstruction | Two (2) lane reconstruction and pavement rehabilitation of The Gore Road from Patterson Side Road to Highway 9. | 0 | 10,394 | 0 | 0 | 0 | 0 | 10,394 |
| 134007 | Snow Storage Facility | Construction of a facility to store and treat snow removed from Regional Roads. | 3,500 | 4,500 | 2,000 | 0 | 0 | 0 | 10,000 |
| 134055 | MAYFIELD ROAD - Hurontario Street to Chinguacousy Road | Two (2) to six (6) lane widening from Hurontario Street to Chinguacousy Road. | 3,417 | 22,064 | 0 | 0 | 0 | 0 | 25,481 |
| 134065 | MAYFIELD ROAD - The Gore Road to Coleraine Drive | Two (2) to four (4) lane widening from The Gore Road to Coleraine Drive. | 100 | 3,024 | 19,683 | 0 | 0 | 0 | 22,807 |
| 144020 | DIXIE ROAD - Bovaird Drive to Countryside Drive | Four (4) to six (6) lane widening from Bovaird Drive to Countryside Drive. | 5,832 | 0 | 20,760 | 0 | 0 | 0 | 26,592 |
| 144030 | AIRPORT ROAD - 1.0 km North of Mayfield Road to King street | Two (2) to five (5) lane widening from 1.0 km north of Mayfield Road to King Street. | 14,509 | 0 | 18,963 | 0 | 0 | 0 | 33,472 |
| 144035 | STEELES AVENUE - Chinguacousy Road to Mississauga Road | Four (4) to six (6) lane widening from Chinguacousy Road to Mississauga Road. | 4,034 | 18,158 | 0 | 0 | 0 | 0 | 22,191 |
| 144045 | WINSTON CHURCHILL BOULEVARD and OLDE BASE LINE ROAD - Bush Street to Mississauga Road Reconstruction | Two (2) lane reconstruction and pavement rehabilitation of Winston Churchill Boulevard and Olde Base Line Road from Bush Street to Mississauga Road. | 863 | 17,330 | 10,000 | 0 | 0 | 0 | 28,193 |
| 144065 | BUSH STREET AND MISSISSAUGA ROAD - Winston Churchill Boulevard to Olde Base Line Road Reconstruction | Two (2) lane reconstruction and pavement rehabilitation of Bush Street and Mississauga Road from Winston Churchill Boulevard to Olde Base Line Road. | 550 | 0 | 14,025 | 0 | 0 | 0 | 14,575 |
| 144380 | Winston Churchill Boulevard Class E.A. Highway 401 to Embleton Road | Environmental Assessment to determine road corridor improvements | 490 | 0 | 0 | 0 | 0 | 0 | 490 |
| 154070 | MAYFIELD ROAD - Chinguacousy Road to Mississauga Road | Two (2) to five (5) lane widening from Chinguacousy Road to Mississauga Road. | 6,138 | 3,016 | 16,757 | 0 | 0 | 0 | 25,911 |
| 154080 | THE GORE ROAD - Queen Street East to Castlemore Road | Corridor Improvements from Queen Street East to Castlemore Road. | 0 | 0 | 4,644 | 18,776 | 0 | 0 | 23,420 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 154830 | King Street over Humber River | Rehabilitation of structure #090140 - King Street East, 0.55 km east of Highway 50. | 3,623 | 0 | 0 | 0 | 0 | 0 | 3,623 |
| 164013 | Malton Stormwater Pumping Station | Upgrades to the Malton Four Corners Stormwater Pumping Station. | 4,500 | 0 | 0 | 0 | 0 | 0 | 4,500 |
| 164014 | Finch Stormwater Pumping Station | Upgrades to the Finch Avenue Stormwater Pumping Station. | 1,360 | 4,640 | 0 | 0 | 0 | 0 | 6,000 |
| 164020 | STEELES AVENUE - Mississauga Road to Winston Churchill Boulevard | Four (4) to six (6) lane widening from Mississauga Road to Winston Churchill Boulevard. | 2,600 | 0 | 3,024 | 20,031 | 0 | 0 | 25,655 |
| 164060 | MISSISSAUGA ROAD - Financial Drive to Queen Street | Four (4) to six (6) lane widening from Financial Drive to Queen Street. | 0 | 0 | 0 | 2,268 | 17,372 | 0 | 19,640 |
| 174020 | MAYFIELD ROAD - Dixie Road to Bramalea Road | Five (5) to six (6) lane widening from Dixie Road to Bramalea Road. | 8,238 | 0 | 756 | 4,859 | 0 | 0 | 13,853 |
| 174030 | MAYFIELD ROAD - Mississauga Road to Winston Churchill Boulevard | Two (2) to four (4) lane widening from Mississauga Road to Winston Churchill Boulevard. | 10,647 | 0 | 3,000 | 16,144 | 0 | 0 | 29,791 |
| 174070 | CAWTHRA ROAD - Eastgate Parkway to Queen Elizabeth Way | Corridor and Intersection Improvements from Eastgate Parkway to Queen Elizabeth Way. | 1,750 | 0 | 0 | 756 | 9,793 | 0 | 12,299 |
| 174095 | Minor Culvert Rehabilitation on Olde Base Line Road | Replacement of a culvert on Olde Base Line Road as well as other driveway culverts as part of slope failure mitigation work and watercourse improvement identified in 2016. | 2,277 | 0 | 0 | 0 | 0 | 0 | 2,277 |
| 174290 | King Street/Albion Vaughn Road | Northbound Right Turn Lane | 900 | 0 | 0 | 0 | 0 | 0 | 900 |
| 174870 | Old Church Road over Centreville Creek | Rehabilitation of structure #220350 - Old Church Road, 0.45 km east of The Gore Road. | 1,850 | 0 | 0 | 0 | 0 | 0 | 1,850 |
| 184070 | MAVIS ROAD - Highway 401 to Highway 407 portion under Peel's jurisdiction | Four (4) to six (6) lane widening of Mavis Road, Region's portion, including the structure over Highway 407 to accommodate increasing traffic flows. | 0 | 5,868 | 0 | 0 | 0 | 0 | 5,868 |
| 184075 | COURTNEY PARK AND HIGHWAY 410 Interchange Improvements | Improvements to the Courtney Park/Highway 410 interchange. | 1,500 | 0 | 0 | 0 | 0 | 0 | 1,500 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 184265 | Kennedy Road/Williams Parkway | Contribution to the City of Brampton in conjunction with widening on Williams Parkway. | 2,900 | 0 | 0 | 0 | 0 | 0 | 2,900 |
| 184280 | Mississauga Road/Argentia Road | Eastbound Dual Left and Westbound Dual Left Turn Lanes | 0 | 687 | 1,682 | 0 | 0 | 0 | 2,369 |
| 184335 | Brampton LRT Environmental Assessment | Funding for support and coordination with City of Brampton's LRT EA. | 100 | 0 | 0 | 0 | 0 | 0 | 100 |
| 184860 | Culvert Replacements on Highway 50 | Replacement of 17 entrance culverts on Highway 50 from McEwan Drive to Mayfield Road. | 0 | 1,902 | 0 | 0 | 0 | 0 | 1,902 |
| 194040 | BOVAIRD DRIVE - Mississauga Road to 1.5 km West of Heritage Road | Two (2) to four (4) lane widening from Mississauga Road to 1.5 km West of Heritage Road. | 0 | 4,166 | 0 | 0 | 1,737 | 20,143 | 26,046 |
| 194060 | AIRPORT ROAD - King Street to Huntmill Drive | Corridor Improvements from King Street to Huntmill Drive. | 10,918 | 0 | 7,668 | 6,125 | 0 | 21,477 | 46,188 |
| 194110 | Bike Repair Stations and Cycling Service Vendors | Bikes and repair stations - to implement the Sustainable Transportation Strategy as approved by Council (Resolution 2018-121) | 325 | 325 | 325 | 0 | 0 | 0 | 975 |
| 194120 | School Bike Racks for Community Based Program | Purchase and install school bike racks - to implement the Sustainable Transportation Strategy as approved by Council (Resolution 2018-121) | 150 | 150 | 150 | 0 | 0 | 0 | 450 |
| 194230 | Erin Mills Parkway/Fowler Drive | Westbound Right Turn Lane and extension of Eastbound Left Turn Lane | 207 | 688 | 0 | 0 | 0 | 0 | 895 |
| 194243 | Erin Mills Parkway/Credit Valley Road | Eastbound Right Turn Lane | 828 | 0 | 0 | 0 | 0 | 0 | 828 |
| 194247 | Erin Mills Parkway/Thomas Street | Northbound Dual Left Turn Lane | 528 | 0 | 0 | 0 | 0 | 0 | 528 |
| 194273 | Britannia Road/Silken Laumann Way | Eastbound Right and Southbound Right Turn Lanes | 0 | 0 | 1,078 | 0 | 0 | 0 | 1,078 |
| 194315 | North/South Arterial Road (6 lanes) – Future Sandalwood Parkway to Future Bramwest Parkway | Environmental Assessment to determine road corridor improvements. | 0 | 1,300 | 0 | 0 | 0 | 0 | 1,300 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 194325 | Contribution to City of Brampton led E.A. Studies | Region of Peel's contribution to City of Brampton led environmental assessment projects on City roads that intersect with Regional Roads | 140 | 70 | 0 | 0 | 0 | 0 | 210 |
| 194345 | Monitoring for Permit Requirements | Compliance with the Endangered Species Act, the Environmental Protection Act and the Ontario Water Resources Act. | 554 | 756 | 774 | 632 | 510 | 872 | 4,098 |
| 194755 | At-Grade Rail Safety Enhancements | To implement safety enhancements at each of the Region's 14 At-Grade Railway Crossings. | 600 | 600 | 0 | 0 | 0 | 0 | 1,200 |
| 194860 | The Gore Road over Lindsay Creek Tributary | Rehabilitation of structure # 081850 - The Gore Road, 2.8 km north of King Street. | 0 | 518 | 0 | 0 | 0 | 0 | 518 |
| 194880 | Charleston Side Road over Credit River Tributary | Rehabilitation of structure #241650 - Charleston Sideroad, 0.06 km east of Winston Churchill Boulevard. | 0 | 311 | 0 | 0 | 0 | 0 | 311 |
| 204000 | Unallocated Funding | Unforeseen and Emergency Works. | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 | 10,000 |
| 204003 | Active Transportation Infrastructure Improvements | Implementation of Active Transportation Infrastructure as outlined in the Active Transportation Plan. | 550 | 350 | 350 | 350 | 350 | 1,750 | 3,700 |
| 204005 | Restoration Works | Investigation and Remediation Works | 100 | 100 | 100 | 100 | 100 | 500 | 1,000 |
| 204015 | Storm Sewer Remediation | Allocations for future repair, replacement and relining of Region owned storm sewers. | 2,000 | 2,000 | 2,000 | 2,000 | 350 | 1,750 | 10,100 |
| 204040 | MAYFIELD ROAD EXTENSION - Mayfield Road to Highway 50/Major Mackenzie Drive | Future Six (6) lane urban road construction from Mayfield Road to Highway 50/Major Mackenzie Drive | 7,868 | 5,102 | 0 | 22,000 | 440 | 45,207 | 80,616 |
| 204070 | WINSTON CHURCHILL BOULEVARD-2.0 Km South of Embleton Road to Embleton Road | Two(2) to four(4) lane widening from 2.0 km South of Embleton Road to Embleton Road. | 2,400 | 0 | 1,600 | 0 | 3,564 | 17,745 | 25,309 |
| 204103E | Under Maintenance Envelope | Funds for the purpose of funding outstanding deficiencies in a roads capital project during the warranty period. | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 | 10,000 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 204195 | Sustainable Transportation Strategy Implementation | Implementation of Sustainable Transportation Strategy through various projects in Peel. | 7,196 | 19,978 | 16,647 | 12,480 | 15,506 | 74,627 | 146,433 |
| 204200 | Pre-Engineering and Design | Funding for Pre-Engineering and Design of required works scheduled for the following year. | 115 | 115 | 115 | 115 | 115 | 575 | 1,150 |
| 204220 | Erin Mills Parkway/Battleford Road | Eastbound Right Turn Lane | 126 | 0 | 911 | 0 | 0 | 0 | 1,037 |
| 204222 | Derry Road/Bramalea Road | Eastbound Dual Left Turn Lane, Southbound Dual Left Lane, Southbound through Lane and Northbound hatched Lane. | 1,409 | 0 | 0 | 0 | 0 | 0 | 1,409 |
| 204260 | Kennedy Road/Vodden Street | Northbound Right Turn Lane | 104 | 397 | 685 | 0 | 0 | 0 | 1,186 |
| 204263 | Erin Mills Parkway/Erin Centre Boulevard | Eastbound Dual Left Turn Lane | 675 | 0 | 687 | 0 | 0 | 0 | 1,362 |
| 204290 | Mississauga Road/Derry Road | Eastbound Dual Left Turn Lane | 147 | 0 | 983 | 0 | 0 | 0 | 1,131 |
| 204295 | Mississauga Road/Turner Valley Road | Southbound Dual Left Turn Lane | 184 | 0 | 1,734 | 0 | 0 | 0 | 1,917 |
| 204300 | Traffic Engineering Studies | Various traffic engineering studies related to evaluation of intersections and improvements. | 1,380 | 1,380 | 1,380 | 1,380 | 1,380 | 6,900 | 13,800 |
| 204310 | Road Program Planning and Studies | Capital Programming and Studies. | 600 | 400 | 400 | 400 | 400 | 2,000 | 4,200 |
| 204340 | ARCH Stage 3 and Stage 4 for Environmental Assessments | Funding for stage 3 and 4 Archeological Assessments. | 100 | 100 | 0 | 0 | 0 | 0 | 200 |
| 204350 | SP47 Environmental Assessment | Contribution to the City of Brampton Environmental Assessment to determine road corridor improvements | 1,500 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| 204370 | Olde Base Line Road Between Airport Road and Hurontario Street | Environmental Assessment to determine road corridor improvements | 735 | 0 | 0 | 0 | 0 | 0 | 735 |
| 204380 | Road Characterization Study and Strategic Goods Movement Network Study Update | Review of current function of Regional corridors and surrounding land uses | 100 | 0 | 0 | 0 | 0 | 0 | 100 |
| 204400 | Annual Installation of Traffic Signals | Annual installations of traffic signals in Peel. | 1,100 | 1,100 | 1,100 | 1,100 | 825 | 4,125 | 9,350 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 204405 | Various Signal Phasing & AODA Updates | Installation of new advance green phases, traffic and pedestrian warning and control signals throughout Peel. | 255 | 255 | 255 | 175 | 175 | 875 | 1,990 |
| 204425 | Street Lighting Improvements | Upgrade of existing lighting for roadways and/or intersections to current standards | 300 | 300 | 300 | 300 | 300 | 1,500 | 3,000 |
| 204435 | Traffic Data Collection and Analysis | Collection and analysis of traffic data related to growth. | 225 | 290 | 290 | 290 | 290 | 1,255 | 2,640 |
| 204450 | Traffic Controller Signal Timer Replacement | Replacement of older model traffic signal controller timers in the City of Brampton | 600 | 0 | 0 | 0 | 0 | 0 | 600 |
| 204510 | Regional Noise Attenuation Walls | Replacements and Major Repairs. | 2,200 | 500 | 500 | 500 | 500 | 2,500 | 6,700 |
| 204515 | Noise Attenuation Wall Condition Assessment Program | Inspections and evaluations of noise attenuation walls | 200 | 100 | 0 | 200 | 100 | 300 | 900 |
| 204517 | Private Noise Wall Conversion | Design and construction of new Regional Noise Walls to replace existing private noise walls. | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 28,000 | 68,000 |
| 204520 | Permanent Count Stations | Installation and maintenance of Permanent Count Stations | 300 | 300 | 0 | 0 | 0 | 0 | 600 |
| 204525 | AODA Intersection Signal Modifications | Update signalized intersections as requested by Canadian National Institute for the Blind to comply with Ontario Regulation 413/12 under the Accessibility for the Ontarians with Disability Act, 2005. | 160 | 160 | 160 | 160 | 160 | 800 | 1,600 |
| 204530 | Retaining Wall Condition Assessment Program | Condition assessment of all Regionally owned walls to determine State of Good Repair needs. | 350 | 150 | 0 | 150 | 0 | 450 | 1,100 |
| 204540 | Intersection and Signal Asset and Attribute Data collection | Asset / Attribute data collection at approximately 825 Regionally owned intersections | 400 | 0 | 0 | 0 | 0 | 0 | 400 |
| 204550 | Green Infrastructure Asset Management Plan | To prepare an asset management plan for green infrastructure and implementation plan for Streetscaping Toolbox | 470 | 0 | 0 | 0 | 0 | 0 | 470 |
| 204600 | Pavement Management | Funding for the purpose of maintaining Regional road pavement in State of Good Repair. | 18,050 | 16,050 | 16,050 | 16,050 | 16,050 | 80,250 | 162,500 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 204700 | Roadside Safety Barriers | Upgrades/replacement and new installation of road side safety barriers. | 100 | 100 | 100 | 100 | 100 | 500 | 1,000 |
| 204710 | New Pavement Markings and Signs | Implementation of new pavement marking materials and signs throughout Peel. | 200 | 200 | 200 | 200 | 200 | 200 | 1,200 |
| 204750 | Traffic Safety Initiatives | Implementation of traffic safety initiatives and enhancements as identified by Traffic Safety Audits | 300 | 300 | 300 | 300 | 300 | 1,500 | 3,000 |
| 204801 | Minor Culverts | Replacement of minor culverts | 250 | 250 | 250 | 250 | 250 | 1,250 | 2,500 |
| 204810 | Detailed Bridge Condition Surveys | Detailed condition survey related to bridges identified for rehabilitation or replacement. | 100 | 100 | 100 | 100 | 100 | 500 | 1,000 |
| 204815 | Bridge and Culvert Condition Assessment Program | OSIM inspection of structures and updates to the bridge management system. | 400 | 0 | 200 | 0 | 200 | 400 | 1,200 |
| 204860 | Highway 50 over Canadian Pacific Railway | Replacement of structure #501460E and repair of structure #501460W including Active Transportation infrastructure on east side 0.4km north of Healey Road | 1,242 | 7,763 | 0 | 0 | 0 | 0 | 9,005 |
| 204885 | 17940 Airport Road Flooding Remediation | New culvert installation at 17940 Airport Road to resolve flooding issue. | 1,000 | 0 | 0 | 0 | 0 | 0 | 1,000 |
| 204900 | Streetscaping | Retrofit and major maintenance | 200 | 200 | 200 | 200 | 200 | 1,000 | 2,000 |
| 207702 | Transportation Data Collection Program | Collection and analysis of information and statistics on travel patterns in the GTHA using Transportation Tomorrow Survey | 585 | 280 | 190 | 280 | 395 | 1,695 | 3,425 |
| 207711 | Transportation Planning Studies | Transportation planning studies intended to develop transportation policies and plans in Peel Region. | 350 | 350 | 350 | 350 | 350 | 1,750 | 3,500 |
| 207712 | Transportation Demand Management Initiatives | Funding for Transportation Demand Management (TDM)/Smart Commute Program. | 700 | 700 | 700 | 700 | 700 | 3,500 | 7,000 |
| 207720 | Goods Movement Program | Implementation of a Goods Movement program. | 870 | 870 | 700 | 700 | 450 | 1,350 | 4,940 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 214020 | MISSISSAUGA ROAD - Queen Street to Bovaird Drive | Four (4) to six (6) lane widening from Queen Street to Bovaird Drive. | 0 | 2,548 | 1,300 | 0 | 3,240 | 19,414 | 26,502 |
| 214030 | MAYFIELD ROAD - Heart Lake Road to Hurontario Street | Four (4) to six (6) lane widening from Heart Lake Road to Hurontario Street. | 0 | 2,495 | 0 | 3,359 | 0 | 18,893 | 24,747 |
| 214233 | Erin Mills Parkway/Millcreek Drive | Northbound Dual Left Turn Lane | 0 | 518 | 0 | 0 | 0 | 0 | 518 |
| 214285 | Embleton Road/New Street East of Heritage Road | A new 4-way signalized intersection east of Heritage Road in conjunction with new development. | 0 | 831 | 0 | 0 | 0 | 0 | 831 |
| 214290 | Dixie Road/Rathburn Road | Northbound Dual Left Turn Lane | 0 | 311 | 0 | 1,656 | 0 | 0 | 1,967 |
| 214295 | Dixie Road/Eglinton Road | Westbound Right Turn Lane | 0 | 104 | 0 | 621 | 0 | 0 | 725 |
| 214297 | Derry Road/Tomken Road | Eastbound Dual Left and Northbound Right Turn Lanes | 0 | 207 | 0 | 1,656 | 0 | 0 | 1,863 |
| 214860 | King Street over Salt Creek | Rehabilitation of structure #091183 1 km west of Airport Road | 0 | 259 | 0 | 518 | 0 | 0 | 776 |
| 214870 | Queensway Avenue over Etobicoke Creek | Rehabilitation of structures #200000N & #200000S 1 km east of Dixie Road | 0 | 880 | 0 | 3,762 | 0 | 0 | 4,642 |
| 214880 | King Street over Credit River Tributary | Rehabilitation of structure #092720 - King Street over the Credit River, 0.45km east of Winston Churchill Boulevard west of Brick Lane | 0 | 155 | 0 | 611 | 0 | 0 | 766 |
| 224030 | AIRPORT ROAD - Braydon Boulevard to Countryside Drive | Four (4) to six (6) lane widening from Braydon Boulevard to Countryside Drive. | 0 | 0 | 1,104 | 0 | 0 | 8,994 | 10,099 |
| 224210 | Coleraine Drive/George Bolton Parkway | Signalization of fourth leg | 0 | 0 | 440 | 0 | 0 | 0 | 440 |
| 224212 | Coleraine Drive/Parr Boulevard | Signalization of fourth leg | 0 | 0 | 217 | 0 | 0 | 0 | 217 |
| 224825 | Coleraine Drive over Canadian National Railway | Grade Separation on Coleraine Drive over the Canadian Pacific Railway. | 0 | 0 | 3,105 | 2,727 | 0 | 22,306 | 28,138 |
| 224830 | Olde Base Line Road over Credit River | Rehabilitation of structure #121000 0.5 km west of McLaughlin Road | 0 | 0 | 104 | 0 | 397 | 0 | 501 |
| 234020 | NEW NORTH/SOUTH ROAD (6) - Future BramWest Parkway to Bovaird Drive | New six (6) lane construction from Future BramWest to Bovaird Drive. | 0 | 0 | 0 | 9,361 | 0 | 95,530 | 104,891 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 234025 | NEW NORTH/SOUTH ROAD (6) - Bovaird Drive to Future Sandalwood Parkway | New six (6) lane construction from Bovaird Drive to future Sandalwood Parkway. | 0 | 0 | 0 | 4,441 | 30,888 | 25,872 | 61,201 |
| 234210 | Derry Road/Hurontario Street | Northbound and Southbound Right Turn Lanes | 0 | 0 | 0 | 1,251 | 0 | 1,149 | 2,400 |
| 234220 | Derry Road/Edwards Boulevard | Northbound Right Turn Lane | 0 | 0 | 0 | 569 | 0 | 0 | 569 |
| 234223 | Dixie Road/ Clark Boulevard | Contribution to the City of Brampton in conjunction with the (4-6) widening on Clark Boulevard | 0 | 0 | 0 | 1,888 | 0 | 0 | 1,888 |
| 234240 | Derry Road/Maritz Drive | Northbound Right Turn Lane | 0 | 0 | 0 | 311 | 0 | 0 | 311 |
| 234250 | Derry Road/Saint Barbara Boulevard | Southbound Right Turn Lane | 0 | 0 | 0 | 414 | 0 | 0 | 414 |
| 234290 | Steeles Avenue/Finch Avenue Gorewood Drive | Westbound Dual Left Turn Lane | 0 | 0 | 0 | 106 | 0 | 725 | 830 |
| 234293 | Britannia Road/Bidwell Road_Whitehorn Avenue | Eastbound Right Turn Lane | 0 | 0 | 0 | 518 | 0 | 0 | 518 |
| 234310 | Winston Churchill Boulevard Study - Four to Six Lane Widening from North Sheridan Way to Dundas Street | Winston Churchill Boulevard (4-6) Lane Widening from North Sheridan Way to Dundas Street | 0 | 0 | 0 | 1,000 | 0 | 0 | 1,000 |
| 234410 | Centralized Traffic Control System Upgrades and Intelligent Transportation Systems Initiatives | Upgrades to the Centralized Traffic Systems and Intelligent Transportation Systems Initiatives. | 0 | 0 | 0 | 965 | 960 | 0 | 1,925 |
| 234850 | Bovaird Drive over Etobicoke Creek | Rehabilitation of structure #1071252 - Bovaird Drive over Etobicoke Creek, 0.64 km east of Hurontario Street. | 0 | 0 | 0 | 155 | 0 | 466 | 621 |
| 244020 | MAYFIELD ROAD - Airport Road to Clarkway Drive | Five (5) to six (6) lane widening from Airport Road to Clarkway Drive | 0 | 0 | 0 | 0 | 4,117 | 31,917 | 36,034 |
| 244030 | BOVAIRD DRIVE - James Potter Road/Creditview Road to Mississauga Road | Four (4) to six (6) lane widening from James Potter Road/Creditview Road to Mississauga Road | 0 | 0 | 0 | 0 | 705 | 8,762 | 9,467 |
| 244270 | Mayfield Road/Goreway Drive | Contribution to the City of Brampton's intersection improvements at Mayfield Road and Goreway Drive | 0 | 0 | 0 | 0 | 800 | 0 | 800 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|--------------------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 244280 | Airport Road/Sandalwood Parkway | Contribution to the City of Brampton's intersection improvements at Airport Road and Sandalwood Parkway | 0 | 0 | 0 | 0 | 1,000 | 0 | 1,000 |
| 244321 | Development Charges Update | Funding for the preparation of the Regional Transportation Development Charges Update | 0 | 0 | 0 | 0 | 300 | 300 | 600 |
| 244830 | King Street over Humber River | Replacement of structure #090120 0.05 km east of Union Street | 0 | 0 | 0 | 0 | 569 | 3,209 | 3,778 |
| 254010 | Future Road Widening Projects | Allocation for future road widening projects planned beyond 2024 as per Region's Long Range Transportation Plan. | 0 | 0 | 0 | 0 | 0 | 62,940 | 62,940 |
| 254205 | Future Intersections | Allocations for future intersection improvement projects | 0 | 0 | 0 | 0 | 0 | 68,666 | 68,666 |
| 254305 | Future Environmental Assessments | Allocations for future projects. | 0 | 0 | 0 | 0 | 0 | 1,030 | 1,030 |
| 254420 | Growth Related Traffic Signal Installations | Installation of traffic signals due to growth. | 0 | 0 | 0 | 0 | 0 | 825 | 825 |
| 254800 | Future Structural Rehabilitation Projects | Allocations for future structure rehabilitation projects. | 0 | 0 | 0 | 0 | 0 | 32,085 | 32,085 |
| 274050 | KING STREET Grade Separated Crossing | Bolton Residential Expansion Study (BRES) indicates the future need for a grade separated crossing on King Street. | 0 | 0 | 0 | 0 | 0 | 22,000 | 22,000 |
| 287701 | Transportation Initiatives | Construction of a commuter parking lot in Peel. | 0 | 0 | 0 | 0 | 0 | 750 | 750 |
| Roads and Transportation | | | 204,452 | 215,070 | 227,986 | 210,415 | 161,305 | 771,980 | 1,791,207 |

Capital Budget: \$9.1 million**Ten Year Plan: \$339.9 million****2020 Capital Plan Overview**

The following table provides a summary of Waste Management's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan by Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | - | - | - |
| Externally Funded | - | - | - |
| Non-DC Internal | 228,866 | 9,067 | 237,933 |
| Total Expenditures | 228,866 | 9,067 | 237,933 |
| # of Projects | 42 | 4 | 46 |

Existing Capital Projects - \$228.9M

- 42 existing, active capital projects totalling \$228.9M for building new infrastructure and maintaining existing infrastructure and equipment in a state of good repair. The list of projects includes:
 - Upgrading the Region's Material Recovery Facility to improve the quality of our recycling materials in order to meet the changing requirements in global policies.
 - Building an Anaerobic Digestion facility to increase Peel's diversion rate.

2020 Capital Budget - \$9.1M**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

See Appendix I for details.

Operating Impact of 2020 Capital Budget

- None

2020 – 2029 10-Year Capital Plan - \$339.9M

| | | |
|---|--|--|
| State of Good Repair \$41.1M | DC Funded Growth \$0.0M | Non-DC Funded Growth & Other \$298.8M |
|---|--|--|

Key Highlights:

- \$245.6M – New infrastructure to support 75% diversion target, Mixed Waste Processing Facility (\$195.0M), and Material Recovery Facility (\$50.6M)
- \$41.1M – To maintain current infrastructure in a state of good repair, including equipment repairs/replacements in all Waste Management facilities
- \$17.8M – Carts related to Peel’s household growth
- \$17.5M – Costs for monitoring and remediation at all landfill sites
- \$13.4M – Site enhancements at Peel Curing Facility for processing composted material
- \$1.5M – Closure of the inactive Caledon Landfill including land acquisition
- \$3.0M – Closure future gas plant including upgrade/work required on the flare

See Appendix II for details.

2020 Financing Sources and Funding Status(\$'000)

| 2020 | | | | |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |

| Project | Name | Description | | | |
|-------------------------|-------------------------------------|---|--------------|--------------|--|
| 206390 | Waste Facilities SOGR Envelope | To maintain all Waste Management facilities in a state of good repair. Including Peel Curing Core covers and site improvement in all Waste facilities | 5,162 | 5,162 | |
| 206510 | Landfill Management Abatement | To address capital expenditures at landfill sites and waste operation's sites in Peel. | 450 | 450 | |
| 206580 | Landfill Monitoring and Remediation | Administration and studies related to enviromental monitoring at Regional Landfill sites. | 1,300 | 1,300 | |
| 206630 | Waste Collection Containers | Purchase of garbage, blue, green and kitchen carts for auto collection at 2% growth | 2,155 | 2,155 | |
| Waste Management | | | 9,067 | 9,067 | |

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|-------------------------|--|--|--------------|--------------|--------------|---------------|--------------|-----------------|----------------|
| Project | Name | Description | | | | | | | |
| 186360 | Mixed Waste Processing Facility | Design and Construction of facility for processing garbage material and recovering 3Rs material reducing garbage going to landfill. | 0 | 0 | 0 | 0 | 0 | 195,000 | 195,000 |
| 196350 | Caledon Landfill Land Acquisition and Closure Plan | To complete the necessary property and property rights acquisitions with the Town of Caledon and neighbouring land owners and to create a closure plan to close the inactive Caledon Landfill. | 0 | 1,500 | 0 | 0 | 0 | 0 | 1,500 |
| 206390 | Waste Facilities SOGR Envelope | To maintain all Waste Management facilities in a state of good repair. Including Peel Curing Core covers and site improvement in all Waste facilities | 5,162 | 1,846 | 2,626 | 3,318 | 2,165 | 25,983 | 41,099 |
| 206510 | Landfill Management Abatement | To address capital expenditures at landfill sites and waste operation's sites in Peel. | 450 | 450 | 450 | 450 | 450 | 2,250 | 4,500 |
| 206580 | Landfill Monitoring and Remediation | Administration and studies related to environmental monitoring at Regional Landfill sites. | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 6,500 | 13,000 |
| 206630 | Waste Collection Containers | Purchase of garbage, blue, green and kitchen carts for auto collection at 2% growth | 2,155 | 1,650 | 1,650 | 1,700 | 1,700 | 8,900 | 17,755 |
| 236340 | Enhancement of Peel Curing Facility | Obtain approvals from the MOE and enhance the site for processing composted material. | 0 | 0 | 0 | 13,400 | 0 | 0 | 13,400 |
| 246310 | Material Recovery Facility (MRF) | To design and construct a stand-alone Material Recycling Facility (MRF) site for processing Blue Box material. | 0 | 0 | 0 | 0 | 630 | 50,000 | 50,630 |
| 266380 | BLSL - Flare/Gas Plant Closure | Upgrade/work required to be completed on the flare due to future gas plant closure. Landfill gas will need to be managed by the flare, which will require alterations to the existing flare. | 0 | 0 | 0 | 0 | 0 | 3,000 | 3,000 |
| Waste Management | | | 9,067 | 6,746 | 6,026 | 20,168 | 6,245 | 291,633 | 339,884 |

Capital Budget: \$429.7million**Ten Year Plan: \$3,409.5 million****2020 Capital Plan Overview**

The following table provides a summary of Wastewater's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan by Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 382,639 | 290,244 | 672,883 |
| Externally Funded | 33,565 | 4,500 | 38,065 |
| Non-DC Internal | 255,093 | 134,940 | 390,032 |
| Total Expenditures | 671,296 | 429,684 | 1,100,980 |
| # of Projects | 241 | 60 | 301 |

Existing Capital Projects - \$671.3M

- There are 61 (25%) active projects in the design/implementation phase in 2019 where spending/activity is expected to increase in 2020
- Projected increase in construction spending in 2020 is driven mainly by the expansion and retrofit work at the G.E. Booth Wastewater Treatment Plant

2020 Capital Budget - \$429.7M**Key highlights:**

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

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- OCWA operations and maintenance fee increase as new facilities are brought on line
- While no new staff are proposed for 2020, additional resources may be required in 2021 and beyond as projects are delivered

2020 – 2029 10-Year Capital Plan - \$3,409.5M

State of Good Repair
\$1,031.3M

DC Funded Growth
\$2,183.3M

Non-DC Funded Growth & Other
\$194.8M

Key Highlights:

- \$1,143M – Expansion of the wastewater treatment plants and sewage pumping stations to service growth
- \$1,121M – Construction of other new sanitary sewers to service growth
- \$770M – Investment in the Region’s linear wastewater infrastructure to maintain a state of good of repair
- \$216M – Improvements and upgrades at the wastewater treatment plants
- \$76M – Rehabilitation of sewage pumping stations
- \$24M – Related to external pressures such as MTO highway widenings
- Risks include:
 - Long-term state of good repair plans for water and wastewater facilities are under development
 - Potential future projects driven by outside partners will impact Peel’s infrastructure, in coordination with GO, GTAA, METROLINX, City of Brampton and City of Mississauga
 - Some infrastructure has been deferred to align with the actual growth
 - Growth expectations that are not in current plan: Brampton 2040 Vision
 - Mississauga City Center
 - Other intensification areas (Mississauga Uptown)
 - Whitebelt

See Appendix II for details.

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|-----------------|---|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 142429 | Fletcher's Creek Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Fletcher's Creek Sanitary Trunk Sewer, north and south of Sandalwood Parkway, including sealing and relining. | 13,000 | 6,500 | 6,500 | 0 | 0 |
| 152153 | 525-mm Sanitary Sewer - Kennedy Road North/Conservation Drive | Construction of a 525-mm sanitary sewer on Kennedy Road North and Conservation Drive from Dawnridge Trail to Mayfield Road. | 8,500 | 8,500 | 0 | 0 | 0 |
| 162291 | East-to-West Diversion Sanitary Trunk Sewer | Construction of a 2400-mm sanitary flow diversion sewer from the East Trunk System to the West Trunk System. | 195,000 | 195,000 | 0 | 0 | 0 |
| 162905 | Sewage Pumping Station Rehabilitation Program (Phase 1) | Rehabilitation, upgrade or replacement of sewage pumping stations in the lake-based wastewater collection system. | 22,000 | 0 | 22,000 | 0 | 0 |
| 172280 | Albion-Vaughan Road Sanitary Trunk Sewer (Phase 2) | Construction of a 900-mm sanitary trunk sewer on Albion-Vaughan Road and Nunneville Road from north of the Canadian National Railway to the north end of Nunneville Road. Additional funds. | 10,000 | 10,000 | 0 | 0 | 0 |
| 172926 | G.E. Booth Wastewater Treatment Plant - New Plant 1 | Major capital improvements at the treatment facility including demolition works, new inlet conduit, new odour control facility, new primary clarifiers and a new by-pass conduit. | 10,000 | 5,000 | 5,000 | 0 | 0 |
| 182252 | Cawthra Road Sanitary Trunk Sewer (Phases 2 and 3) | Construction of a 1500-mm sanitary trunk sewer on Cawthra Road from Burnhamthorpe Road East to south of Dundas Street East. Additional funds. | 2,000 | 1,000 | 1,000 | 0 | 0 |
| 182271 | McVean Force Main Twinning | Construction of a 900-mm force main on Queen Street East from the McVean Sewage Pumping Station to Goreway Drive. | 4,978 | 4,978 | 0 | 0 | 0 |
| 182394 | Queens Elizabeth Way Widening Impacts on Wastewater Infrastructure (Cawthra to Etobicoke Creek) | Replacement or relocation of sanitary sewers in conjunction with the widening of the Queens Elizabeth Way from the Etobicoke Creek to Cawthra Road. | 1,000 | 0 | 500 | 500 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|-----------------|---|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 182442 | Little Etobicoke Creek (Haig) Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Little Etobicoke Creek Sanitary Trunk Sewer from north of the Queens Elizabeth Way to Lakeshore Road East and construction of a local sanitary sewer on Haig Boulevard. | 7,000 | 3,500 | 3,500 | 0 | 0 |
| 182531 | Real Time Control Feasibility Study | Study to investigate the feasibility of implementing real-time control for the Region's wastewater collection system. | 1,000 | 0 | 1,000 | 0 | 0 |
| 182905 | Sewage Pumping Station Rehabilitation Program (Phase 2) | Rehabilitation, upgrade or replacement of sewage pumping stations in the lake-based wastewater collection system. | 4,500 | 0 | 4,500 | 0 | 0 |
| 192158 | 450-mm Sanitary Sewer - Herdmans Road and Easement (Steeles and Hurontario) | Construction of a 450-mm sanitary sewer on Herdmans Road and an easement from Garry Court/Parsonby Court to the Fletcher's Creek Sanitary Trunk Sewer. | 532 | 532 | 0 | 0 | 0 |
| 192205 | Lining of the West Sanitary Trunk Sewer Twinning | Installation of a protective liner for the entire length of the new West Leg of the West Sanitary Trunk Sewer. Additional funds. | 25,000 | 25,000 | 0 | 0 | 0 |
| 192215 | Lakeshore Road West Sanitary Trunk Sewer | Construction of a sanitary trunk sewer on Lakeshore Road West from Hurontario Street to the Richards Memorial Sewage Pumping Station. | 2,500 | 1,250 | 1,250 | 0 | 0 |
| 192410 | Erin Mills Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Erin Mills Sanitary Trunk Sewer from Erin Mills Parkway to Mississauga Road. | 3,000 | 0 | 3,000 | 0 | 0 |
| 192471 | Brampton-Bolton Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Brampton-Bolton Sanitary Trunk Sewer from Highway 50 and Coleraine Drive to the McVean Sewage Pumping Station. | 3,000 | 0 | 3,000 | 0 | 0 |
| 192941 | G.E. Booth Wastewater Treatment Plant Expansion - Cake Exportation | Modification of the existing cake silos and pumping system to allow the exportation of cake offsite. | 5,000 | 5,000 | 0 | 0 | 0 |
| 202000 | Unallocated Funds for the Wastewater Program | Funding available for unforeseen, unplanned or emergency wastewater-related works. | 1,000 | 0 | 1,000 | 0 | 0 |
| 202002 | Easement Acquisition for Existing Wastewater Infrastructure | Funding for the acquisition of easements for existing wastewater infrastructure. | 100 | 0 | 100 | 0 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|-----------------|--|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 202100 | Flow Monitoring Program for New Subdivisions | Program to install flow monitors at the sanitary sewer outlets of new subdivisions. | 150 | 150 | 0 | 0 | 0 |
| 202118 | 450-mm Sanitary Sewer - Rathburn Road West | Construction of a 450-mm sanitary sewer on Rathburn Road West from Duke of York Boulevard to Station Gate Road. | 423 | 423 | 0 | 0 | 0 |
| 202119 | 525/600-mm Sanitary Sewer - Rathburn Road West | Construction of a 525/600-mm sanitary sewer on Rathburn Road West from Station Gate Road to the Upper Cooksville Creek Sanitary Trunk Sewer. In conjunction with the Hurontario Light Rail Transit. | 2,460 | 2,460 | 0 | 0 | 0 |
| 202240 | Centre View Sanitary Trunk Sewer | Construction of a 1200-mm sanitary trunk sewer on Centre View Drive from the proposed interceptor chamber at the Cooksville Creek Sanitary Trunk Sewer to Duke of York Boulevard. Design in 2020. | 3,206 | 3,206 | 0 | 0 | 0 |
| 202300 | Local Collection System Repair and Replacement | Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions. | 24,500 | 0 | 24,500 | 0 | 0 |
| 202301 | Implementation of Inflow and Infiltration Remediation Measures | Funding the implementation of remediation measures to reduce inflow and infiltration into the Region's sanitary sewer system. | 3,000 | 1,500 | 1,500 | 0 | 0 |
| 202302 | Wastewater Collection System - Major Maintenance and Emergency Repairs | Funding for major maintenance of the Region of Peel's wastewater collection system. | 1,000 | 0 | 1,000 | 0 | 0 |
| 202303 | Design of Sanitary Sewer Repair and Replacement in Peel | Funding for the design of sanitary sewer repair and replacement projects in the Region of Peel for the following year to facilitate on-time construction. | 3,500 | 0 | 3,500 | 0 | 0 |
| 202307 | Sanitary Maintenance Hole Rehabilitation Program | Funding to rehabilitate sanitary maintenance holes in the Region's wastewater collection system. | 2,500 | 0 | 2,500 | 0 | 0 |
| 202393 | Hurontario Light Rail Transit Impacts on Wastewater Infrastructure | Replacement or relocation of sanitary sewers in conjunction with the Hurontario Light Rail Transit. | 325 | 0 | 325 | 0 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|-----------------|--|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 202395 | Queen Elizabeth Way Widening Impacts on Wastewater Infrastructure (Hurontario to Credit River) | Replacement or relocation of sanitary sewers in conjunction with the widening of the Queen Elizabeth Way from Hurontario Street to the Credit River. | 2,000 | 0 | 1,000 | 1,000 | 0 |
| 202401 | Wastewater Flow Monitoring Program | Installation, operation and maintenance of permanent and temporary flow monitors in the Region's lake-based wastewater collection system. | 1,500 | 0 | 1,500 | 0 | 0 |
| 202405 | Sanitary Trunk Sewer Inspection and Condition Assessment Program | Inspection, cleaning and condition assessment of the lake-based primary collection system. | 2,500 | 0 | 2,500 | 0 | 0 |
| 202407 | Sanitary Trunk Sewer Rehabilitation Program | Rehabilitation of sanitary trunk sewers in the lake-based primary collection system. | 2,000 | 0 | 2,000 | 0 | 0 |
| 202413 | Orr Road and Clarkson Road Sanitary Trunk Sewers - Rehabilitation | Rehabilitation of the Orr Road and Clarkson Road Sanitary Trunk Sewers. In conjunction with the City of Mississauga's road program. Design in 2020. | 2,000 | 0 | 2,000 | 0 | 0 |
| 202421 | Fletcher's Creek Sanitary Trunk Sewer - Rehabilitation (Phase 2) | Rehabilitation of the Fletcher's Creek Sanitary Trunk Sewer in the vicinity of Queen Street West. In conjunction with the improvement works in downtown Brampton. Design in 2020. | 150 | 75 | 75 | 0 | 0 |
| 202443 | Queensway West and Confederation Sanitary Trunk Sewers - Rehabilitation | Rehabilitation of the Queensway West and Confederation Sanitary Trunk Sewers. Design in 2020. | 2,000 | 0 | 2,000 | 0 | 0 |
| 202450 | East Brampton Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the East Brampton Sanitary Trunk Sewer from Queen Street East to west of Torbram Road. Design in 2020. | 3,000 | 0 | 3,000 | 0 | 0 |
| 202496 | Highway 401 Widening Impacts on Wastewater Infrastructure (Credit River to West Limits) | Replacement or relocation of sanitary sewers in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel. | 6,000 | 0 | 3,000 | 3,000 | 0 |
| 202502 | Hydraulic Wastewater Model Update | Update and calibration of the Region's hydraulic wastewater model. | 1,750 | 0 | 1,750 | 0 | 0 |
| 202512 | Inflow and Infiltration Remediation Program | Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system. | 1,000 | 500 | 500 | 0 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|-----------------|---|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 202520 | Non-Growth-Related Wastewater Infrastructure Planning | Asset management and other non-growth-related studies for the Region's wastewater system. | 300 | 0 | 300 | 0 | 0 |
| 202530 | Development-Related Wastewater Infrastructure Planning | Funding for wastewater infrastructure planning and studies related to new development. | 850 | 850 | 0 | 0 | 0 |
| 202560 | Clarkson Wastewater Treatment Plant Expansion - Class Environmental Assessment | Class Environmental Assessment for the expansion of the Clarkson Wastewater Treatment Plant to 450 million litres per day. | 2,500 | 2,500 | 0 | 0 | 0 |
| 202561 | G.E. Booth Wastewater Treatment Plant Expansion - Class Environmental Assessment | Class Environmental Assessment for the expansion of the G.E. Booth Wastewater Treatment Plant to 600 million litres per day. | 3,000 | 3,000 | 0 | 0 | 0 |
| 202906 | Clarkson Wastewater Treatment Plant - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the Clarkson Wastewater Treatment Plant. | 2,500 | 0 | 2,500 | 0 | 0 |
| 202907 | G.E. Booth Wastewater Treatment Plant - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the G.E. Booth Wastewater Treatment Plant. | 9,000 | 0 | 9,000 | 0 | 0 |
| 202908 | G.E. Booth Wastewater Treatment Plant - Biosolids Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement for the biosolids process at the G.E. Booth Wastewater Treatment Plant. | 8,000 | 0 | 8,000 | 0 | 0 |
| 202920 | G.E. Booth Wastewater Treatment Plant - Condition Assessment and Maintenance Plan | Condition assessment of the G.E. Booth Wastewater Treatment Plant and development of a maintenance plan. | 100 | 0 | 100 | 0 | 0 |
| 202930 | Clarkson Wastewater Treatment Plant - Condition Assessment and Maintenance Plan | Condition assessment of the Clarkson Wastewater Treatment Plant and development of a maintenance plan. | 250 | 0 | 250 | 0 | 0 |
| 202951 | Clarkson Wastewater Treatment Plant - Biosolids Expansion | Expansion of the biosolids process at the Clarkson Wastewater Treatment Plant to service growth in the Region of Peel. Design in 2020. | 4,000 | 4,000 | 0 | 0 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|--|--|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 202961 | G.E. Booth Wastewater Treatment Plant - Odour Control Improvements | Implementation of the recommendations of the odour study with the anticipation of additional odour control necessary as redevelopment occurs in the vicinity of the treatment facility. Design in 2022. | 1,000 | 1,000 | 0 | 0 | 0 |
| 202992 | Clarkson Wastewater Treatment Plant - CoGen Facility Expansion | Twinning of the CoGen facility at the Clarkson Wastewater Treatment Plant. Design in 2020. | 400 | 0 | 400 | 0 | 0 |
| 202993 | Wastewater Treatment Lighting Replacement Program | Installation of energy efficient LED lighting at the wastewater treatment facilities. | 250 | 0 | 250 | 0 | 0 |
| 202994 | G.E. Booth Wastewater Treatment Plant - Energy Strategy Implementation | Various improvements at the G.E. Booth Wastewater Treatment Plant to implement the recommendations of the Strategic Energy Plan. | 2,000 | 0 | 2,000 | 0 | 0 |
| 222453 | Burnhamthorpe Road East Sanitary Trunk Sewer | Construction of a 1200-mm sanitary trunk sewer on Burnhamthorpe Road East from The Little Etobicoke Creek Sanitary Trunk Sewer to Cawthra Road. | 7,140 | 0 | 7,140 | 0 | 0 |
| Wastewater | | | 425,363 | 285,923 | 134,940 | 4,500 | 0 |
| 112104 | 600-mm Sanitary Sewer - Future Street (Bram West) | Construction of a 600-mm sanitary sewer on a future street from Heritage Road to 1735 metres southeasterly. | 2,200 | 2,200 | 0 | 0 | 0 |
| 202101 | 375-mm/525-mm Sanitary Sewer - Front Street South (West Village) | Construction of a 525-mm sanitary sewer on Front Street South from Lakeshore Road West to Port Street. | 1,413 | 1,413 | 0 | 0 | 0 |
| 202102 | 525-mm Sanitary Sewer - Port Street (West Village) | Construction of a 525-mm sanitary sewer on Port Street from Front Street South to 310 metres westerly. | 475 | 475 | 0 | 0 | 0 |
| 202122 | 375-mm Sanitary Sewer - Future Thornwood Drive and Future Armdale Road | Construction of a 375-mm sanitary sewer on the future extension of Thornwood Drive and Armdale Road. | 233 | 233 | 0 | 0 | 0 |
| Wastewater Development Services | | | 4,321 | 4,321 | 0 | 0 | 0 |
| Wastewater | | | 429,684 | 290,244 | 134,940 | 4,500 | 0 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 112380 | Sanitary Sewer Remediation in Downtown Brampton (Phase 1) | Replacement of sanitary sewers in downtown Brampton in coordination with the City's Streetscape initiative. | 0 | 0 | 15,000 | 0 | 0 | 0 | 15,000 |
| 142429 | Fletcher's Creek Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Fletcher's Creek Sanitary Trunk Sewer, north and south of Sandalwood Parkway, including sealing and relining. | 13,000 | 0 | 0 | 0 | 0 | 0 | 13,000 |
| 142920 | G.E. Booth Wastewater Treatment Plant Major Capital Improvement - Primary Treatment | Replacement of the travelling bridges in the primary settling tanks at the G.E. Booth Wastewater Treatment Plant. | 0 | 0 | 6,000 | 0 | 10,000 | 0 | 16,000 |
| 142930 | Clarkson Wastewater Treatment Plant Major Capital Improvement - Primary Treatment | Replacement of the travelling bridges in the primary settling tanks at the Clarkson Wastewater Treatment Plant. | 0 | 0 | 0 | 4,000 | 0 | 0 | 4,000 |
| 152153 | 525-mm Sanitary Sewer - Kennedy Road North/Conservation Drive | Construction of a 525-mm sanitary sewer on Kennedy Road North and Conservation Drive from Dawnridge Trail to Mayfield Road. | 8,500 | 0 | 0 | 0 | 0 | 0 | 8,500 |
| 162291 | East-to-West Diversion Sanitary Trunk Sewer | Construction of a 2400-mm sanitary flow diversion sewer from the East Trunk System to the West Trunk System. | 195,000 | 140,000 | 0 | 0 | 0 | 0 | 335,000 |
| 162905 | Sewage Pumping Station Rehabilitation Program (Phase 1) | Rehabilitation, upgrade or replacement of sewage pumping stations in the lake-based wastewater collection system. | 22,000 | 0 | 0 | 0 | 0 | 0 | 22,000 |
| 172280 | Albion-Vaughan Road Sanitary Trunk Sewer (Phase 2) | Construction of a 900-mm sanitary trunk sewer on Albion-Vaughan Road and Nunneville Road from north of the Canadian National Railway to the north end of Nunneville Road. Additional funds. | 10,000 | 0 | 0 | 0 | 0 | 0 | 10,000 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 172926 | G.E. Booth Wastewater Treatment Plant - New Plant 1 | Major capital improvements at the treatment facility including demolition works, new inlet conduit, new odour control facility, new primary clarifiers and a new by-pass conduit. | 10,000 | 0 | 81,000 | 0 | 0 | 0 | 91,000 |
| 182252 | Cawthra Road Sanitary Trunk Sewer (Phases 2 and 3) | Construction of a 1500-mm sanitary trunk sewer on Cawthra Road from Burnhamthorpe Road East to south of Dundas Street East. Additional funds. | 2,000 | 0 | 0 | 0 | 0 | 0 | 2,000 |
| 182260 | Etobicoke Creek Sanitary Trunk Sewer Twinning | Replacement of a 2150-metre section of twinned sanitary trunk sewers in the vicinity of the Wastewater Treatment Plant (near Highway 407 and Highway 401). Design in 2021. | 0 | 7,060 | 0 | 65,795 | 0 | 0 | 72,855 |
| 182271 | McVean Force Main Twinning | Construction of a 900-mm force main on Queen Street East from the McVean Sewage Pumping Station to Goreway Drive. | 4,978 | 0 | 0 | 0 | 0 | 0 | 4,978 |
| 182394 | Queens Elizabeth Way Widening Impacts on Wastewater Infrastructure (Cawthra to Etobicoke Creek) | Replacement or relocation of sanitary sewers in conjunction with the widening of the Queens Elizabeth Way from the Etobicoke Creek to Cawthra Road. | 1,000 | 2,000 | 0 | 7,500 | 0 | 0 | 10,500 |
| 182441 | East Sanitary Trunk Sewer Energy Dissipation Chamber - Rehabilitation | Rehabilitation of the energy dissipation chamber and associated length of sewer on the old East Sanitary Trunk Sewer south of Dundas Street East. | 0 | 8,000 | 0 | 0 | 0 | 0 | 8,000 |
| 182442 | Little Etobicoke Creek (Haig) Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Little Etobicoke Creek Sanitary Trunk Sewer from north of the Queens Elizabeth Way to Lakeshore Road East and construction of a local sanitary sewer on Haig Boulevard. | 7,000 | 5,000 | 0 | 0 | 0 | 0 | 12,000 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 182531 | Real Time Control Feasibility Study | Study to investigate the feasibility of implementing real-time control for the Region's wastewater collection system. | 1,000 | 0 | 0 | 0 | 0 | 0 | 1,000 |
| 182905 | Sewage Pumping Station Rehabilitation Program (Phase 2) | Rehabilitation, upgrade or replacement of sewage pumping stations in the lake-based wastewater collection system. | 4,500 | 5,000 | 5,000 | 0 | 0 | 0 | 14,500 |
| 182976 | McVean Sewage Pumping Station Expansion | Expansion of the McVean Sewage Pumping Station to a firm capacity of 2100 L/s. | 0 | 18,000 | 0 | 0 | 0 | 0 | 18,000 |
| 192158 | 450-mm Sanitary Sewer - Herdmans Road and Easement (Steeles and Hurontario) | Construction of a 450-mm sanitary sewer on Herdmans Road and an easement from Garry Court/Parsonby Court to the Fletcher's Creek Sanitary Trunk Sewer. | 532 | 0 | 0 | 0 | 0 | 0 | 532 |
| 192205 | Lining of the West Sanitary Trunk Sewer Twinning | Installation of a protective liner for the entire length of the new West Leg of the West Sanitary Trunk Sewer. Additional funds. | 25,000 | 0 | 0 | 0 | 0 | 0 | 25,000 |
| 192208 | Streetsville North Sanitary Trunk Sewer | Construction of a 1500-mm sanitary trunk sewer on Mississauga Road from Erin Mills Parkway to Eglinton Avenue West and on Britannia Road West from the West Sanitary Trunk Sewer (East Leg) to Mississauga. | 0 | 45,000 | 0 | 0 | 0 | 0 | 45,000 |
| 192210 | Eglinton West Sanitary Trunk Sewer | Construction of a 1500-mm sanitary trunk sewer on Mississauga Road from the Canadian Pacific Railway to Eglinton Avenue West and on Eglinton Avenue West from the Credit River to Erin Mills Parkway. | 0 | 45,000 | 0 | 0 | 0 | 0 | 45,000 |
| 192215 | Lakeshore Road West Sanitary Trunk Sewer | Construction of a sanitary trunk sewer on Lakeshore Road West from Hurontario Street to the Richards Memorial Sewage Pumping Station. | 2,500 | 0 | 62,000 | 0 | 0 | 0 | 64,500 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 192315 | 450-mm Sanitary Sewer - Britannia Road West | Construction of a 450-mm sanitary sewer on Britannia Road West from Arch Road to the East Leg of the Upper West Sanitary Trunk Sewer. | 0 | 4,000 | 0 | 0 | 0 | 0 | 4,000 |
| 192410 | Erin Mills Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Erin Mills Sanitary Trunk Sewer from Erin Mills Parkway to Mississauga Road. | 3,000 | 0 | 0 | 10,000 | 0 | 0 | 13,000 |
| 192471 | Brampton-Bolton Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Brampton-Bolton Sanitary Trunk Sewer from Highway 50 and Coleraine Drive to the McVean Sewage Pumping Station. | 3,000 | 5,000 | 10,000 | 0 | 0 | 0 | 18,000 |
| 192940 | G.E. Booth Wastewater Treatment Plant - Capacity Restoration | Recovery of 40 million litres per day of liquid treatment capacity to restore the G.E. Booth Wastewater Treatment Plant capacity to 518 ML/d. | 0 | 0 | 83,000 | 0 | 0 | 0 | 83,000 |
| 192941 | G.E. Booth Wastewater Treatment Plant Expansion - Cake Exportation | Modification of the existing cake silos and pumping system to allow the exportation of cake offsite. | 5,000 | 0 | 0 | 0 | 0 | 0 | 5,000 |
| 202000 | Unallocated Funds for the Wastewater Program | Funding available for unforeseen, unplanned or emergency wastewater-related works. | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 | 10,000 |
| 202002 | Easement Acquisition for Existing Wastewater Infrastructure | Funding for the acquisition of easements for existing wastewater infrastructure. | 100 | 100 | 100 | 100 | 100 | 500 | 1,000 |
| 202100 | Flow Monitoring Program for New Subdivisions | Program to install flow monitors at the sanitary sewer outlets of new subdivisions. | 150 | 150 | 150 | 150 | 150 | 750 | 1,500 |
| 202118 | 450-mm Sanitary Sewer - Rathburn Road West | Construction of a 450-mm sanitary sewer on Rathburn Road West from Duke of York Boulevard to Station Gate Road. | 423 | 0 | 0 | 0 | 0 | 0 | 423 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 202119 | 525/600-mm Sanitary Sewer - Rathburn Road West | Construction of a 525/600-mm sanitary sewer on Rathburn Road West from Station Gate Road to the Upper Cooksville Creek Sanitary Trunk Sewer. In conjunction with the Hurontario Light Rail Transit. | 2,460 | 0 | 0 | 0 | 0 | 0 | 2,460 |
| 202240 | Centre View Sanitary Trunk Sewer | Construction of a 1200-mm sanitary trunk sewer on Centre View Drive from the proposed interceptor chamber at the Cooksville Creek Sanitary Trunk Sewer to Duke of York Boulevard. Design in 2020. | 3,206 | 18,218 | 0 | 0 | 0 | 0 | 21,425 |
| 202300 | Local Collection System Repair and Replacement | Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions. | 24,500 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 | 249,500 |
| 202301 | Implementation of Inflow and Infiltration Remediation Measures | Funding the implementation of remediation measures to reduce inflow and infiltration into the Region's sanitary sewer system. | 3,000 | 3,500 | 3,500 | 3,500 | 3,500 | 17,500 | 34,500 |
| 202302 | Wastewater Collection System - Major Maintenance and Emergency Repairs | Funding for major maintenance of the Region of Peel's wastewater collection system. | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 | 10,000 |
| 202303 | Design of Sanitary Sewer Repair and Replacement in Peel | Funding for the design of sanitary sewer repair and replacement projects in the Region of Peel for the following year to facilitate on-time construction. | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 17,500 | 35,000 |
| 202307 | Sanitary Maintenance Hole Rehabilitation Program | Funding to rehabilitate sanitary maintenance holes in the Region's wastewater collection system. | 2,500 | 5,000 | 5,000 | 5,000 | 5,000 | 15,000 | 37,500 |
| 202393 | Hurontario Light Rail Transit Impacts on Wastewater Infrastructure | Replacement or relocation of sanitary sewers in conjunction with the Hurontario Light Rail Transit. | 325 | 325 | 0 | 0 | 0 | 0 | 650 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 202395 | Queen Elizabeth Way Widening Impacts on Wastewater Infrastructure (Huronario to Credit River) | Replacement or relocation of sanitary sewers in conjunction with the widening of the Queen Elizabeth Way from Huronario Street to the Credit River. | 2,000 | 0 | 0 | 5,000 | 0 | 0 | 7,000 |
| 202401 | Wastewater Flow Monitoring Program | Installation, operation and maintenance of permanent and temporary flow monitors in the Region's lake-based wastewater collection system. | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 7,500 | 15,000 |
| 202405 | Sanitary Trunk Sewer Inspection and Condition Assessment Program | Inspection, cleaning and condition assessment of the lake-based primary collection system. | 2,500 | 2,500 | 2,500 | 2,500 | 1,500 | 7,500 | 19,000 |
| 202407 | Sanitary Trunk Sewer Rehabilitation Program | Rehabilitation of sanitary trunk sewers in the lake-based primary collection system. | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 10,000 | 20,000 |
| 202413 | Orr Road and Clarkson Road Sanitary Trunk Sewers - Rehabilitation | Rehabilitation of the Orr Road and Clarkson Road Sanitary Trunk Sewers. In conjunction with the City of Mississauga's road program. Design in 2020. | 2,000 | 4,000 | 0 | 0 | 0 | 0 | 6,000 |
| 202421 | Fletcher's Creek Sanitary Trunk Sewer - Rehabilitation (Phase 2) | Rehabilitation of the Fletcher's Creek Sanitary Trunk Sewer in the vicinity of Queen Street West. In conjunction with the improvement works in downtown Brampton. Design in 2020. | 150 | 1,000 | 0 | 0 | 0 | 0 | 1,150 |
| 202443 | Queensway West and Confederation Sanitary Trunk Sewers - Rehabilitation | Rehabilitation of the Queensway West and Confederation Sanitary Trunk Sewers. Design in 2020. | 2,000 | 6,000 | 0 | 0 | 0 | 0 | 8,000 |
| 202450 | East Brampton Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the East Brampton Sanitary Trunk Sewer from Queen Street East to west of Torbram Road. Design in 2020. | 3,000 | 0 | 10,000 | 15,000 | 0 | 0 | 28,000 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 202496 | Highway 401 Widening Impacts on Wastewater Infrastructure (Credit River to West Limits) | Replacement or relocation of sanitary sewers in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel. | 6,000 | 0 | 0 | 0 | 0 | 0 | 6,000 |
| 202502 | Hydraulic Wastewater Model Update | Update and calibration of the Region's hydraulic wastewater model. | 1,750 | 0 | 0 | 0 | 0 | 1,750 | 3,500 |
| 202512 | Inflow and Infiltration Remediation Program | Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system. | 1,000 | 500 | 500 | 500 | 500 | 2,500 | 5,500 |
| 202520 | Non-Growth-Related Wastewater Infrastructure Planning | Asset management and other non-growth-related studies for the Region's wastewater system. | 300 | 300 | 300 | 300 | 300 | 1,500 | 3,000 |
| 202530 | Development-Related Wastewater Infrastructure Planning | Funding for wastewater infrastructure planning and studies related to new development. | 850 | 850 | 850 | 850 | 850 | 4,250 | 8,500 |
| 202560 | Clarkson Wastewater Treatment Plant Expansion - Class Environmental Assessment | Class Environmental Assessment for the expansion of the Clarkson Wastewater Treatment Plant to 450 million litres per day. | 2,500 | 0 | 0 | 0 | 0 | 0 | 2,500 |
| 202561 | G.E. Booth Wastewater Treatment Plant Expansion - Class Environmental Assessment | Class Environmental Assessment for the expansion of the G.E. Booth Wastewater Treatment Plant to 600 million litres per day. | 3,000 | 0 | 0 | 0 | 0 | 0 | 3,000 |
| 202906 | Clarkson Wastewater Treatment Plant - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the Clarkson Wastewater Treatment Plant. | 2,500 | 3,500 | 2,500 | 2,500 | 2,500 | 12,500 | 26,000 |
| 202907 | G.E. Booth Wastewater Treatment Plant - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the G.E. Booth Wastewater Treatment Plant. | 9,000 | 4,000 | 4,000 | 4,000 | 7,000 | 20,000 | 48,000 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 202908 | G.E. Booth Wastewater Treatment Plant - Biosolids Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement for the biosolids process at the G.E. Booth Wastewater Treatment Plant. | 8,000 | 6,000 | 6,000 | 5,000 | 2,000 | 13,000 | 40,000 |
| 202920 | G.E. Booth Wastewater Treatment Plant - Condition Assessment and Maintenance Plan | Condition assessment of the G.E. Booth Wastewater Treatment Plant and development of a maintenance plan. | 100 | 150 | 150 | 150 | 150 | 750 | 1,450 |
| 202930 | Clarkson Wastewater Treatment Plant - Condition Assessment and Maintenance Plan | Condition assessment of the Clarkson Wastewater Treatment Plant and development of a maintenance plan. | 250 | 100 | 100 | 100 | 100 | 500 | 1,150 |
| 202951 | Clarkson Wastewater Treatment Plant - Biosolids Expansion | Expansion of the biosolids process at the Clarkson Wastewater Treatment Plant to service growth in the Region of Peel. Design in 2020. | 4,000 | 26,000 | 0 | 0 | 0 | 0 | 30,000 |
| 202961 | G.E. Booth Wastewater Treatment Plant - Odour Control Improvements | Implementation of the recommendations of the odour study with the anticipation of additional odour control necessary as redevelopment occurs in the vicinity of the treatment facility. Design in 2022. | 1,000 | 0 | 0 | 0 | 10,000 | 0 | 11,000 |
| 202992 | Clarkson Wastewater Treatment Plant - CoGen Facility Expansion | Twinning of the CoGen facility at the Clarkson Wastewater Treatment Plant. Design in 2020. | 400 | 2,250 | 7,000 | 0 | 0 | 0 | 9,650 |
| 202993 | Wastewater Treatment Lighting Replacement Program | Installation of energy efficient LED lighting at the wastewater treatment facilities. | 250 | 250 | 250 | 250 | 250 | 1,250 | 2,500 |
| 202994 | G.E. Booth Wastewater Treatment Plant - Energy Strategy Implementation | Various improvements at the G.E. Booth Wastewater Treatment Plant to implement the recommendations of the Strategic Energy Plan. | 2,000 | 2,000 | 1,250 | 0 | 0 | 0 | 5,250 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 212120 | 525-mm Sanitary Sewer - Aviation Road and Lakeshore Road East | Construction of a 525-mm sanitary sewer on Aviation Road and Lakeshore Road East for the Beach Street Sewage Pumping Station to the Beechwood Sewage Pumping Station. | 0 | 35,000 | 0 | 0 | 0 | 0 | 35,000 |
| 212254 | Cawthra Road Sanitary Trunk Sewer (Phase 4) | Construction of a 1500-mm sanitary trunk sewer on Burnhamthorpe Road East from Central Parkway East to Wilcox Road. Design in 2021. | 0 | 4,785 | 0 | 27,188 | 0 | 0 | 31,973 |
| 212261 | Etobicoke Creek Sanitary Trunk Sewer Diversion (Phase 2) | Construction of a 1500-mm sanitary trunk sewer on future easement from the Etobicoke Creek Sanitary Trunk Sewer to the proposed diversion on Kennedy Road. Design in 2021. | 0 | 725 | 0 | 3,355 | 0 | 0 | 4,080 |
| 212270 | Humber Station Road Sanitary Trunk Sewer (Phase 1) | Construction of a 750-mm sanitary trunk sewer on Humber Station Road from Mayfield Road to 1600 metres northerly. Design in 2021. | 0 | 861 | 0 | 3,864 | 0 | 0 | 4,725 |
| 212304 | Force Main Inspection and Condition Assessment Program | Inspection and condition assessment program for the sanitary force mains. | 0 | 500 | 500 | 500 | 500 | 2,500 | 4,500 |
| 212305 | Force Main Rehabilitation Program | Rehabilitation program for the sanitary force mains. | 0 | 500 | 500 | 500 | 500 | 2,500 | 4,500 |
| 212411 | Sawmill Creek and Levi Creek Sanitary Trunk Sewers - Rehabilitation | Rehabilitation of the Sawmill Creek and Levi Creek Sanitary Trunk Sewers. Design in 2021. | 0 | 600 | 3,000 | 10,000 | 0 | 0 | 13,600 |
| 212923 | G.E. Booth Wastewater Treatment Plant - Plant 2 Blower Replacement | Replacement of the existing three blowers at Plant 2 with six multi-stage high-efficiency blowers. Design in 2021. | 0 | 3,000 | 0 | 18,000 | 0 | 0 | 21,000 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 222255 | Queensway East Sanitary Trunk Sewer | Construction of a 1800-mm sanitary trunk sewer on The Queensway from Hurontario Street to the East Sanitary Trunk Sewer south of The Queensway. Design in 2022. | 0 | 0 | 19,034 | 0 | 128,757 | 0 | 147,791 |
| 222256 | Cawthra Road Sanitary Trunk Sewer (Phase 5) | Construction of a 1500-mm sanitary trunk sewer on Cawthra Road from Dundas Street to The Queensway East. Design in 2022. | 0 | 0 | 4,592 | 0 | 26,089 | 0 | 30,681 |
| 222262 | Kennedy Road Sanitary Trunk Sewer | Construction of a 1500-mm sanitary trunk sewer on Kennedy Road from the Etobicoke Creek Sanitary Trunk Sewer to the future East-West Sanitary Trunk Sewer Diversion. Design in 2023. | 0 | 0 | 0 | 4,185 | 0 | 23,776 | 27,960 |
| 222321 | 375-mm Sanitary Sewer - Mississauga Road (Port Credit) | Construction of a 375-mm sanitary sewer on Mississauga Road from the Indian Road Sewage Pumping Station to Lakeshore Road West. Design in 2021. | 0 | 0 | 2,000 | 0 | 23,000 | 0 | 25,000 |
| 222444 | Upper Cooksville Creek Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Upper Cooksville Creek Sanitary Trunk Sewer from Burnhamthorpe Road East to Central Parkway East. Design in 2021. | 0 | 0 | 2,500 | 0 | 10,000 | 0 | 12,500 |
| 222453 | Burnhamthorpe Road East Sanitary Trunk Sewer | Construction of a 1200-mm sanitary trunk sewer on Burnhamthorpe Road East from The Little Etobicoke Creek Sanitary Trunk Sewer to Cawthra Road. | 7,140 | 0 | 0 | 0 | 0 | 0 | 7,140 |
| 222504 | Wastewater Master Servicing Plan Update | Review and update of the Region of Peel's Master Servicing Plan for the lake-based wastewater collection system. | 0 | 0 | 1,500 | 0 | 0 | 1,500 | 3,000 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 222562 | Collection System Odour and Corrosion Control Master Plan | Update of the Region's collection system odour and control control Master Plan. | 0 | 0 | 750 | 0 | 0 | 0 | 750 |
| 222904 | Sewage Pumping Station Inspection and Condition Assessment | Funding for condition assessment of sewage pumping stations in the lake-based wastewater collection system. | 0 | 0 | 1,000 | 1,000 | 1,000 | 5,000 | 8,000 |
| 222905 | Sewage Pumping Stations - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the lake-based sewage pumping stations. | 0 | 0 | 1,000 | 1,000 | 1,000 | 5,800 | 8,800 |
| 222917 | G.E. Booth Wastewater Treatment Plant - Site Security Improvements | Removal and replacement of existing site fencing along the east side of the G.E. Booth Wastewater Treatment Plant. | 0 | 0 | 1,000 | 0 | 0 | 0 | 1,000 |
| 222922 | G.E. Booth Wastewater Treatment Plant Major Capital Improvement - Diffusers | Replacement of the fine bubble diffusers at the G.E. Booth Wastewater Treatment Plant. | 0 | 0 | 1,000 | 1,000 | 1,000 | 3,000 | 6,000 |
| 222950 | Clarkson Wastewater Treatment Plant Expansion | Expansion of liquids treatment capacity of the Clarkson Wastewater Treatment Plant from 350 to 450 million litres per day. Design in 2022. | 0 | 0 | 26,100 | 0 | 250,000 | 0 | 276,100 |
| 222970 | Beach Street Sewage Pumping Station - Rehabilitation and Repurposing | Rehabilitation and repurposing of the Beach Street Sewage Pumping Station. Design in 2022. | 0 | 0 | 1,000 | 3,500 | 0 | 0 | 4,500 |
| 222980 | Richard's Memorial Sewage Pumping Station | Construction of a new sewage pumping station at Richard's Memorial Park. Design in 2022. | 0 | 0 | 12,000 | 0 | 0 | 0 | 12,000 |
| 232191 | 600-mm Sanitary Sewer - Coleraine Drive (Bolton West) | Construction of a 600-mm sanitary sewer on Coleraine Drive from Manchester Court to McEwan Drive. Design in 2023. | 0 | 0 | 0 | 746 | 0 | 3,351 | 4,097 |
| 232221 | Heritage Heights Sanitary Trunk Sewer (Phase 1) | Construction of a 750-mm sanitary trunk sewer on the future extension of Williams Parkway from Mississauga Road to Heritage Road. Design in 2023. | 0 | 0 | 0 | 2,152 | 0 | 9,519 | 11,671 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 232271 | Humber Station Road Sanitary Trunk Sewer (Phase 2) | Construction of a 750-mm sanitary trunk sewer on Humber Station Road from Healey Road to 1500 metres southerly. Design in 2023. | 0 | 0 | 0 | 898 | 0 | 3,972 | 4,870 |
| 232445 | East Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the East Sanitary Trunk Sewer from Derry Road East to Dundas Street East. Design in 2023. | 0 | 0 | 0 | 6,000 | 0 | 30,000 | 36,000 |
| 232465 | Spring Creek Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Spring Creek Sanitary Trunk Sewer. Design in 2023. | 0 | 0 | 0 | 2,000 | 0 | 5,000 | 7,000 |
| 232509 | Wastewater Collection System Asset Management Plan | Development of a long-term state of good repair plan for the Region's wastewater collection system. | 0 | 0 | 0 | 750 | 0 | 750 | 1,500 |
| 232943 | G.E. Booth Wastewater Treatment Plant - Administration Building | Construction of a new administration building, parking structure and maintenance complex at the G.E. Booth Wastewater Treatment Plant. Design in 2023. | 0 | 0 | 0 | 3,000 | 0 | 15,000 | 18,000 |
| 232978 | Decommissioning of Sewage Pumping Stations in Port Credit | Decommissioning of the Front Street and Ben Machree Sewage Pumping Stations once the Lakeshore West Sanitary Trunk Sewer is in service. Design in 2023. | 0 | 0 | 0 | 3,500 | 0 | 4,000 | 7,500 |
| 232979 | Decommissioning of the Indian Road Sewage Pumping Station | Decommissioning of the Indian Road Sewage Pumping Station once the Lakeshore West Sanitary Trunk Sewer is in service. Design in 2021. | 0 | 0 | 0 | 500 | 0 | 1,000 | 1,500 |
| 242176 | 525-mm Sanitary Sewer - Countryside Drive (Highway 427 Industrial) | Construction of a 525-mm sanitary sewer on Countryside Drive from Clarkway Drive to approximately 690 metres easterly. Design in 2024. | 0 | 0 | 0 | 0 | 594 | 2,020 | 2,614 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 242180 | 525-mm Sanitary Sewer - McLaughlin Road (Mayfield West Phase 2) | Construction of 525-mm sanitary sewer on McLaughlin Road from 335 metres north of the future east-west spine road to approximately 375 metres northerly. Design in 2024. | 0 | 0 | 0 | 0 | 526 | 2,326 | 2,852 |
| 242222 | Heritage Heights Sanitary Trunk Sewer (Phase 2) | Construction of a 675-mm sanitary trunk sewer on Heritage Road from 1025 metres south of Bovaird Drive to 955 metres north of Bovaird Drive. Design in 2024. | 0 | 0 | 0 | 0 | 2,169 | 9,593 | 11,762 |
| 242412 | Upper West Sanitary Trunk Sewer (East Leg) - Rehabilitation | Rehabilitation of the east leg of the Upper West Sanitary Trunk Sewer from Britannia Road West to Dundas Street West. Design in 2024. | 0 | 0 | 0 | 0 | 5,000 | 38,000 | 43,000 |
| 242455 | Mississauga Industrial Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Mississauga Industrial Sanitary Trunk Sewer. Design in 2024. | 0 | 0 | 0 | 0 | 2,000 | 6,000 | 8,000 |
| 242470 | Lower Mimico Creek Sanitary Trunk Sewer - Rehabilitation | Rehabilitation of the Lower Mimico Creek Sanitary Trunk Sewer. Design in 2024. | 0 | 0 | 0 | 0 | 2,000 | 4,000 | 6,000 |
| 242592 | McVean Diversion Sanitary Trunk Sewer - Class Environmental Assessment | Class Environmental Assessment to determine the preferred strategy to defer flows away from the McVean Sewage Pumping Station to service future development in northeast Brampton and southeast Caledon. | 0 | 0 | 0 | 0 | 1,500 | 0 | 1,500 |
| 242593 | Fletcher's Creek Sanitary Trunk Sewer Twinning - Class Environmental Assessment | Class Environmental Assessment for the twinning of the Fletcher's Creek Sanitary Trunk Sewer. | 0 | 0 | 0 | 0 | 1,000 | 0 | 1,000 |
| 242942 | G.E. Booth Wastewater Treatment Plant - Ash Management Facility | Construction of a new ash management facility at the G.E. Booth Wastewater Treatment Plant. Design in 2024. | 0 | 0 | 0 | 0 | 5,000 | 25,000 | 30,000 |
| 242960 | Future Odour and Corrosion Control Facilities | Construction of new odour and corrosion control facilities at various locations in the Region of Peel. | 0 | 0 | 0 | 0 | 5,486 | 9,301 | 14,787 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|-------------------|--|--|----------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Project | Name | Description | | | | | | | |
| 252199 | Future Local Collection System Projects (Capital) | Funding for local collection system projects in the sixth year or later of the Region's capital plan for the Wastewater Program that are managed by Capital Wastewater Collection. | 0 | 0 | 0 | 0 | 0 | 6,512 | 6,512 |
| 252299 | Future Primary Collection System Projects | Funding for primary collection system projects in the sixth year or later of the Region's capital plan for the Wastewater Program. | 0 | 0 | 0 | 0 | 0 | 97,114 | 97,114 |
| 252499 | Future Sanitary Trunk Sewer Rehabilitation Projects | Funding for future sanitary trunk sewer rehabilitation projects in the sixth year or later of the Region's capital plan for the Wastewater Program. | 0 | 0 | 0 | 0 | 0 | 56,500 | 56,500 |
| 252599 | Future Growth-Related Wastewater Studies | Funding for growth-related wastewater studies in the sixth year or later of the Region's capital plan for the Wastewater Program. | 0 | 0 | 0 | 0 | 0 | 4,000 | 4,000 |
| 252999 | Future Growth-Related Wastewater Treatment Plant Projects | Funding for growth-related wastewater facilities projects in the sixth year or later of the Region's capital plan for the Wastewater Program. | 0 | 0 | 0 | 0 | 0 | 606,000 | 606,000 |
| Wastewater | | | 425,363 | 450,724 | 417,625 | 259,832 | 545,021 | 1,252,284 | 3,350,849 |
| 112104 | 600-mm Sanitary Sewer - Future Street (Bram West) | Construction of a 600-mm sanitary sewer on a future street from Heritage Road to 1735 metres southeasterly. | 2,200 | 0 | 0 | 0 | 0 | 0 | 2,200 |
| 202101 | 375-mm/525-mm Sanitary Sewer - Front Street South (West Village) | Construction of a 525-mm sanitary sewer on Front Street South from Lakeshore Road West to Port Street. | 1,413 | 0 | 0 | 0 | 0 | 0 | 1,413 |
| 202102 | 525-mm Sanitary Sewer - Port Street (West Village) | Construction of a 525-mm sanitary sewer on Port Street from Front Street South to 310 metres westerly. | 475 | 0 | 0 | 0 | 0 | 0 | 475 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 202122 | 375-mm Sanitary Sewer - Future Thornwood Drive and Future Armdale Road | Construction of a 375-mm sanitary sewer on the future extension of Thornwood Drive and Armdale Road. | 233 | 0 | 0 | 0 | 0 | 0 | 233 |
| 212103 | 375-mm/450-mm Sanitary Sewer - Future Street (West Village) | Construction of a 375-mm/450-mm sanitary sewer from the west end of Port Street to 300 metres westerly. | 0 | 442 | 0 | 0 | 0 | 0 | 442 |
| 212133 | 525-mm Sanitary Sewer - Future Street (Bram West) | Construction of a 525-mm sanitary sewer on a future street from Embleton Road northwesterly to Heritage Road. | 0 | 2,783 | 0 | 0 | 0 | 0 | 2,783 |
| 212156 | 525-mm Sanitary Sewer - Future Inspire Boulevard (Countryside Villages) | Construction of a 525-mm sanitary sewer on the future Inspire Boulevard from Torbram Road to approximately 1050 metres westerly, north of Countryside Drive. | 0 | 4,058 | 0 | 0 | 0 | 0 | 4,058 |
| 222131 | 375-mm Sanitary Sewer - Future Street (Bram West) | Construction of a 375-mm sanitary sewer on a future street from Heritage Road to approximately 2740 metres northwesterly, north of Steeles Avenue West. | 0 | 0 | 2,898 | 0 | 0 | 0 | 2,898 |
| 222132 | 450-mm Sanitary Sewer - Future Street (Bram West) | Construction of a 450-mm sanitary sewer on a future street south of Embleton Road from approximately 1000 metres southeast of Winston Churchill Boulevard to approximately 840 metres southeasterly. | 0 | 0 | 3,247 | 0 | 0 | 0 | 3,247 |
| 222135 | 450-mm Sanitary Sewer - Future Street (Bram West) | Construction of a 450-mm sanitary sewer on a future street south of Embleton Road from Heritage Road to 700 metres westerly. | 0 | 0 | 2,705 | 0 | 0 | 0 | 2,705 |
| 222152 | 600-mm Sanitary Sewer - Future Street (Countryside Villages) | Construction of a 600-mm sanitary sewer on a future street west of Airport Road to approximately 1,070 metres northwesterly, north of Countryside Drive. | 0 | 0 | 4,520 | 0 | 0 | 0 | 4,520 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 222154 | 375-mm Sanitary Sewer - Future Street (Countryside Villages) | Construction of a 375-mm sanitary sewer on a future street from 200 metres south of Mayfield Road to approximately 1525 metres southerly, west of Airport Road. | 0 | 0 | 1,045 | 0 | 0 | 0 | 1,045 |
| 222157 | 525-mm Sanitary Sewer - Future Street (Countryside Villages) | Construction of a 525-mm sanitary sewer on a future street east of Bramalea Road from the future Inspire Boulevard to Mayfield Road. | 0 | 0 | 1,546 | 0 | 0 | 0 | 1,546 |
| 222174 | 375-mm Sanitary Sewer - Future Street (Highway 427 Industrial) | Construction of a 375-mm sanitary sewer on a future street from The Gore Road to approximately 1020 metres northeasterly, north of Castlemore Road. | 0 | 0 | 673 | 0 | 0 | 0 | 673 |
| 222175 | 375-mm Sanitary Sewer - Future Street (Highway 427 Industrial) | Construction of a 375-mm sanitary sewer on a future street north of Castlemore Road from Clarkway Drive to approximately 1060 metres northeasterly. | 0 | 0 | 3,831 | 0 | 0 | 0 | 3,831 |
| 222189 | 525-mm Sanitary Sewer - McLaughlin Road (Mayfield West Phase 2) | Construction of a 525-mm sanitary sewer on McLaughlin Road from 350 metres north of the future east-west spine road to 420 metres northerly. | 0 | 0 | 440 | 0 | 0 | 0 | 440 |
| 232134 | 375-mm Sanitary Sewer - Future Street (Bram West) | Construction of a 375-mm sanitary sewer on a future street east of Winston Churchill Boulevard from north of Embleton Road to 1580 metres southeasterly. | 0 | 0 | 0 | 5,929 | 0 | 0 | 5,929 |
| 232155 | 600-mm Sanitary Sewer - Future Street (Countryside Villages) | Construction of a 600-mm sanitary sewer on a future street west of Airport Road from Mayfield Road to approximately 760 metres southerly. | 0 | 0 | 0 | 3,210 | 0 | 0 | 3,210 |
| 242192 | 450-mm Sanitary Sewer - Future Street (Bolton West) | Construction of a 450-mm sanitary sewer on a future street from Humber Station Road to 960 metres northeasterly. | 0 | 0 | 0 | 0 | 935 | 0 | 935 |

Service: Wastewater

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|---------------------------------|---|---|----------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Project | Name | Description | | | | | | | |
| 252198 | Future Local Collection System Projects (Development) | Funding for local collection system projects in the sixth year or later of the Region's capital plan for the Wastewater Program that are managed by Development Services. | 0 | 0 | 0 | 0 | 0 | 16,023 | 16,023 |
| Wastewater Development Services | | | 4,321 | 7,283 | 20,905 | 9,140 | 935 | 16,023 | 58,607 |
| Wastewater | | | 429,684 | 458,007 | 438,530 | 268,972 | 545,956 | 1,268,307 | 3,409,456 |

Capital Budget: \$287.5 million**Ten Year Plan: \$1,958.6 million****2020 Capital Plan Overview**

The following table provides a summary of Water Supply's planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan by Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 690,793 | 102,614 | 793,407 |
| Externally Funded | 168,453 | 15,600 | 184,053 |
| Non-DC Internal | 437,134 | 169,264 | 606,398 |
| Total Expenditures | 1,296,381 | \$287,478 | 1,583,858 |
| # of Projects | 369 | 58 | 427 |

Existing Capital Projects - \$1,296.4M

- There are 107 (29%) projects in the design/implementation phase in 2019 where spending/activity expected to increase in 2020
- Projected increase in construction spending in 2020 driven by the replacement of watermain pumping station improvements and upgrades

2020 Capital Budget - \$287.5M**Key highlights:**

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

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- OCWA operations and maintenance fee increase as new facilities are brought on line
- While no new staff are proposed for 2020, additional resources may be required in 2021 and beyond as projects are delivered

2020 – 2029 10-Year Capital Plan - \$1,958.6M

State of Good Repair
\$1,129.5M

DC Funded Growth
\$668.2M

Non-DC Funded Growth & Other
\$160.9M

Key Highlights:

- \$683M – Investment in the Region’s linear water infrastructure to maintain a good state of repair
- \$509M – Construction of new watermains to service growth
- \$296M – Improvements and upgrades at the water treatment plants and other water facilities
- \$175M – New and expanded facilities to service growth
- \$111M – Related to external pressures such as MTO highway widenings
- Risks include:
 - Long-term state of good repair plans for water and wastewater facilities are under development
 - Potential future projects driven by outside partners will impact Peel’s infrastructure, in coordination with GO, GTAA, METROLINX, City of Brampton and City of Mississauga
 - Some infrastructure has been deferred to align with the actual growth
 - Growth expectations that are not in current plan:
 - Brampton 2040 Vision
 - Mississauga City Centre
 - Other intensification areas (Mississauga Uptown)
 - Whitebelt

See Appendix II for details.

2020 Financing Sources and Funding Status(\$'000)

| <u>Projects</u> | <u>Name</u> | <u>Description</u> | 2020 | | | | |
|-----------------|--|--|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| | | | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 101966 | Victoria Reservoir | Construction of a 40-million-litre reservoir in the vicinity of King Street and Hurontario Street to provide storage for Pressure Zone 6. | 60,000 | 60,000 | 0 | 0 | 0 |
| 131347 | System Improvements in Southwest Mississauga | Implementation of system improvements in southwest Mississauga to improve water quality and reliability and to improve residual pressure for customers. | 20,046 | 0 | 20,046 | 0 | 0 |
| 141256 | Williams Parkway Sub-Transmission Main | Construction of a 900-mm Pressure Zone 5 Central sub-transmission main from Dixie Road to the West Brampton Pumping Station. | 20,000 | 18,000 | 2,000 | 0 | 0 |
| 141346 | System Improvements in Central Erin Mills (Phase 2) | Implementation of system improvements in central Erin Mills to improve water quality, reliability and residual pressure for customers. | 10,472 | 0 | 10,472 | 0 | 0 |
| 161126 | 400-mm Water Main - Hurontario Street | Construction of a 400-mm water main on Hurontario Street from Matheson Boulevard to Britannia Road. In conjunction with the Hurontario Light Rail Transit. | 3,485 | 3,485 | 0 | 0 | 0 |
| 181169 | 600-mm Water Main - Queen Street East | Construction of a 600-mm water main on Queen Street East from Goreway Drive to McVean Drive. | 6,128 | 6,128 | 0 | 0 | 0 |
| 181357 | 600-mm Water Main Replacement - Queen Street West | Replacement of the existing water main from Mill Street South to Haggert Avenue South in downtown Brampton. | 9,500 | 0 | 9,500 | 0 | 0 |
| 181394 | Queen Elizabeth Way Widening Impact - Water Infrastructure (Cawthra to East Mall) | Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way. | 3,200 | 0 | 1,600 | 1,600 | 0 |
| 181496 | Highway 401 Widening Impacts on Water Transmission Mains (Credit River to West Limits) | Replacement or relocation of transmission mains in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel. | 18,000 | 0 | 9,000 | 9,000 | 0 |
| 191189 | 400-mm Water Main - Old School Road | Construction of a 400-mm water main on Old School Road from Heart Lake Road to Dixie Road. | 1,992 | 1,992 | 0 | 0 | 0 |
| 191190 | 400-mm Water Main - Dixie Road | Construction of a 400-mm water main on Dixie Road from Old School Road to 1900 metres southerly. | 3,782 | 3,782 | 0 | 0 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|-----------------|--|--|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 201000 | Unallocated Funds for the Water Program | Funding available for unforeseen, unplanned or emergency water-related works valued under \$250,000. | 1,000 | 0 | 1,000 | 0 | 0 |
| 201002 | Easement Acquisition for Existing Water Infrastructure | Funding for the acquisition of easements for existing water infrastructure. | 100 | 0 | 100 | 0 | 0 |
| 201119 | 400-mm Water Main - Square One Drive Extension | Construction of a 400-mm water main on the future extension of Square One Drive from Rathburn Road West to Confederation Parkway. | 710 | 710 | 0 | 0 | 0 |
| 201129 | 400-mm Water Main - Eglinton Avenue East | Construction of a 400-mm water main on Eglinton Avenue East from Hurontario Street to Sorrento Drive. | 1,721 | 1,721 | 0 | 0 | 0 |
| 201157 | 400-mm Water Main - Future Clark Boulevard | Construction of a 400-mm water main on the future extension of Clark Boulevard from Rutherford Road to Hansen Road South. Design in 2020. | 147 | 147 | 0 | 0 | 0 |
| 201175 | 400-mm Water Main - Future Street (Highway 427 Industrial) | Construction of a 400-mm water main on a future street from Highway 50 to Coleraine Drive. | 241 | 241 | 0 | 0 | 0 |
| 201176 | 400-mm Water Main - Coleraine Drive | Construction of a 400-mm water main on Coleraine Drive from the future east-west road to Countryside Drive. Design in 2020. | 573 | 573 | 0 | 0 | 0 |
| 201177 | 400-mm Water Main - Coleraine Drive | Construction of a 400-mm water main on Coleraine Drive from Mayfield Road to Countryside Drive. Design in 2020. | 385 | 385 | 0 | 0 | 0 |
| 201300 | Water Distribution System - Major Maintenance | Funding for major maintenance of the Region of Peel's water distribution system. | 2,100 | 0 | 2,100 | 0 | 0 |
| 201301 | Replacement of Water Services | Funding for the replacement of water services in the Region's water distribution system. | 250 | 0 | 250 | 0 | 0 |
| 201302 | Valve Rehabilitation and Replacement Program | Rehabilitation and replacement program for large diameter valves in the lake-based water distribution system. | 1,000 | 0 | 1,000 | 0 | 0 |
| 201303 | Design for the Replacement of Water Mains in Peel | Funding for the design of water main replacement projects in the Region of Peel for the following year to facilitate on-time construction. | 3,500 | 0 | 3,500 | 0 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|-----------------|---|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 201305 | Condition Assessment of the Water Distribution System | Inspection and condition assessment program for the lake-based water distribution system. | 150 | 0 | 150 | 0 | 0 |
| 201310 | Replacement of Water Mains in Mississauga | Replacement of water mains, system improvements and looping of dead-end mains in Mississauga to improve water quality and reliability of the distribution system. | 23,161 | 0 | 23,161 | 0 | 0 |
| 201311 | 400-mm Water Main Replacement - Dixie Road | Replacement of the existing 350-mm/400-mm water main on Dixie Road from Britannia Road East to the south side of Highway 401. | 10,500 | 0 | 10,500 | 0 | 0 |
| 201340 | Replacement of Water Mains in Brampton | Replacement of water mains, system improvements and looping of dead-end mains in Brampton to improve water quality and reliability of the distribution system. | 11,793 | 0 | 11,793 | 0 | 0 |
| 201370 | Replacement of Water Mains in Caledon | Replacement of water mains, system improvements and looping of dead-end mains in Caledon to improve water quality and reliability of the distribution system. | 4,596 | 0 | 4,596 | 0 | 0 |
| 201393 | Hurontario Light Rail Transit Impacts on Water Infrastructure | Funding to cover the Region's contribution to water main replacements along the future Hurontario Light Rail Transit. | 7,612 | 0 | 7,612 | 0 | 0 |
| 201395 | Queen Elizabeth Way Widening Impact - Water Infrastructure (Hurontario to Credit River) | Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way from Mississauga Road to Hurontario Street. | 3,000 | 0 | 1,500 | 1,500 | 0 |
| 201396 | Highway 401 Widening Impact - Water Infrastructure (Credit River to West Limits) | Replacement or relocation of water mains in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel. | 7,000 | 0 | 3,500 | 3,500 | 0 |
| 201405 | Transmission Main Inspection Program | Inspection and condition assessment program for the lake-based water transmission mains and implementation of real-time monitoring. | 2,000 | 0 | 2,000 | 0 | 0 |
| 201406 | Flow Monitoring for the Lake-Based Water Supply System | Installation of flow and pressure monitoring equipment for the lake-based water transmission and distribution systems. | 1,500 | 0 | 1,500 | 0 | 0 |
| 201502 | Hydraulic Water Model Update | Update and calibration of the Region's hydraulic water model. | 1,750 | 0 | 1,750 | 0 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|-----------------|---|---|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 201520 | Non-Growth-Related Water Infrastructure Planning | Asset management and other non-growth-related studies for the Region's water system. | 300 | 0 | 300 | 0 | 0 |
| 201530 | Development-Related Water Infrastructure Planning | Funding for water infrastructure planning and studies related to new development. | 850 | 850 | 0 | 0 | 0 |
| 201570 | West Caledon Transmission Main and Elevated Tank - Class Environmental Assessment | Class Environmental Assessment for a new transmission main and elevated tank in the vicinity of King Street and Creditview Road. | 1,500 | 1,500 | 0 | 0 | 0 |
| 201582 | Inglewood Village - New Groundwater Well - Class Environmental Assessment | Class Environmental Assessment for a new groundwater well to service future development in Inglewood Village. | 750 | 750 | 0 | 0 | 0 |
| 201583 | Palgrave - New Groundwater Well - Class Environmental Assessment | Class Environmental Assessment for a new groundwater well to service future development in Palgrave. | 750 | 750 | 0 | 0 | 0 |
| 201805 | Groundwater Systems - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement for the groundwater systems. | 400 | 0 | 400 | 0 | 0 |
| 201820 | Source Water and Wellhead Protection Program | Funding for source water protection, land management and Wellhead Protection Area issues in Peel relating to requirements legislated under the Clean Water Act. | 200 | 0 | 200 | 0 | 0 |
| 201843 | Groundwater Well Facilities - Ultraviolet Disinfection | Installation of ultraviolet disinfection at six of the groundwater well facilities in Caledon. | 3,000 | 0 | 3,000 | 0 | 0 |
| 201906 | Arthur P. Kennedy Water Treatment Plant - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the Arthur P. Kennedy Water Treatment Plant. | 2,200 | 0 | 2,200 | 0 | 0 |
| 201907 | Lorne Park Water Treatment Plant - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the Lorne Park Water Treatment Plant. | 1,150 | 0 | 1,150 | 0 | 0 |
| 201908 | Water Treatment Research and Innovation | Funding for collaborative research and innovation projects to improve the efficiency and effectiveness of treatment operations for the lake-based water system. | 350 | 0 | 350 | 0 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|---------------------------------|---|--|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 201910 | Replacement of Membrane Filters at the Lorne Park Water Treatment Plant | Replacement program for the membrane filters at the Lorne Park Water Treatment Plant. | 6,500 | 0 | 6,500 | 0 | 0 |
| 201920 | Arthur P. Kennedy Water Treatment Plant - Condition Assessment Program | Condition assessment of the Arthur P. Kennedy Water Treatment Plant and development of a maintenance plan. | 200 | 0 | 200 | 0 | 0 |
| 201922 | Arthur P. Kennedy Water Treatment Plant - Yard Piping Improvements | Various yard piping improvements at the Arthur P. Kennedy Water Treatment Plant to facilitate new infrastructure. | 8,000 | 1,600 | 6,400 | 0 | 0 |
| 201930 | Lorne Park Water Treatment Plant - Condition Assessment Program | Condition assessment of the Lorne Park Water Treatment Plant and development of a maintenance plan. | 150 | 0 | 150 | 0 | 0 |
| 201931 | Lorne Park Water Treatment Plant - Treated Water Reservoir Rehabilitation | Rehabilitation of the treated water reservoir at the Lorne Park Water Treatment Plant. Design in 2020. | 750 | 0 | 750 | 0 | 0 |
| Water | | | 268,444 | 102,614 | 150,230 | 15,600 | 0 |
| 189070 | Salt Storage Facility Replacements - Copper Road | For the demolition of existing, and construction of new salt storage facility at Copper Yard that meets the current and future salt storage requirements as well as environmental standards. | 2,000 | 0 | 2,000 | 0 | 0 |
| 209020 | Vehicle and Gas Powered Equipment | Replacement of regional vehicles and equipment and system upgrades. | 6,744 | 0 | 6,744 | 0 | 0 |
| 209040 | Public Works Facility Repair and Maintenance | Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments. | 275 | 0 | 275 | 0 | 0 |
| Operations Support - Tax | | | 9,019 | 0 | 9,019 | 0 | 0 |
| 177900 | Commercial Water Meter Replacement | Replacement of obsolete commercial water meters. | 100 | 0 | 100 | 0 | 0 |
| 187910 | Residential Water Meter Replacement | Replacement of obsolete residential water meters. | 4,400 | 0 | 4,400 | 0 | 0 |
| 207500 | Billing System Upgrade | Upgrade to a new version of billing system, to be implemented, since the current system will no longer be supported effective November 2020. | 1,500 | 0 | 1,500 | 0 | 0 |

2020 Financing Sources and Funding Status(\$'000)

| | | | 2020 | | | | |
|------------------------------|---|--|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <u>Projects</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 209013 | Technology Initiatives | To maintain Public Works systems, support technology related initiatives/IT enhancements and to sustain technology related work going forward. | 1,500 | 0 | 1,500 | 0 | 0 |
| 209800 | Public Works Health & Safety Initiative | To implement a Health & Safety program for Public Works department | 2,515 | 0 | 2,515 | 0 | 0 |
| Operations Support - Utility | | | 10,015 | 0 | 10,015 | 0 | 0 |
| Water Supply | | | 287,478 | 102,614 | 169,264 | 15,600 | 0 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 101966 | Victoria Reservoir | Construction of a 40-million-litre reservoir in the vicinity of King Street and Hurontario Street to provide storage for Pressure Zone 6. | 60,000 | 0 | 0 | 0 | 0 | 0 | 60,000 |
| 121420 | Rehabilitation of the Queensway Sub-Transmission Main | Rehabilitation and upgrade of the Queensway Sub-Transmission Main to provide additional east-west transfer capacity in Pressure Zone 2. | 0 | 0 | 20,000 | 0 | 0 | 0 | 20,000 |
| 131347 | System Improvements in Southwest Mississauga | Implementation of system improvements in southwest Mississauga to improve water quality and reliability and to improve residual pressure for customers. | 20,046 | 0 | 16,895 | 0 | 0 | 0 | 36,941 |
| 141240 | East Brampton Transmission Main Twinning | Construction of a 1500-mm transmission main from the Beckett-Sproule Pumping Station to the East Brampton Reservoir. | 0 | 0 | 0 | 10,000 | 0 | 0 | 10,000 |
| 141256 | Williams Parkway Sub-Transmission Main | Construction of a 900-mm Pressure Zone 5 Central sub-transmission main from Dixie Road to the West Brampton Pumping Station. | 20,000 | 0 | 64,086 | 0 | 0 | 0 | 84,086 |
| 141257 | Central Brampton Sub-Transmission Main | Construction of a Pressure Zone 5 Central sub-transmission main from the Beckett-Sproule Pumping Station to the East Brampton Pumping Station. | 0 | 0 | 0 | 8,200 | 0 | 0 | 8,200 |
| 141346 | System Improvements in Central Erin Mills (Phase 2) | Implementation of system improvements in central Erin Mills to improve water quality, reliability and residual pressure for customers. | 10,472 | 8,334 | 0 | 0 | 0 | 0 | 18,806 |
| 151940 | Silverthorn Reservoir and Pumping Station - Improvements and Upgrades | Construction of major improvements and upgrades at the Silverthorn Reservoir and Pumping Station. | 0 | 21,735 | 0 | 0 | 0 | 0 | 21,735 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 161126 | 400-mm Water Main - Hurontario Street | Construction of a 400-mm water main on Hurontario Street from Matheson Boulevard to Britannia Road. In conjunction with the Hurontario Light Rail Transit. | 3,485 | 0 | 0 | 0 | 0 | 0 | 3,485 |
| 181169 | 600-mm Water Main - Queen Street East | Construction of a 600-mm water main on Queen Street East from Goreway Drive to McVean Drive. | 6,128 | 0 | 0 | 0 | 0 | 0 | 6,128 |
| 181357 | 600-mm Water Main Replacement - Queen Street West | Replacement of the existing water main from Mill Street South to Haggert Avenue South in downtown Brampton. | 9,500 | 0 | 0 | 0 | 0 | 0 | 9,500 |
| 181394 | Queen Elizabeth Way Widening Impact - Water Infrastructure (Cawthra to East Mall) | Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way. | 3,200 | 1,000 | 0 | 5,000 | 0 | 0 | 9,200 |
| 181496 | Highway 401 Widening Impacts on Water Transmission Mains (Credit River to West Limits) | Replacement or relocation of transmission mains in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel. | 18,000 | 28,000 | 0 | 28,000 | 0 | 0 | 74,000 |
| 191120 | 600-mm Water Main - Lakeshore Road West | Construction of a 600-mm water main on Lakeshore Road West from the Lorne Park Water Treatment Plant to Front Street. | 0 | 0 | 10,156 | 0 | 0 | 0 | 10,156 |
| 191156 | 750-mm Water Main - Main Street/Centre Street | Construction of a 750-mm water main on Centre Street from Williams Parkway to John Street. Design in 2021. | 0 | 2,109 | 0 | 10,274 | 0 | 0 | 12,383 |
| 191172 | 600-mm Water Main - Clarkway Drive | Construction of a 600-mm water main on Clarkway Drive from Castlemore Road northerly to the future east-west road. | 0 | 0 | 3,181 | 0 | 0 | 0 | 3,181 |
| 191189 | 400-mm Water Main - Old School Road | Construction of a 400-mm water main on Old School Road from Heart Lake Road to Dixie Road. | 1,992 | 0 | 0 | 0 | 0 | 0 | 1,992 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 191190 | 400-mm Water Main - Dixie Road | Construction of a 400-mm water main on Dixie Road from Old School Road to 1900 metres southerly. | 3,782 | 0 | 0 | 0 | 0 | 0 | 3,782 |
| 201000 | Unallocated Funds for the Water Program | Funding available for unforeseen, unplanned or emergency water-related works valued under \$250,000. | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 | 10,000 |
| 201002 | Easement Acquisition for Existing Water Infrastructure | Funding for the acquisition of easements for existing water infrastructure. | 100 | 100 | 100 | 100 | 100 | 500 | 1,000 |
| 201119 | 400-mm Water Main - Square One Drive Extension | Construction of a 400-mm water main on the future extension of Square One Drive from Rathburn Road West to Confederation Parkway. | 710 | 0 | 0 | 0 | 0 | 0 | 710 |
| 201129 | 400-mm Water Main - Eglinton Avenue East | Construction of a 400-mm water main on Eglinton Avenue East from Hurontario Street to Sorrento Drive. | 1,721 | 0 | 0 | 0 | 0 | 0 | 1,721 |
| 201157 | 400-mm Water Main - Future Clark Boulevard | Construction of a 400-mm water main on the future extension of Clark Boulevard from Rutherford Road to Hansen Road South. Design in 2020. | 147 | 729 | 0 | 0 | 0 | 0 | 876 |
| 201175 | 400-mm Water Main - Future Street (Highway 427 Industrial) | Construction of a 400-mm water main on a future street from Highway 50 to Coleraine Drive. | 241 | 0 | 1,151 | 0 | 0 | 0 | 1,391 |
| 201176 | 400-mm Water Main - Coleraine Drive | Construction of a 400-mm water main on Coleraine Drive from the future east-west road to Countryside Drive. Design in 2020. | 573 | 0 | 2,642 | 0 | 0 | 0 | 3,215 |
| 201177 | 400-mm Water Main - Coleraine Drive | Construction of a 400-mm water main on Coleraine Drive from Mayfield Road to Countryside Drive. Design in 2020. | 385 | 0 | 1,799 | 0 | 0 | 0 | 2,184 |
| 201300 | Water Distribution System - Major Maintenance | Funding for major maintenance of the Region of Peel's water distribution system. | 2,100 | 2,100 | 2,100 | 2,100 | 2,100 | 10,500 | 21,000 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 201301 | Replacement of Water Services | Funding for the replacement of water services in the Region's water distribution system. | 250 | 0 | 0 | 0 | 0 | 0 | 250 |
| 201302 | Valve Rehabilitation and Replacement Program | Rehabilitation and replacement program for large diameter valves in the lake-based water distribution system. | 1,000 | 2,500 | 5,000 | 5,000 | 5,000 | 25,000 | 43,500 |
| 201303 | Design for the Replacement of Water Mains in Peel | Funding for the design of water main replacement projects in the Region of Peel for the following year to facilitate on-time construction. | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 17,500 | 35,000 |
| 201305 | Condition Assessment of the Water Distribution System | Inspection and condition assessment program for the lake-based water distribution system. | 150 | 0 | 0 | 0 | 0 | 0 | 150 |
| 201310 | Replacement of Water Mains in Mississauga | Replacement of water mains, system improvements and looping of dead-end mains in Mississauga to improve water quality and reliability of the distribution system. | 23,161 | 24,000 | 24,000 | 24,000 | 27,000 | 135,000 | 257,161 |
| 201311 | 400-mm Water Main Replacement - Dixie Road | Replacement of the existing 350-mm/400-mm water main on Dixie Road from Britannia Road East to the south side of Highway 401. | 10,500 | 0 | 0 | 0 | 0 | 0 | 10,500 |
| 201340 | Replacement of Water Mains in Brampton | Replacement of water mains, system improvements and looping of dead-end mains in Brampton to improve water quality and reliability of the distribution system. | 11,793 | 11,500 | 11,500 | 11,500 | 13,000 | 65,000 | 124,293 |
| 201370 | Replacement of Water Mains in Caledon | Replacement of water mains, system improvements and looping of dead-end mains in Caledon to improve water quality and reliability of the distribution system. | 4,596 | 1,050 | 1,050 | 1,050 | 1,050 | 5,250 | 14,046 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 201393 | Hurontario Light Rail Transit Impacts on Water Infrastructure | Funding to cover the Region's contribution to water main replacements along the future Hurontario Light Rail Transit. | 7,612 | 7,612 | 0 | 0 | 0 | 0 | 15,223 |
| 201395 | Queen Elizabeth Way Widening Impact - Water Infrastructure (Hurontario to Credit River) | Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way from Mississauga Road to Hurontario Street. | 3,000 | 0 | 0 | 3,000 | 0 | 0 | 6,000 |
| 201396 | Highway 401 Widening Impact - Water Infrastructure (Credit River to West Limits) | Replacement or relocation of water mains in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel. | 7,000 | 0 | 0 | 0 | 0 | 0 | 7,000 |
| 201405 | Transmission Main Inspection Program | Inspection and condition assessment program for the lake-based water transmission mains and implementation of real-time monitoring. | 2,000 | 2,250 | 2,250 | 2,250 | 2,250 | 11,250 | 22,250 |
| 201406 | Flow Monitoring for the Lake-Based Water Supply System | Installation of flow and pressure monitoring equipment for the lake-based water transmission and distribution systems. | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 0 | 7,500 |
| 201502 | Hydraulic Water Model Update | Update and calibration of the Region's hydraulic water model. | 1,750 | 0 | 0 | 0 | 0 | 1,750 | 3,500 |
| 201520 | Non-Growth-Related Water Infrastructure Planning | Asset management and other non-growth-related studies for the Region's water system. | 300 | 300 | 300 | 300 | 300 | 1,500 | 3,000 |
| 201530 | Development-Related Water Infrastructure Planning | Funding for water infrastructure planning and studies related to new development. | 850 | 850 | 850 | 850 | 850 | 4,250 | 8,500 |
| 201570 | West Caledon Transmission Main and Elevated Tank - Class Environmental Assessment | Class Environmental Assessment for a new transmission main and elevated tank in the vicinity of King Street and Creditview Road. | 1,500 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| 201582 | Inglewood Village - New Groundwater Well - Class Environmental Assessment | Class Environmental Assessment for a new groundwater well to service future development in Inglewood Village. | 750 | 0 | 0 | 0 | 0 | 0 | 750 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 201583 | Palgrave - New Groundwater Well - Class Environmental Assessment | Class Environmental Assessment for a new groundwater well to service future development in Palgrave. | 750 | 0 | 0 | 0 | 0 | 0 | 750 |
| 201805 | Groundwater Systems - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement for the groundwater systems. | 400 | 250 | 250 | 250 | 950 | 7,265 | 9,365 |
| 201820 | Source Water and Wellhead Protection Program | Funding for source water protection, land management and Wellhead Protection Area issues in Peel relating to requirements legislated under the Clean Water Act. | 200 | 0 | 0 | 0 | 0 | 0 | 200 |
| 201843 | Groundwater Well Facilities - Ultraviolet Disinfection | Installation of ultraviolet disinfection at six of the groundwater well facilities in Caledon. | 3,000 | 3,000 | 0 | 0 | 0 | 0 | 6,000 |
| 201906 | Arthur P. Kennedy Water Treatment Plant - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the Arthur P. Kennedy Water Treatment Plant. | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 11,000 | 22,000 |
| 201907 | Lorne Park Water Treatment Plant - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the Lorne Park Water Treatment Plant. | 1,150 | 1,150 | 1,150 | 1,150 | 1,150 | 5,750 | 11,500 |
| 201908 | Water Treatment Research and Innovation | Funding for collaborative research and innovation projects to improve the efficiency and effectiveness of treatment operations for the lake-based water system. | 350 | 350 | 350 | 350 | 350 | 1,750 | 3,500 |
| 201910 | Replacement of Membrane Filters at the Lorne Park Water Treatment Plant | Replacement program for the membrane filters at the Lorne Park Water Treatment Plant. | 6,500 | 8,000 | 0 | 0 | 0 | 0 | 14,500 |
| 201920 | Arthur P. Kennedy Water Treatment Plant - Condition Assessment Program | Condition assessment of the Arthur P. Kennedy Water Treatment Plant and development of a maintenance plan. | 200 | 200 | 200 | 200 | 200 | 1,000 | 2,000 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 201922 | Arthur P. Kennedy Water Treatment Plant - Yard Piping Improvements | Various yard piping improvements at the Arthur P. Kennedy Water Treatment Plant to facilitate new infrastructure. | 8,000 | 0 | 0 | 0 | 0 | 0 | 8,000 |
| 201930 | Lorne Park Water Treatment Plant - Condition Assessment Program | Condition assessment of the Lorne Park Water Treatment Plant and development of a maintenance plan. | 150 | 150 | 150 | 150 | 150 | 750 | 1,500 |
| 201931 | Lorne Park Water Treatment Plant - Treated Water Reservoir Rehabilitation | Rehabilitation of the treated water reservoir at the Lorne Park Water Treatment Plant. Design in 2020. | 750 | 3,500 | 0 | 0 | 0 | 0 | 4,250 |
| 211112 | 400-mm Water Main - Derry Road West (Ninth Line Lands) | Construction of a 400-mm water main on Derry Road West from Tenth Line West to Ninth Line. Design in 2021. | 0 | 491 | 0 | 2,345 | 0 | 0 | 2,836 |
| 211113 | 400-mm Water Main - Ninth Line (Ninth Line Lands) | Construction of a 400-mm water main on Ninth Line from Derry Road West to Terragar Boulevard. Design in 2021. | 0 | 429 | 0 | 2,067 | 0 | 0 | 2,496 |
| 211151 | 600-mm Water Main - Church Street East | Construction of a 600-mm water main on Church Street East from Centre Street North to Main Street North. Design in 2021. | 0 | 2,176 | 0 | 9,844 | 0 | 0 | 12,020 |
| 211160 | 400-mm Water Main - Queen Street East (Bram East) | Construction of a 400-mm water main on Queen Street East from Cherrycrest Drive to the Gore Road. Design in 2021. | 0 | 873 | 0 | 3,999 | 0 | 0 | 4,872 |
| 211170 | 750-mm Water Main - Countryside Drive (Highway 427 Industrial) | Construction of a 750-mm water main on Countryside Drive from The Gore Road to Clarkway Drive. Design in 2021. | 0 | 1,062 | 0 | 5,207 | 0 | 0 | 6,269 |
| 211196 | 400-mm Water Main - Humber Station Road (Bolton West) | Construction of a 400-mm water main on Humber Station Road from Mayfield Road to 1450 metres northerly. Design in 2021. | 0 | 763 | 0 | 3,634 | 0 | 0 | 4,397 |
| 211407 | Transmission Main Rehabilitation Program | Rehabilitation program for the lake-based water transmission mains. | 0 | 2,250 | 2,000 | 2,000 | 2,000 | 10,000 | 18,250 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 211430 | 2100-mm Beckett Sproule Transmission Main - Rehabilitation | Rehabilitation of the 2100-mm Beckett Sproule Transmission Main to repair defects introduced during construction of the water main. | 0 | 10,000 | 0 | 0 | 0 | 0 | 10,000 |
| 211503 | York-Peel Capital Infrastructure Study | Validation of the replacement costs for the water and wastewater capital infrastructure that are shared by Peel and York Regions. | 0 | 100 | 0 | 0 | 0 | 100 | 200 |
| 211566 | Streetsville Transmission Main - Class Environmental Assessment | Class Environmental Assessment for a 2100-mm new transmission main from the Herridge Pumping Station to the Streetsville Reservoir. | 0 | 1,500 | 0 | 0 | 0 | 0 | 1,500 |
| 211830 | Caledon East - New Groundwater Well | Construction of a new municipal groundwater well in Caledon East to service future development. Design in 2021. | 0 | 1,275 | 0 | 8,500 | 0 | 0 | 9,775 |
| 211904 | Transmission Facilities - Major Maintenance and Equipment Replacement | Funding for planned major maintenance and equipment replacement at the lake-based pumping stations, reservoirs and elevated tanks. | 0 | 2,750 | 2,750 | 2,750 | 2,750 | 13,750 | 24,750 |
| 211915 | Reservoir Rehabilitation and Improvement Program | Program to rehabilitate and upgrade various reservoirs in the lake-based water supply system. | 0 | 750 | 750 | 0 | 0 | 0 | 1,500 |
| 211923 | Arthur P. Kennedy Water Treatment Plant - Treated Water Reservoir Expansion | Construction of a new 35-million-litre treated water reservoir at the Arthur P. Kennedy Water Treatment Plant. Class Environmental Assessment in 2021 and design in 2022. | 0 | 1,000 | 7,500 | 0 | 50,000 | 0 | 58,500 |
| 211974 | Beckett Sproule Transfer Pumping Station - Capacity Expansion | Installation of additional transfer pumping capacity at the Beckett Sproule Pumping Station. Approximately 71% funded by York Region. Design in 2021. | 0 | 1,045 | 6,963 | 0 | 0 | 0 | 8,008 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 221114 | 400-mm Water Main - Ninth Line (Ninth Line Lands) | Construction of a 400-mm water main on Ninth Line from Derry Road West to 620 metres southerly. Design in 2022. | 0 | 0 | 349 | 0 | 1,707 | 0 | 2,056 |
| 221161 | 600-mm Water Main - Goreway Drive | Construction of a 600-mm water main on Goreway Drive from Intermodal Drive to Steeles Avenue East. Design in 2022. | 0 | 0 | 907 | 0 | 4,231 | 0 | 5,138 |
| 221171 | 600-mm Water Main - Countryside Drive (Highway 427 Industrial) | Construction of a 600-mm water main on Countryside Drive from Clarkway Drive to the future north-south road. Design in 2022. | 0 | 0 | 734 | 0 | 3,516 | 0 | 4,251 |
| 221226 | Queensway Sub-Transmission Main Extension | Construction of a 1050-mm/900-mm sub-transmission main on Bloor Street from the Silverthorn Pumping Station to The Queensway East. Design in 2022. | 0 | 0 | 12,055 | 0 | 66,526 | 0 | 78,582 |
| 221504 | Water Master Servicing Plan Update | Review and update of the Region of Peel's Master Plan for the lake-based water supply system. | 0 | 0 | 1,500 | 0 | 0 | 1,500 | 3,000 |
| 221831 | Inglewood Village - New Groundwater Well | Construction of a new municipal groundwater well in Inglewood to service future development. Design in 2022. | 0 | 0 | 1,500 | 0 | 10,000 | 0 | 11,500 |
| 221832 | Palgrave - New Groundwater Well | Construction of a new municipal groundwater well in Palgrave to service future development in Palgrave Village and Palgrave Estates. Design in 2022. | 0 | 0 | 150 | 0 | 600 | 0 | 750 |
| 221911 | Arthur P. Kennedy Water Treatment Plant - Replacement of Granular Activated Carbon Filter Media | Replacement program for the granular activated carbon filter media used to mitigate taste and odour at the Arthur P. Kennedy Water Treatment Plant. | 0 | 0 | 4,603 | 0 | 0 | 5,000 | 9,603 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 221912 | Lorne Park Water Treatment Plant - Replacement of Granular Activated Carbon Filter Media | Replacement program for the granular activated carbon filter media used to mitigate taste and odour at the Lorne Park Water Treatment Plant. | 0 | 0 | 3,152 | 0 | 0 | 3,179 | 6,331 |
| 221951 | Snelgrove Elevated Tank - Decommissioning | Decommissioning of the Snelgrove Elevated Tank after the Victoria Reservoir and Transmission Main are in service. Assessment in 2022. | 0 | 0 | 250 | 3,000 | 0 | 0 | 3,250 |
| 231123 | 600-mm Water Main - Atlantic Avenue/Creekbank Road | Construction of a 600-mm water main on Atlantic Avenue and the future extension of Creekbank Road from Britannia Road East to Sismet Road. Design in 2023. | 0 | 0 | 0 | 2,356 | 0 | 10,972 | 13,329 |
| 231133 | 600-mm Water Main - Future Williams Parkway (Bram West) | Construction of a 600-mm water main on the future extension of Williams Parkway from Heritage Road to Mississauga Road. Design in 2023. | 0 | 0 | 0 | 517 | 0 | 2,543 | 3,061 |
| 231138 | 600-mm Water Main - Heritage Road (Bram West) | Construction of a 600-mm water main on Heritage Road from the future extension of Williams Parkway to the New Road A in Bram West. Design in 2023. | 0 | 0 | 0 | 1,428 | 0 | 6,537 | 7,965 |
| 231174 | 600-mm Water Main - Clarkway Drive (Highway 427 Industrial) | Construction of a 600-mm water main on Clarkway Drive from Mayfield Road to Countryside Drive. Design in 2023. | 0 | 0 | 0 | 585 | 0 | 2,736 | 3,321 |
| 231193 | 600-mm Water Main - Healey Road (Bolton West) | Construction of a 600-mm water main on Healey Road from Coleraine Drive to Humber Station Road. Design in 2023. | 0 | 0 | 0 | 704 | 0 | 3,224 | 3,927 |
| 231195 | 400-mm Water Main - Humber Station Road (Bolton West) | Construction of a 400-mm water main on Humber Station Road from a future street north of Mayfield Road to Healey Road. Design in 2023. | 0 | 0 | 0 | 577 | 0 | 2,732 | 3,309 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|--|---|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 231270 | West Caledon Transmission Main | Construction of a 750-mm transmission main from the Alloa Pumping Station to the future West Caledon Elevated Tank. Design in 2023. | 0 | 0 | 0 | 7,425 | 0 | 22,045 | 29,470 |
| 231509 | Water Distribution System Asset Management Plan | Update of the long-term state of good repair plan for the Region's water distribution system. | 0 | 0 | 0 | 750 | 0 | 750 | 1,500 |
| 231909 | Replacement of Membrane Filters at the Arthur P. Kennedy Water Treatment Plant | Replacement program for the membrane filters at the Arthur P. Kennedy Water Treatment Plant. | 0 | 0 | 0 | 8,798 | 8,798 | 19,888 | 37,483 |
| 231941 | West Caledon Elevated Tank | Construction of a new 10-million-litre elevated tank in southwest Caledon to provide storage for Pressure Zone 7. Design in 2023. | 0 | 0 | 0 | 2,614 | 0 | 15,809 | 18,423 |
| 241130 | 750-mm Water Main - Bovaird Drive West (Heritage Heights) | Construction of a 750-mm water main on Bovaird Drive West from Mississauga Road to Heritage Road. Design in 2024. | 0 | 0 | 0 | 0 | 1,068 | 5,233 | 6,301 |
| 241134 | 900-mm Water Main - Heritage Road (Heritage Heights) | Construction of a 900-mm water main on Heritage Road from the West Brampton Pumping Station to Bovaird Drive. Design in 2024. | 0 | 0 | 0 | 0 | 1,369 | 6,414 | 7,783 |
| 241172 | 400-mm Water Main - Countryside Drive (Highway 427 Industrial) | Construction of a 400-mm water main on Countryside Drive from Coleraine Drive to the future north-south road. Design in 2024. | 0 | 0 | 0 | 0 | 271 | 1,287 | 1,558 |
| 241194 | 400-mm Water Main - Humber Station Road (Bolton West) | Construction of a 400-mm water main on Humber Station Road from Healey Road to future street northerly. Design in 2024. | 0 | 0 | 0 | 0 | 376 | 1,757 | 2,133 |
| 241313 | 600-mm Water Main Replacement - Derry Road East | Replacement of the existing water main from Dixie Road to Airport Road. Design in 2023. | 0 | 0 | 0 | 0 | 2,486 | 13,612 | 16,098 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------|---|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 241565 | Meadowvale North Transmission Main - Class Environmental Assessment | Class Environmental Assessment for a new 1800-mm transmission main from the Streetsville Pumping Station to the Meadowvale North Reservoir. | 0 | 0 | 0 | 0 | 1,500 | 0 | 1,500 |
| 241983 | West Brampton Pumping Station - Capacity Expansion | Installation of additional high-lift pumping capacity at the West Brampton Pumping Station. Design in 2024. | 0 | 0 | 0 | 0 | 194 | 920 | 1,114 |
| 251199 | Future Growth-Related Distribution Water Main Projects (Capital) | Funding for growth-related distribution water main projects in the sixth year or later of the Region's capital plan for the Water Program that are managed by Capital Works. | 0 | 0 | 0 | 0 | 0 | 56,473 | 56,473 |
| 251299 | Future Transmission System Projects | Funding for transmission system projects in the sixth year or later of the Region's capital plan for the Water Program. | 0 | 0 | 0 | 0 | 0 | 68,775 | 68,775 |
| 251395 | Future System Improvements to Address Low Pressure Issues | Allocation of funding for system improvements to address low pressure issues in the Region of Peel. | 0 | 0 | 0 | 0 | 0 | 17,809 | 17,809 |
| 251996 | Future Non-Growth-Related Treatment Facility Projects | Funding for future non-growth-related water treatment facilities projects in the sixth year or later of the Region's capital plan for the Water Program. | 0 | 0 | 0 | 0 | 0 | 5,800 | 5,800 |
| 251998 | Future Non-Growth-Related Water Facilities Projects | Funding for non-growth-related water facilities projects in the sixth year or later of the Region's capital plan for the Water Program. | 0 | 0 | 0 | 0 | 0 | 123,592 | 123,592 |
| 251999 | Future Growth-Related Water Facilities Projects | Funding for growth-related water facilities projects in the sixth year or later of the Region's capital plan for the Water Program. | 0 | 0 | 0 | 0 | 0 | 1,884 | 1,884 |
| Water | | | 268,444 | 165,431 | 222,523 | 191,024 | 220,041 | 734,339 | 1,801,801 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|----------------------------|--|--|-------------|-------------|-------------|-------------|-------------|-----------------|--------------|
| Project | Name | Description | | | | | | | |
| 221131 | 400-mm Water Main - Future Financial Drive (Bram West) | Construction of a 400-mm water main on the future Financial Drive from Heritage Road to Winston Churchill Boulevard. | 0 | 0 | 3,377 | 0 | 0 | 0 | 3,377 |
| 221140 | 400-mm Water Main - Future Lagerfeld Drive (Mount Pleasant) | Construction of a 400-mm water main on the future extension of Lagerfeld Drive from Mississauga Road to Creditview Road. | 0 | 0 | 1,986 | 0 | 0 | 0 | 1,986 |
| 221178 | 400-mm Water Main - Future East-West Road (Highway 427 Industrial) | Construction of a 400-mm water main on the future east-west road from The Gore Road to Clarkway Drive. | 0 | 0 | 2,341 | 0 | 0 | 0 | 2,341 |
| 241173 | 600-mm Water Main - Future Street (Highway 427 Industrial) | Construction of a 600-mm water main on the future north-south road from the future east-west road to Countryside Drive. | 0 | 0 | 0 | 0 | 4,180 | 0 | 4,180 |
| 241179 | 600-mm Water Main - Future East-West Road (Highway 427 Industrial) | Construction of a 600-mm water main on the future east-west road from Clarkway Drive to the future north-south road. | 0 | 0 | 0 | 0 | 992 | 0 | 992 |
| 251198 | Future Growth-Related Distribution Water Main Projects (Development) | Funding for growth-related distribution water main projects in the sixth year or later of the Region's capital plan for the Water Program that are managed by Development Services. | 0 | 0 | 0 | 0 | 0 | 7,738 | 7,738 |
| Water Development Services | | | 0 | 0 | 7,704 | 0 | 5,172 | 7,738 | 20,614 |
| 189070 | Salt Storage Facility Replacements - Copper Road | For the demolition of existing, and construction of new salt storage facility at Copper Yard that meets the current and future salt storage requirements as well as environmental standards. | 2,000 | 0 | 0 | 0 | 0 | 0 | 2,000 |
| 209020 | Vehicle and Gas Powered Equipment | Replacement of regional vehicles and equipment and system upgrades. | 6,744 | 5,716 | 6,296 | 6,611 | 3,215 | 27,514 | 56,095 |

Service: Water Supply

2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|------------------------------|--|---|----------------|----------------|----------------|----------------|----------------|-----------------|------------------|
| Project | Name | Description | | | | | | | |
| 209040 | Public Works Facility Repair and Maintenance | Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments. | 275 | 393 | 874 | 322 | 528 | 5,354 | 7,746 |
| Operations Support - Tax | | | 9,019 | 6,109 | 7,170 | 6,933 | 3,743 | 32,868 | 65,841 |
| 177900 | Commercial Water Meter Replacement | Replacement of obsolete commercial water meters. | 100 | 200 | 200 | 100 | 200 | 700 | 1,500 |
| 177940 | Meter Installation Equipment | New equipment (handheld devices) for field staff as part of the switch to electronic work orders. | 0 | 100 | 0 | 0 | 100 | 100 | 300 |
| 187910 | Residential Water Meter Replacement | Replacement of obsolete residential water meters. | 4,400 | 4,000 | 4,100 | 4,300 | 4,500 | 24,300 | 45,600 |
| 207500 | Billing System Upgrade | Upgrade to a new version of billing system, to be implemented, since the current system will no longer be supported effective November 2020. | 1,500 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| 209013 | Technology Initiatives | To maintain Public Works systems, support technology related initiatives/IT enhancements and to sustain technology related work going forward. | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 7,500 | 15,000 |
| 209800 | Public Works Health & Safety Initiative | To implement a Health & Safety program for Public Works department | 2,515 | 1,385 | 980 | 560 | 560 | 0 | 6,000 |
| 227930 | Meter Reading Equipment | Upgrade of handheld Meter Reading equipment. Includes obtaining new drive-by computer software to be installed in a vehicle to remotely read RF (remote frequency) water meters while in the vehicle. | 0 | 0 | 220 | 0 | 0 | 220 | 440 |
| Operations Support - Utility | | | 10,015 | 7,185 | 7,000 | 6,460 | 6,860 | 32,820 | 70,340 |
| Water Supply | | | 287,478 | 178,725 | 244,396 | 204,417 | 235,816 | 807,765 | 1,958,597 |

Strategic Plan Area of Focus:

Leading

Government is future-oriented and accountable

What are the Region's goals in investing to build a **Community for Life**? Listening and incorporating the voice of residents and businesses in decision-making. Ensuring a secure and financially flexible future. Constantly developing new, better and less costly ways to deliver services that residents and businesses value. Seeking to attract and retain top talent as an employer of choice. And acting, always, to earn and keep our community's trust.



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Capital Budget: \$33.5 million
Ten Year Plan: \$197.2 million

2020 Capital Plan Overview

The following table provides a summary of Enterprise Programs and Services' planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 639 | 90 | 729 |
| Externally Funded | - | 1,500 | 1,500 |
| Non-DC Internal | 74,436 | 31,909 | 106,344 |
| Total Expenditures | 75,075 | 33,499 | 108,573 |
| # of Projects | 88 | 15 | 103 |

Existing Capital Projects - \$75.1M

- There are 88 active projects ensuring the Region's investment in technology and office facilities are kept in a state of good repair, and that tools are available to plan for asset management, climate change and the financial sustainability of the Region

2020 Capital Budget - \$33.5M

Key highlights:

- \$10.9M is budgeted to ensure that Regional office facilities are kept in a state of good repair.
- \$1.2M is budgeted for purchase of corporate furniture.
- \$5.6M for network and communications infrastructure hardware and software replacement and upgrades.
- \$3.0M is budgeted for the Workforce Enablement Program which will replace aging personal computer equipment with technology to support workplace modernization and a mobile workforce.
- \$4.0M for procurement and implementation of an Enterprise Asset Management Technology solution to manage \$30 billion in Regional assets.
- \$2.2M to fund initiatives to adapt to and mitigate the impacts of climate change, build environmental resilience, and find innovative approaches to improve energy efficiency
- \$1.5M for Public Health Transition cost to be 100% funded by the Province

See Appendix I for details.

2020 Budget Risks

- Bill 108 could impact the Region's ability to fund growth related studies from Development Charges

Operating Impact of 2020 Capital Budget

- 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.

2020 – 2029 10-Year Capital Plan - \$197.2M

| | | |
|--|--|---|
| State of Good Repair \$151.2M | DC Funded Growth \$1.1M | Non-DC Funded Growth & Other \$44.9M |
|--|--|---|

Key Highlights:

- \$151.2M 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.
- DC Growth related projects of \$1.1M include development charge reviews to ensure compliance to provincial plans and changing legislation.
- Non-DC projects of \$44.9M include climate change studies and investments to build environmental resilience as well as technology initiatives to provide efficient and modern service to citizens.

See Appendix II for details.

2020 Financing Sources and Funding Status (\$'000)

| Project | Name | Description | 2020 | | | | |
|---|--|---|---------------|---------------------|---------------|------------------|--------------|
| | | | Total Expense | Development Charges | Reserve Funds | External Funding | Debt Funding |
| 205215 | Corporate Furniture | Purchase of Corporate Furniture to accommodate growth and replace existing inventory | 1,180 | 0 | 1,180 | 0 | 0 |
| 205220 | Office Facility Major Maintenance | Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario | 10,903 | 0 | 10,903 | 0 | 0 |
| 205231 | Building Condition Assessments | Building Condition Assessment program to optimize and protect assets | 100 | 0 | 100 | 0 | 0 |
| 205238 | Facility Accommodation Program | Costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space requirements Initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction. Initiatives include research, assessments, feasibility studies, pilot/ demonstrations, SOGR support, ROI and program evaluation. | 948 | 0 | 948 | 0 | 0 |
| 207201 | Climate Change and Energy Management | | 2,200 | 0 | 2,200 | 0 | 0 |
| Corporate Services | | | 15,331 | 0 | 15,331 | 0 | 0 |
| 207339 | Public Health Transition | Public Health transition costs completely funded by Province | 1,500 | 0 | 0 | 1,500 | 0 |
| 187336 | Integrated Asset Management | Procurement and implementation of an Enterprise Asset Management technology solution to support \$28 Billion in Regional assets | 4,000 | 0 | 4,000 | 0 | 0 |
| 207131 | Development Charge Update | Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence. | 100 | 90 | 10 | 0 | 0 |
| 207327 | Finance Processes and Technology | Optimization, study and renewal of processes and Technology. | 1,500 | 0 | 1,500 | 0 | 0 |
| Finance | | | 7,100 | 90 | 5,510 | 1,500 | 0 |
| 207125 | Corporate Information Management | Funding for the deployment of Information Management Technology throughout the Region. | 695 | 0 | 695 | 0 | 0 |
| 207514 | Network Infrastructure Replacement | Replacement of existing network servers, network infrastructure and telephone system replacement. | 3,715 | 0 | 3,715 | 0 | 0 |
| 207533 | Data Centre Infrastructure | Data Centre / Application Improvements. | 220 | 0 | 220 | 0 | 0 |
| 207550 | Workforce Enablement Program | Desktop/Laptop Replacement | 3,000 | 0 | 3,000 | 0 | 0 |
| 207591 | Network & Telephone Infrastructure Enhancement | Growth related network costs. | 1,690 | 0 | 1,690 | 0 | 0 |
| 207602 | PSN Capital | Regional contribution to PSN System. | 1,748 | 0 | 1,748 | 0 | 0 |
| Digital & Information Services | | | 11,068 | 0 | 11,068 | 0 | 0 |
| Enterprise Programs and Services Total | | | 33,499 | 90 | 31,909 | 1,500 | 0 |

2020 Ten Year Combined Capital Program (\$'000)

| | | | 2020 | 2021 | 2022 | 2023 | 2024 | Yrs 6-10 | Gross |
|---|--|---|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Project Name | Description | | | | | | | | |
| 205215 | Corporate Furniture | Purchase of Corporate Furniture to accommodate growth and replace existing inventory | 1,180 | 1,100 | 1,100 | 400 | 400 | 2,000 | 6,180 |
| 205220 | Office Facility Major Maintenance | Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario | 10,903 | 14,195 | 8,774 | 5,477 | 2,648 | 22,704 | 64,702 |
| 205231 | Building Condition Assessments | Building Condition Assessment program to optimize and protect assets | 100 | 0 | 0 | 0 | 0 | 0 | 100 |
| 205238 | Facility Accommodation Program | Costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space requirements | 948 | 948 | 948 | 400 | 400 | 2,000 | 5,644 |
| 207115 | Refurbishment of the Council Chambers | Anticipated refurbishment of Council Chambers including audio and video equipment | 0 | 500 | 0 | 0 | 0 | 0 | 500 |
| 207201 | Climate Change and Energy Management | Initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction. Initiatives include research, assessments, feasibility studies, pilot/demonstrations, SOGR support, ROI and program evaluation. | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 11,000 | 22,000 |
| Corporate Services | | | 15,331 | 18,943 | 13,022 | 8,477 | 5,648 | 37,704 | 99,126 |
| 207339 | Public Health Transition | Public Health transition costs completely funded by Province | 1,500 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| 187336 | Integrated Asset Management | Procurement and implementation of an Enterprise Asset Management technology solution to support \$28 Billion in Regional assets | 4,000 | 0 | 0 | 0 | 0 | 0 | 4,000 |
| 207131 | Development Charge Update | Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence. | 100 | 300 | 100 | 100 | 100 | 500 | 1,200 |
| 207327 | Finance Processes and Technology | Optimization, study and renewal of processes and Technology. | 1,500 | 1,500 | 0 | 0 | 0 | 2,000 | 5,000 |
| Finance | | | 7,100 | 1,800 | 100 | 100 | 100 | 2,500 | 11,700 |
| 207125 | Corporate Information Management | Funding for the deployment of Information Management Technology throughout the Region. | 695 | 695 | 695 | 695 | 695 | 3,475 | 6,950 |
| 207514 | Network Infrastructure Replacement | Replacement of existing network servers, network infrastructure and telephone system replacement. | 3,715 | 1,059 | 1,792 | 1,797 | 2,689 | 8,659 | 19,711 |
| 207533 | Data Centre Infrastructure | Data Centre / Application Improvements. | 220 | 242 | 266 | 292 | 322 | 2,159 | 3,500 |
| 207550 | Workforce Enablement Program | Desktop/Laptop Replacement | 3,000 | 0 | 0 | 8,600 | 6,600 | 11,600 | 29,800 |
| 207591 | Network & Telephone Infrastructure Enhancement | Growth related network costs. | 1,690 | 906 | 997 | 1,097 | 1,327 | 8,233 | 14,250 |
| 207602 | PSN Capital | Regional contribution to PSN System. | 1,748 | 900 | 950 | 1,005 | 1,066 | 6,469 | 12,137 |
| Digital & Information Services | | | 11,068 | 3,802 | 4,700 | 13,486 | 12,699 | 40,595 | 86,348 |
| Enterprise Programs and Services Total | | | 33,499 | 24,545 | 17,822 | 22,063 | 18,447 | 80,799 | 197,174 |

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

| 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 1 : CORPORATE SERVICES
Emergency Services

| | | | | | | | |
|-------------------------------|----------|--------|--------|---|--------|-------|---|
| Region of Peel Emergency Plan | document | \$5.00 | \$0.00 | + | \$0.00 | -5.00 | X |
|-------------------------------|----------|--------|--------|---|--------|-------|---|

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 |
|---|---------|----------|----------|---|----------|--------|----|

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 |

| 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 |
|----------------------------|---------|--------|----------|---|----------|--------|----|

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 |
|-----------------------------------|-----------|---------------------|---------------------|-----|---------------------|------|---|

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 |

| 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 |

| 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 |
|--|--|--|--|----------------|--|--|-----|
| 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 |
| 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 |

| 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 |
|---|----|---------|--------|---|--------|--------|---|

| 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 4: PUBLIC WORKSLand 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 |
|---|------|---------|---------|---|---------|-------|---|

*2019 By-Law: "Integrated Planning - Planning Publications"

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

PART 4: PUBLIC WORKSWaste 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 SERVICESInfectious Disease Prevention

| | | | | | | | |
|---------------|-------------|-------------|--------|---|--------|--------------|-----|
| Thermometers* | Thermometer | Actual Cost | \$0.00 | + | \$0.00 | -Actual Cost | VII |
|---------------|-------------|-------------|--------|---|--------|--------------|-----|

PART 5: HEALTH SERVICESAdult 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 SERVICESLong 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 |

| 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.

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 Batteries | 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 |
| | Administrative Fee for Invoicing | per invoice | \$35.00 |

Total Expenditures: \$502.9 million

Net Expenditures: \$458.4 million

2020 Operating Budget Pressures

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|----------------|--------------------------|-------------|
| Peel Regional Police (PRP) | 468,574 | 45,504 | 423,070 | |
| Ontario Provincial Police (OPP) | 12,649 | 480 | 12,169 | |
| 2019 Revised Cost of Service | 481,223 | 45,984 | 435,239 | % |
| Base Budget Changes | | | | |
| <i>Cost of Living/Inflation¹</i> | | | | |
| PRP Labour Costs | 11,917 | - | 11,917 | |
| OPP Policing Contract and Property Services Costs | 209 | - | 209 | |
| <i>Base Subsidy/Recoveries²</i> | | | | |
| PRP External Programs | 649 | 1,096 | (447) | |
| <i>Cost Mitigation³</i> | | | | |
| PRP Services Contracted Out | (102) | - | (102) | |
| <i>Other Pressures⁴</i> | | | | |
| PRP Other | 2,893 | 203 | 2,690 | |
| PRP Police Services Board | (69) | - | (69) | |
| OPP Contract Reconciliations | 131 | - | 131 | |
| Base Budget Changes Subtotal | 15,628 | 1,299 | 14,329 | |
| Service Level Demand⁵ | | | | |
| PRP | | | | |
| • 27 Uniform Patrol Officers | | | | |
| • 8 Speciality Bureau Officers | 5,081 | - | 5,081 | |
| • 22 Civilian Support positions | 1,540 | - | 1,540 | |
| OPP | | | | |
| • Operating Costs for new Office | 15 | - | 15 | |
| Service Level Demand Subtotal | 6,636 | - | 6,636 | |
| Service Demand⁶ | | | | |
| PRP Service Demand (Funding Reduction) | (505) | (2,605) | 2,100 | |
| OPP Service Demand (Funding Reduction) | - | (90) | 90 | |
| Service Demand Subtotal | (505) | (2,695) | 2,190 | |
| Total 2020 Budget Change | 21,759 | (1,396) | 23,155 | |
| 2020 Proposed Budget | 502,982 | 44,588 | 458,394 | 5.3% |
| Peel Regional Police | 489,978 | 44,198 | 445,780 | 5.4% |
| Ontario Provincial Police | 13,004 | 390 | 12,614 | 3.7% |

Note: May not add up due to rounding

Operating Budget Pressures**Cost of Living/Inflation¹**

- The PRP budget includes an increase of \$11.9M for salaries and benefits for existing staff.
- OPP budget includes an increase of \$209K for OPP contract costs based on cost of living adjustments, inflationary increases, and base cost increases in the OPP billing model which are linked to increased property counts within the Town of Caledon.

Base Subsidy/Recoveries²

- PRP - increased net recoveries from external contracts (\$0.4M).
- OPP - none

Cost Mitigation³

- PRP - Efficiencies of \$0.1M have been realized through additional outsourced cleaning services. This includes a reduction of four full-time positions which were eliminated as a result of contracted services.
- OPP – none

Other Pressures⁴

- PRP - an increase of \$2.7M is included in the budget to address operating requirements and inflationary pressures such as utilities, maintenance contracts, implementation of capital projects, and full deployment of mobile devices. The budget also includes a decrease of \$0.1M for the Police Services Board.
- OPP - a \$715K budget reduction to the OPP Policing Contract account was included in the 2019 budget based on OPP billing reconciliations and rebates received for 2015, 2016, and 2017. The 2018 actual OPP billing reconciliation showed a decrease in savings (or lower rebate); therefore budgeted savings were reduced to \$584K for the proposed 2020 budget. This results in a 2020 budget impact of \$131K. The majority of the reduced billing rebates received in the reconciliations relate to contract enhancement savings that have been realized due to non-billable hours, such as vacancies, training, etc. OPP Contract enhancements represent additional OPP officers dedicated to special units, such as the Community Response Unit, the Street Crime Unit, and Traffic Unit, within the Town of Caledon.

Service Level Demand⁵

- PRP - \$6.6M has been added to the budget for the following positions:
 - 27 Uniform Patrol Officers
 - 8 Speciality Bureau Officers
 - 22 Civilian Support positions are funded within the base budget (the full cost staffing formula recognizes that additional Uniform Officers has a direct impact on civilian support demands)

- OPP - an extended service office will be opening at the Southfields Village Community Centre (Mayfield West Secondary Plan Phase 1). Eight months of operating costs associated with the new office were included in the 2019 budget; the remaining four months of operating costs in the amount of \$15K is included in the proposed 2020 OPP Property Service costs.
- PRP - Community Events Policing: an amount of \$250K was allocated in the 2019 Regionally Controlled Budget for policing at community events in Brampton and Mississauga. For the 2020 budget the amount has been revised to include an additional \$13K for the City of Brampton (Council Resolution 2019-599). Combined with a 2.3% inflationary increase, the overall 2020 Budget amount is \$269K.

Service Demand⁶

- PRP Funding Reduction:
 - A decrease of \$2.6M in Provincial grant funding cuts partially offset by the elimination of the Strategic & Tactical Enforcement Policing (STEP) program (\$0.5M)
- OPP Funding Reduction:
 - In 2019, a new grant stream, Community Safety and Policing grant replaced 1000 officer program and Community Policing Program resulting in a decreased grant funding of \$80K.
 - Also in 2019, \$160K Court Security and Prisoner Transportation (CSPT) grant budget was reclassified from OPP contract budget to the grant recovery budget. Based on estimated CSPT costs this amount was further adjusted to \$150K for the 2020 budget, or \$10K lower.

Staffing Resources to Achieve Level of Service*

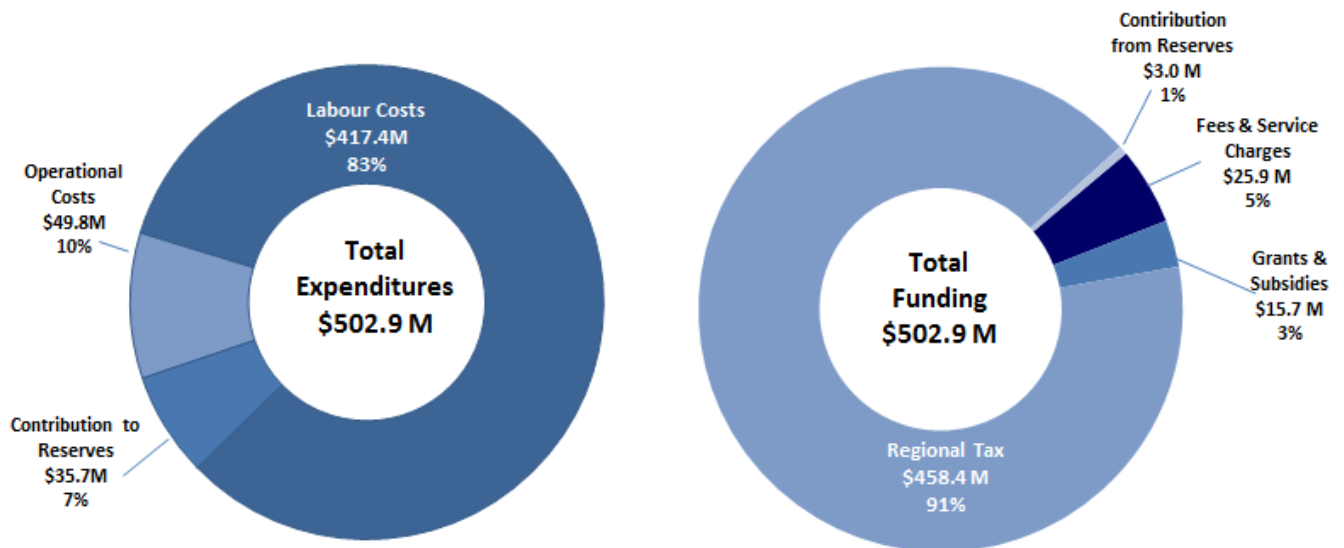
| 2019 | 2020 |
|----------|----------|
| 3,054.00 | 3,107.00 |

*Regular Positions (Full Time Equivalent, FTE)

For PRP the 2020 Budget includes a funding request for 27 Uniform Patrol Officers and 8 Specialty Bureau Officers. In addition, although 22 Civilian Support positions are required, 4 full-time positions were eliminated as a result of contracted services resulting in 18 net additional Civilian Support positions in 2020.

The OPP billing model does not track full-time equivalents in the budget or in the OPP contract, with the exception of the contract enhancement positions. As noted above in Other Pressures, OPP Contract enhancements represent additional OPP officers dedicated to special units. The proposed 2020 Budget does not include any new contract enhancements.

2020 Total Expenditures & Funding Source (In \$'000)



Note: May not add up due to rounding

2020 Budget Risks

- Peel Regional Police’s 2020 Budget is based on the best available information at this time. Any changes to Provincial grant funding and future collective bargaining results may have a financial impact on the budget.
- OPP (Town of Caledon) 2020 Budget assumption:
At this time, the 2021-2023 projections only include inflationary projections and will be updated based on a new OPP contract (starting in 2020).

Measuring our Performance

PRP

- Crime Rates - PRP’s crime rate per 100,000 for Crimes against Person (620), remains below National (1,144) and Provincial (899) rates. Similarly, the crime rate for Crimes against Property (1,902) also remains below National (3,339) and Provincial (2,621) rates.
- Solvency Rates – PRP’s solvency rates for Crimes against Persons (72%) remains above National (68%) and Provincial (67%) rates and Crimes against Property (24%) remains above National (21%) and Provincial (21%) rates.
- Traffic Enforcement – PRP’s Personal Injury Motor Vehicle Collision rate per 100,000 (148) remains below the National (308) and Provincial (246) rates. Peel's Fatal Motor Vehicle Collision rate (2.6) also remains below the National (4.6) and Provincial (3.7) rates.
- Community Satisfaction Level – A new community business survey is scheduled for completion in late 2019.

OPP

- Crime Rates – overall OPP/Town of Caledon crime rates have increased by 7.9% between 2018 and year-to-date June 2019, with the highest decline, 88%, noted in Drug Crime.
- Solvency/Clearance Rates - OPP's crime solvency rates declined 11.8% between 2018 and year-to-date June 2019.
- Traffic Enforcement – overall violation rates have increased by 5.8% between 2018 and June 2019. Town of Caledon’s Fatal Collisions have increased by 600% due to 7 fatalities occurring compared to 1 this time last year. The Property Damage Collisions have increased by 9.7%, and Personal Injury Collisions increasing by 1.9%.
- Community Satisfaction Level - survey results from 2018 indicated that 98.7% of respondents in Caledon felt “very safe” or “safe” in their Community and 94.4% of respondents were “very satisfied” or “satisfied” with the quality of police services provided by the OPP

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|---------|---------|-------|----------|------|---------|------|---------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | 481,223 | 502,982 | 4.5% | 521,111 | 3.6% | 541,897 | 4.0% | 560,789 | 3.5% |
| Total Revenue | 45,984 | 44,588 | -3.0% | 44,588 | 0.0% | 44,588 | 0.0% | 44,588 | 0.0% |
| Net Expenditure | 435,239 | 458,394 | 5.3% | 476,523 | 4.0% | 497,309 | 4.4% | 516,201 | 3.8% |
| PRP Net | 423,070 | 445,780 | 5.4% | 463,470 | 4.0% | 483,800 | 4.4% | 502,220 | 3.8% |
| OPP Net | 12,169 | 12,614 | 3.7% | 13,053 | 3.5% | 13,509 | 3.5% | 13,981 | 3.5% |

Note: May not add up due to rounding

Capital Budget: \$43.0 million

Ten Year Plan: \$456.1 million

2020 Capital Plan Overview

The following table provides a summary of Police Services planned capital project activity for 2020. The information below combines Peel Regional Police (PRP) and Ontario Provincial Police (OPP) Capital plans and includes funding sources for new capital project requests in 2020 and projects carried forward to 2020:

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | 612 | 710 | 1,322 |
| Externally Funded | 1,226 | 2,314 | 3,540 |
| Non-DC Internal | 76,891 | 39,991 | 116,882 |
| Total Expenditures | 78,729 | 43,015 | 121,744 |
| # of Projects | 77 | 21 | 98 |

Existing Capital Projects - \$78.7M***Peel Regional Police - \$78.4M*****Vehicles**

- Patrol, support, specialty, and growth vehicles ordered in 2019 will be received in 2020
- Replace pre-owned vehicles

Land and Facilities

- Develop, maintain, and expand Police facilities

Information Technology and Equipment

- Develop, purchase, replace, and maintain existing information technology systems and assets
- Purchase furniture, office equipment, and specialized and operational assets

VCOM Management

- Develop, purchase, replace, and maintain VCOM equipment, systems, and infrastructure

Communications

- Develop, purchase, replace, and maintain communications systems, software, and equipment

Service: Police Services

Ontario Provincial Police - \$0.3M

Land and Facilities

- \$0.3M is a carry-over amount for an extended service office at the Southfields Village (Mayfield West Phase 1) Community Centre. The Southfields Village Community Centre project is expected to be completed in 2020.

2020 Capital Budget - \$43.0M

Key Highlights:

Peel Regional Police - \$43.0M

The budget focuses on the following areas necessary to enable Peel Regional Police to meet service demands:

- \$10.0M to develop, expand, and maintain Police facilities (including land)
- \$22.5M to develop, purchase, replace, and maintain information technology systems and assets
- \$6.1M for the purchase of patrol, support, specialty, growth, and pre-owned vehicles
- \$1.3M for the purchase of specialized operational assets, furniture, and office equipment as well as the purchase of operational equipment for new uniform police staff
- \$0.7M for the development or purchase of communications systems, software, and equipment
- \$0.4M for the purchase of specialized operational equipment and vehicles for the Airport Division which are funded by the GTAA
- \$2.0M to develop, purchase, replace, and maintain VCOM infrastructure, systems and tower sites

Ontario Provincial Police - \$0

No new funding is being sought in the 2020 Budget.

See Appendix I for details.

Operating Impact of 2020 Capital Budget - \$0.6M

Peel Regional Police - \$0.6M

In 2020, the ongoing operating impact of capital projects totals \$0.6 million. Information technology capital projects require software and hardware maintenance.

| (In \$'000) | 2020 | 2021 | 2022 | 2023 | 2024 |
|----------------------|-------|---------|---------|---------|---------|
| Net Operating Impact | \$556 | \$1,000 | \$1,000 | \$1,000 | \$1,000 |

Service: Police Services

2020 – 2029 10-Year Capital Plan - \$457.0M

Key Highlights:

Peel Regional Police: \$456.1M

- \$206.1M million to develop, expand, and maintain Police facilities (including land)
- \$131.6M to develop, purchase, and maintain information technology systems and assets
- \$63.7M for the purchase of patrol, support, specialty, growth, and pre-owned vehicles in the fleet
- \$25.9M for the development or purchase of communications systems, software, and equipment
- \$16.9M for the purchase of specialized operational assets, furniture, and office equipment as well as the purchase of operational equipment for new police staff
- \$9.6M for upgrades or enhancements to VCOM infrastructure, systems, and tower sites
- \$2.3M for the purchase of specialized operational equipment and vehicles for the Airport Division which are funded by the GTAA

Ontario Provincial Police: \$0.9M

- \$0.9M added in 2025 to earmark for a minor ancillary building project

See Appendix II for details.

Appendix I - 2020 Financing Sources and Funding Status (\$'000)

| <u>Project</u> | <u>Name</u> | <u>Description</u> | 2020 | | | | |
|--------------------------------|--|--|----------------------|----------------------------|----------------------|-------------------------|---------------------|
| | | | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 208500 | Airport | This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority. | 427 | - | - | 427 | - |
| Airport | | | 427 | - | - | 427 | - |
| 208600 | Communications Systems | To undertake the purchase and implementation of communication systems. | 355 | - | 355 | - | - |
| 208601 | Communication Equipment for New Police Staff | To undertake the purchase and implementation of communication equipment for new uniform police staff. | 340 | 211 | 129 | - | - |
| Communication Equipment | | | 695 | 211 | 484 | - | - |
| 208200 | Information Technology Development | To undertake the purchase and implementation of information technology infrastructure. | 1,703 | - | 1,703 | - | - |
| 208220 | Enterprise Software | To undertake the purchase and implementation of software tools. | 4,046 | - | 4,046 | - | - |
| 208235 | Digital Recording | To undertake the purchase and implementation of digital recording infrastructure for interview rooms, holding facilities, and mobile cameras. | 3,720 | - | 3,720 | - | - |
| 208240 | Corporate Services Systems | To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux. | 1,115 | - | 1,115 | - | - |
| 208260 | Enhanced Technology Solutions | To undertake the purchase and implementation of information technology solutions within the organization. | 3,090 | - | 3,090 | - | - |
| 208270 | Investigative Information Technology Equipment | To undertake the purchase and implementation of hardware and software in order to meet the information technology and investigative requirements of various bureaux. | 3,274 | - | 3,274 | - | - |
| 208280 | Data Management Systems | To undertake the purchase and implementation of data management systems within the organization. | 2,820 | - | 2,820 | - | - |
| 208290 | Information Technology Equipment | To undertake the purchase of information technology assets (i.e. desktop computers, laptops, servers, data storage, network equipment, video equipment, televisions, etc.) | 1,712 | - | 1,712 | - | - |
| 208298 | Mobile Devices | To undertake the purchase and implementation of mobile data and communication devices. | 1,014 | - | 1,014 | - | - |
| Information Technology | | | 22,494 | - | 22,494 | - | - |

Service: Police Services

| | | | 2020 | | | | |
|---|-------------------------------------|--|----------------------|----------------------------|----------------------|-------------------------|---------------------|
| <u>Project</u> | <u>Name</u> | <u>Description</u> | <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |
| 208300 | Facilities Revitalization | To undertake ongoing maintenance, renovations, and expansion of police facilities. | 8,856 | - | 8,856 | - | - |
| 208320 | Facilities Enhancement | To undertake building condition projects, security and long-term feasibility studies, and implement the resulting recommendations. | 152 | - | 152 | - | - |
| 208322 | Divisional and Operational Facility | To construct or acquire a new divisional and operational police facility (including land). | 1,014 | - | 1,014 | - | - |
| Land and Facility | | | 10,022 | - | 10,022 | - | - |
| 208400 | Specialized and Operational Assets | To undertake the purchase and implementation of specialized and operational assets. | 809 | - | 809 | - | - |
| 208410 | Furniture | To undertake the purchase, set-up, relocation, and disposal of furniture | 203 | - | 203 | - | - |
| 208420 | Equipment for New Police Staff | To undertake the purchase of uniform and personal equipment for new uniform police staff. | 268 | 207 | 61 | - | - |
| Operational and Office Equipment | | | 1,280 | 207 | 1,073 | - | - |
| 208920 | VCOM Software/Hardware | To undertake the purchase and implementation of infrastructure, systems, and tower sites for the voice communication system. | 2,000 | - | 922 | 1,078 | - |
| VCOM Management Group | | | 2,000 | - | 922 | 1,078 | - |
| 208100 | Vehicles | To undertake the purchase of patrol, support, and specialty vehicles and related equipment. | 5,540 | - | 4,731 | 809 | - |
| 208110 | Vehicles for New Police Staff | To undertake the purchase of vehicles and related equipment for new uniform police staff. | 557 | 292 | 265 | - | - |
| Vehicles | | | 6,097 | 292 | 4,996 | 809 | - |
| Peel Regional Police (PRP) | | | 43,015 | 710 | 39,991 | 2,314 | - |

Appendix II – PRP 2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|--------------------------------|--|--|-------------|--------------|--------------|-------------|--------------|-----------------|---------------|
| Project | Name | Description | | | | | | | |
| 208500 | Airport | This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority. | 427 | 590 | 222 | 237 | 417 | 380 | 2,273 |
| Airport | | | 427 | 590 | 222 | 237 | 417 | 380 | 2,273 |
| 208600 | Communications Systems | To undertake the purchase and implementation of communication systems. | 355 | 875 | 900 | - | 3,400 | 4,350 | 9,880 |
| 208601 | Communication Equipment for New Police Staff | To undertake the purchase and implementation of communication equipment for new uniform police staff. | 340 | 270 | 270 | 270 | 270 | 1,350 | 2,770 |
| 208610 | Communication Equipment | To undertake the purchase and implementation of communication equipment. | - | - | 150 | - | - | 13,150 | 13,300 |
| Communication Equipment | | | 695 | 1,145 | 1,320 | 270 | 3,670 | 18,850 | 25,950 |
| 208200 | Information Technology Development | To undertake the purchase and implementation of information technology infrastructure. | 1,703 | 1,730 | 1,518 | 2,630 | 3,015 | 9,300 | 19,896 |
| 208220 | Enterprise Software | To undertake the purchase and implementation of software tools. | 4,046 | 1,787 | 1,200 | 2,050 | 750 | 5,700 | 15,533 |
| 208235 | Digital Recording | To undertake the purchase and implementation of digital recording infrastructure for interview rooms, holding facilities, and mobile cameras. | 3,720 | - | - | 1,350 | - | 1,100 | 6,170 |
| 208240 | Corporate Services Systems | To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux. | 1,115 | 3,200 | 150 | 200 | 750 | 3,600 | 9,015 |
| 208259 | Disaster Recovery | To implement a disaster recovery solution which will provide additional redundancies to information technology assets. | - | - | - | 2,000 | - | 1,000 | 3,000 |
| 208260 | Enhanced Technology Solutions | To undertake the purchase and implementation of information technology solutions within the organization. | 3,090 | 1,350 | 850 | 800 | 1,300 | 4,750 | 12,140 |
| 208270 | Investigative Information Technology Equipment | To undertake the purchase and implementation of hardware and software in order to meet the information technology and investigative requirements of various bureaux. | 3,274 | 980 | 625 | 320 | 1,650 | 3,770 | 10,619 |
| 208280 | Data Management Systems | To undertake the purchase and implementation of data management systems within the organization. | 2,820 | - | 3,000 | - | 200 | 16,000 | 22,020 |

Service: Police Services

| | | | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> | <u>Yrs 6-10</u> | <u>Gross</u> |
|---|-------------------------------------|--|---------------|----------------|---------------|---------------|---------------|-----------------|----------------|
| Project | Name | Description | | | | | | | |
| 208290 | Information Technology Equipment | To undertake the purchase of information technology assets (i.e. desktop computers, laptops, servers, data storage, network equipment, video equipment, televisions, etc.) | 1,712 | 2,200 | 2,555 | 2,058 | 2,319 | 13,119 | 23,963 |
| 208298 | Mobile Devices | To undertake the purchase and implementation of mobile data and communication devices. | 1,014 | 3,800 | - | 300 | - | 4,100 | 9,214 |
| Information Technology | | | 22,494 | 15,047 | 9,898 | 11,708 | 9,984 | 62,439 | 131,570 |
| 208300 | Facilities Revitalization | To undertake ongoing maintenance, renovations, and expansion of police facilities. | 8,856 | 500 | 1,500 | 500 | 500 | 4,500 | 16,356 |
| 208320 | Facilities Enhancement | To undertake building condition projects, security and long-term feasibility studies, and implement the resulting recommendations. | 152 | 150 | 150 | 150 | 400 | 750 | 1,752 |
| 208322 | Divisional and Operational Facility | To construct or acquire a new divisional and operational police facility (including land). | 1,014 | 126,000 | - | - | - | 57,000 | 184,014 |
| 208325 | PCSV Renovation/Expansion | To renovate, maintain, or expand the Peel Children's Safety Village facility | - | - | - | - | - | 4,000 | 4,000 |
| Land and Facility | | | 10,022 | 126,650 | 1,650 | 650 | 900 | 66,250 | 206,122 |
| 208400 | Specialized and Operational Assets | To undertake the purchase and implementation of specialized and operational assets. | 809 | 3,039 | 672 | 622 | 622 | 6,505 | 12,269 |
| 208410 | Furniture | To undertake the purchase, set-up, relocation, and disposal of furniture | 203 | 200 | 200 | 200 | 200 | 1,000 | 2,003 |
| 208420 | Equipment for New Police Staff | To undertake the purchase of uniform and personal equipment for new uniform police staff. | 268 | 268 | 268 | 268 | 268 | 1,340 | 2,680 |
| Operational and Office Equipment | | | 1,280 | 3,507 | 1,140 | 1,090 | 1,090 | 8,845 | 16,952 |
| 208920 | VCOM Software/Hardware | To undertake the purchase and implementation of infrastructure, systems, and tower sites for the voice communication system. | 2,000 | 1,300 | 2,000 | - | - | 4,300 | 9,600 |
| VCOM Management Group | | | 2,000 | 1,300 | 2,000 | - | - | 4,300 | 9,600 |
| 208100 | Vehicles | To undertake the purchase of patrol, support, and specialty vehicles and related equipment. | 5,540 | 5,641 | 6,961 | 5,019 | 5,876 | 31,459 | 60,496 |
| 208110 | Vehicles for New Police Staff | To undertake the purchase of vehicles and related equipment for new uniform police staff. | 557 | 292 | 292 | 292 | 292 | 1,460 | 3,185 |
| Vehicles | | | 6,097 | 5,933 | 7,253 | 5,311 | 6,168 | 32,919 | 63,681 |
| Peel Regional Police (PRP) | | | 43,015 | 154,172 | 23,483 | 19,266 | 22,229 | 193,983 | 456,148 |

Service: Police Services

Appendix II – OPP 2020 Ten Year Combined Capital Program (\$'000)

| | | | <u>Yrs. 6-10</u> | <u>Gross</u> |
|--|--------------------------|--|------------------|--------------|
| <u>Project</u> | <u>Name</u> | <u>Description</u> | | |
| 205625 | Minor Ancillary Building | Seized property that needs to be finger printed and processed for evidence are stored in the garage bays, accessible by all staff, which creates issues regarding property continuity. The new facility will allow the garage bays to resume to their intended use. Seized property and equipment can be properly secured in a controlled accessible environment, where proper continuity can be maintained. | 854 | 854 |
| OPP POLICE FACILITIES | | | 854 | 854 |
| Ontario Provincial Police (OPP) | | | 854 | 854 |

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Total Expenditures: \$28.7 million**Net Expenditures: \$28.2 million****2020 Operating Budget Pressures:**

| \$'000 | Total Expenditures | Total Revenue | Net Cost | |
|--|--------------------|---------------|---------------|-------------|
| 2019 CA Requests - Gross Budget | 43,480 | | | |
| Less: 2019 Funding from Utility | (16,028) | | | |
| 2019 Revised Cost of Service – Tax Funded | 27,452 | 510 | 26,942 | % |
| <i>Annualization</i> | - | - | - | |
| <i>Cost of Living/Inflation¹</i> | | | | |
| General Levy - Cost of Living | 508 | - | 508 | |
| <i>Base Subsidy/Recoveries</i> | | - | | |
| <i>Cost Mitigation²</i> | | | | |
| General Levy - Program Review | (152) | - | (152) | |
| <i>Other Pressures³</i> | | | | |
| General Levy – Reduction in debt financing charges | (2) | - | (2) | |
| Special Levy ⁴ | | | | |
| • Watershed | 145 | - | 145 | |
| • Climate Change | 562 | - | 562 | |
| • Infrastructure | 237 | - | 237 | |
| 2020 Budget Change before One-Time Costs | 1,298 | - | 1,298 | |
| Service Demand⁵ | | | | |
| Impact of Funding Reduction MNRF Natural Hazards | 7 | - | 7 | |
| Service Demand Subtotal | 7 | - | 7 | |
| 2020 Net Budget before One-Time Costs | 28,756 | 510 | 28,246 | |
| One Time Costs – Special Levy⁶ | | | | |
| Emerald Ash Borer | (90) | (90) | - | |
| One-Time Costs Subtotal | (90) | (90) | - | - |
| 2020 Net Budget – Tax Funded | 28,666 | 420 | 28,246 | 4.8% |
| Plus: 2020 Funding from Utility | 16,028 | | | |
| 2020 CA Request - Gross Budget | 44,695 | | | |

Note: May not add up due to rounding.

| CA Requests - Gross Budget (\$'000) | 2019 Budget | 2020 Budget | Change \$ 2020 vs. 2019 | Change % 2020 vs. 2019 |
|--|---------------|---------------|-------------------------|------------------------|
| Credit Valley Conservation | 23,877 | 24,689 | 812 | 3.4% |
| Toronto & Region Conservation | 18,607 | 19,099 | 492 | 2.6% |
| Conservation Halton | 486 | 487 | 1 | 0.2% |
| Sub-total before One-Time Costs | 42,970 | 44,275 | 1,305 | 2.9% |
| CA One-Time Costs | 510 | 420 | (90) | (17.6%) |
| CA Requests - Gross Budget | 43,480 | 44,695 | 1,215 | 2.8% |

1. Cost of Living/Inflation:¹ \$508K**Credit Valley Conservation increase of \$417K**

- Increase in Personnel costs - Cost of Living Adjustment (COLA) of 2%, steps, benefits and succession planning.

Toronto & Region Conservation Authority increase of \$63K

- Increase in Personnel Costs including cost of living adjustment (assumed 2%), benefits, and succession planning.

Conservation Halton increase of \$28K

- Compensation increases include adjustments as a result of a compensation review completed in 2019 and the annualization of the revised salary bands. Inflation has been assumed at 1.75% inflation for salary band adjustments and benefit increases assumed at average inflation of 2.0%. Included in the 2020 Budget for Watershed Management & Support Services (WMSS) is a decrease of 0.4 FTE staff. Staffing is determined by the Senior Leadership Team to address increases in service delivery needs. The compensation increases have been mitigated by the decrease in FTE's and in other expenses as well as increases in program revenue and chargebacks to the Parks and Capital programs.

2. Cost Mitigation:² (\$152K)**Credit Valley Conservation decrease of \$129K**

- Reductions in external contracted services and in materials & supplies.

Toronto & Region Conservation - none

- TRCA continues to review various options to maximize potential savings and efficiencies including, but not limited to the realignment of Corporate Services; the switch to Office 360 and Ceridian; and an overall analysis of all internal alignments and priorities

Conservation Halton decrease of \$22K

- Program service levels were reviewed and zero based budgeting was completed as part of the 2020 Budget process resulting in a decrease of 0.4 FTE, a reduction in discretionary expenses and increases in program revenues and the chargebacks to parks.

3. Other Pressures:³ (\$2K)

- **Conservation Halton decrease of \$2K**

Debt financing charges payable to the Region of Halton are estimated to decrease by \$3K based on the debt forecast for 2020 (provided during the 2019 budget).

In addition, debt financing charges for an existing land mortgage have increased by \$1K, the principal payments commenced in 2019; previous payments were interest only.

The impact to Peel is estimated to be a decrease of \$2K

4. Special Levy Budget Pressures:⁴ Overall increase of \$944K**Watershed: increase of \$145K****Credit Valley Conservation increase of \$45K**

- Minor adjustments to various projects.

Toronto & Region Conservation Authority increase of \$111K

- Minor adjustments to various projects related to staffing costs and increased costs for goods and services (including value of Canadian dollar).
- \$25K in EAB costs have been realigned from the Climate Change envelope to the Watershed envelope (Natural Heritage Regeneration Projects). This is a result of the operationalization of EAB work which had previously been funded by Region of Peel reserves.

Conservation Halton decrease of \$10K

- Watershed capital projects include a decrease related to the Flood Plain Mapping update (2020 budget – 16 Mile Creek); it is assumed that Region of Halton will fully fund this project in 2020 through other municipal funding

Climate Change: increase of \$562K**Credit Valley Conservation increase of \$346K**

- Additional contracted labour costs (equivalent of 1.5 FTEs)
- Increase in reserve contribution for water quantity and quality gauges
- Net increase in all other expenses

Toronto & Region Conservation Authority increase of \$216K

- Minor adjustments to various projects related to staffing costs and increased costs for goods and services (including value of Canadian dollar).
- EAB costs (\$25K) have been realigned from the Climate Change envelope to the Watershed envelope (Natural Heritage Regeneration Projects). This is a result of the operationalization of EAB work which had previously been funded by Region of Peel reserves.

Infrastructure: \$237K**Credit Valley Conservation increase of \$134K**

- Continued funding required for Belfountain Master Plan design as funding from other revenue sources such as the Clean Water & Wastewater Fund (CWWF) has ended.

Toronto & Region Conservation Authority increase of \$102K

- A portion of the increase in Infrastructure is related to the management and maintenance of both active and passive use properties including asset management activities for failing infrastructure.
- Additional funds will continue to support the implementation of the Albion Hills Conservation Area Master Plan which will enhance existing infrastructure at the facility with the initiation of the reconstruction of the main office building used to ensure that service levels are maintained moving forward

Conservation Halton increase of \$1K

- Increase in Information Technology and Flood Forecasting technology upgrades. Dams and Channels maintenance costs are funded through capital reserves financed by a transfer of the State of Good Repair Levy.

5. Service Demand:⁵ \$7K**Credit Valley Conservation – not applicable**

- Provincial funding reduction of \$82K is included within the 2020 budget
- CVC has met budget target
- There are additional unfunded pressures that are not included in the 2020 budget. CVC will continue to look at funding options to advance these deliverables.

Toronto & Region Conservation Authority – not applicable

- Provincial funding reduction of \$42K is absorbed within the 2020 budget target

Conservation Halton increase of \$7K

- Provincial funding for Natural Hazard Management was reduced in 2019 by \$145K in total, leaving a remaining balance of \$155K for the Flood Forecasting and Operations program. The impact to Peel of the reduced funding is a \$7K increase. Provincial funding for 2020 is assumed to remain at the 2019 level.

6. Special Levy One-Time Costs:⁶ (\$90K) to be funded from Peel Reserves**Emerald Ash Borer (\$90K)**

Emerald Ash Borer (EAB) is a hazard threat requiring the large scale removal of ash trees infected with EAB to mitigate human and property liability; monitoring of the rapid spread of EAB in the watershed; treatment of select ash trees as well as significant restoration efforts to address the negative ecological impacts resulting from the unprecedented loss of tree canopy impacting both animal and plant life in sensitive environmental areas. Significant progress has been made by both CVC and TRCA with regards to mitigating the EAB threat.

Going forward, TRCA's EAB activities will move to regular operations and be funded as part of the Special Levies. For CVC, EAB costs are anticipated to be funded from Peel's EAB Reserve until 2023.

- **Credit Valley Conservation decrease of \$40K**
 - Revised workplan submitted in 2018.
 - Costs in EAB Reserve projected to end in 2023 at the latest
- **Toronto & Region Conservation Authority decrease of \$50K**
 - This reduction in funding reflects TRCA's focus on the treatment and inventory of ash trees.
 - In 2020 TRCA proposes funding of \$25K to be included in the Watershed envelope.

See Appendix I for details of Conservation Authorities (CA's) Special Levy Projects.

Risk Methodology for Prioritizing Climate Change Projects

The 2020 Conservation Authority total levy includes climate change project costs of \$18.04 million. This comprises 54% of the Special Levy projects in the total amount of \$33.4M. Regional staff in collaboration with the staff from Credit Valley Conservation (CVC) and Toronto & Region Conservation Authority (TRCA) developed and refined a risk based methodology which classifies response to risk as the need to Act, Invest or Sustain. Since 2016 the Risk Methodology has been used in identifying priority climate change related projects within Peel Region. This has resulted in the following projects and budget request in the three risk classifications.

The table below provides a break-down of the classification, after application of the methodology to the 2020 CA’s Climate Change Budget and Programs.

| 2020 Projects # and \$M | CLIMATE CHANGE RISK CLASSIFICATIONS |
|----------------------------|--|
| | ACT |
| 8 \$4.2 | Programs in this class respond to urgent threats and impacts from severe weather experienced “today” and work to reduce risk to human health and safety, avoid substantial damage to infrastructure and property, or advance climate mitigation priorities. |
| | INVEST |
| 34 \$12.4 | Programs in this class respond to longer-term changes caused by increasing trends in annual temperature and precipitation and work to reduce present and future vulnerability through innovative and proactive activities. |
| | SUSTAIN |
| 6 \$1.4 | Programs in this class continue to manage and monitor environmental conditions that are generally resilient to both short and long-term climate threats; resilience is an outcome of CA interventions that need to be sustained, together with monitoring to ensure program effectiveness and/or flag emerging issues. |

The chart below is a summary of the application of the risk methodology for each Conservation Authority (CA) project cost and by risk classification. (The CA Project # refers to the Peel Project numbers as presented in Appendix II)

Summary of Conservation Authority Climate Change Funding by Risk Classification

| CA 2020 Budget | Act Category | | | Invest Category | | | Sustain Category | | | CA TOTAL | |
|--------------------------|------------------|--------------|---------------|------------------|---------------|---------------|------------------|--------------|---------------|------------------|----------------|
| | # of CA Projects | \$ M | % of CA Total | # of CA Projects | \$ M | % of CA Total | # of CA Projects | \$M | % of CA Total | # of CA Projects | \$M |
| CVC | 5 | \$2.5 | 23.5% | 14 | \$7.3 | 68.1% | 2 | \$0.9 | 8.4% | 21 | \$10.8 |
| TRCA | 3 | \$1.7 | 23.4% | 20 | \$5.1 | 70.0% | 4 | \$0.5 | 6.5% | 27 | \$7.3 |
| CA Projects Total | 8 | \$4.2 | 23.4% | 34 | \$12.4 | 69.1% | 6 | \$1.4 | 7.47% | 48 | \$18.04 |

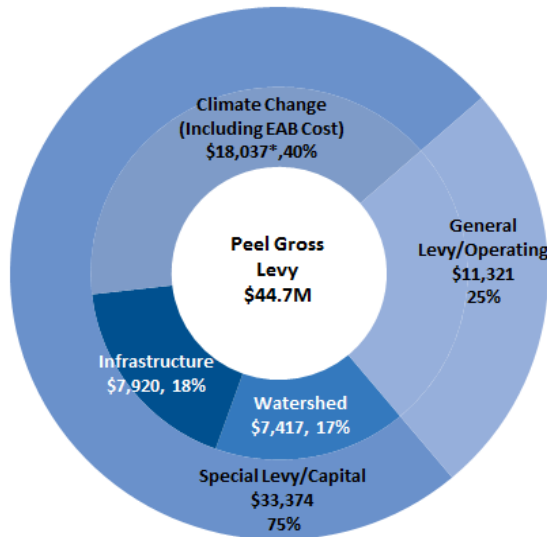
Note: May not add due to rounding

A list of CA Climate Change projects by Risk Classification is available in Appendix II.

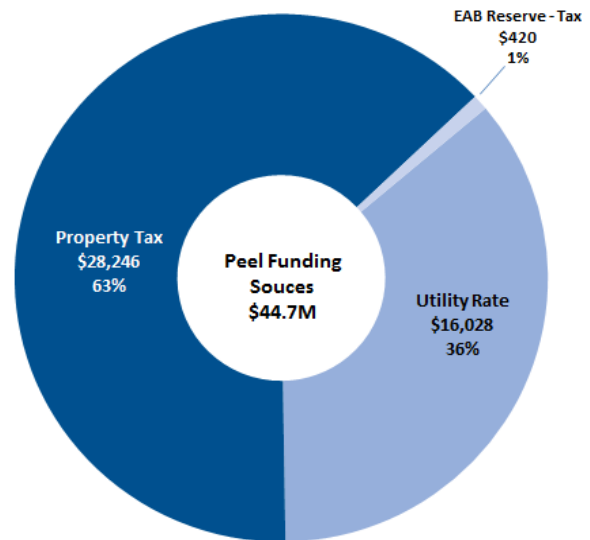
Staffing Resources to Achieve Level of Service – not applicable

2020 Gross Conservation Authority Levy (CA) & Funding Source (In \$'000)

Peel's Portion of Gross CA Levy Cost \$ Millions



Peel Funding Sources \$ Millions



* \$18.04 million or 54% of the Special Levy/Capital Projects cost relate to the climate change envelope (or 40% of overall levies)

Note: above charts reflect expenditures net of revenues generated by Conservation Authorities

2020 Budget Risks

This section identifies the 2020 Budget risks applicable to all the Conservation Authorities (CA's), as well as those relevant to specific authorities.

Legislation Changes:

- Provincial Government changes to the *Conservation Authorities Act* has created uncertainty related to Conservation Authorities programs and services that will be addressed in Regulations.
- CA's will continue to engage in the review of draft regulations and proactively assess impacts on operations.
- Negotiation of MOUs with municipalities may result in changes in program/service levels, beginning in the 2021 fiscal year.
- Some CAs have commenced discussions with municipalities on potential budgetary impacts, but they are unknown at this time.

Funding Changes:

- In 2019, the Province announced reductions in funding via Section 39 of the *Conservation Authorities Act* for Natural Hazard Management; these reductions were reflected in the 2020 Budget. No further Provincial funding changes or reductions for Hazard/Flood Function and

Source Water Protection have been assumed for 2020; however if announced, would impact the budget (potentially in year).

- Additionally, Ministry of Natural Resources and Forestry (MNRF) Water and Erosion Control Infrastructure (WECI) funding for 50% of Dams and Channels Major Maintenance costs is not certain. The funding approval from MNRF will not be known until spring of 2020 due to different fiscal periods, leaving limited time to complete projects.

Other Risks:**Credit Valley Conservation:**

- Revenue projections for Conservation Areas are subject to weather. Sustained investment will be required to support continued growth in revenues. Damage to infrastructure from severe weather may increase the level of risk and impact the budget, should immediate attention be required as a result of a climate related event.

Toronto & Region Conservation Authority:

- Potential labour disruption in education sector impacting user fees, TRCA's response will be to diversify program offerings and aim to concentrate School Board visits earlier in year.

Conservation Halton:

- Debt financing charges payable to Halton Region continue to increase due to debt financing funding received for Kelso Dam and Administration Office renovations.
- Facilities and Infrastructure annual upgrades are limited in the budget and forecast until sustainable funding sources and reserve levels are achieved.
- Conservation Area improvements to date have been dependent on reserve funding derived from user fees. Developer contributions collected by the Region of Halton for significant park capital improvements have been assumed in the Conservation Area Ten Year Capital Forecast for 2020 and beyond.
- Limited funding is available for the development and management of lands acquired, such as Clappison Woods, and for new land acquisition opportunities that arise.
- Inflation in the budget and forecast for 2020 to 2029 has generally been assumed at 1.75% to 2.0% for increases in revenues and expenditures.
- Revenue for conservation areas, particularly Kelso/Glen Eden are weather dependent.

Measuring our Performance – not applicable

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--|---------------|---------------|----------------|---------------|-------------|---------------|---------------|---------------|---------------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Conservation Requests | | | | | | | | | |
| • CVC | 23,877 | 24,689 | 3.4% | 25,643 | 3.9% | 26,585 | 3.7% | 27,579 | 3.7% |
| • TRCA | 18,607 | 19,099 | 2.6% | 19,634 | 2.8% | 20,138 | 2.6% | 20,658 | 2.6% |
| • CH | 486 | 487 | 0.2% | 508 | 4.3% | 530 | 4.3% | 553 | 4.4% |
| Sub-total before One-Time Costs | 42,970 | 44,275 | 3.0% | 45,785 | 3.4% | 47,253 | 3.2% | 48,789 | 3.3% |
| • CVC - EAB costs* | 460 | 420 | (8.7%) | 420 | - | 400 | (4.8%) | 380 | (5.0%) |
| • TRCA - EAB costs* | 50 | - | (100.0%) | - | - | - | - | - | - |
| Total CA One-Time Costs | 510 | 420 | (17.6%) | 420 | - | 400 | (4.8%) | 380 | (5.0%) |
| Total CA Requests Gross Expense | 43,480 | 44,695 | 2.8% | 46,205 | 3.4% | 47,653 | 3.1% | 49,169 | 3.2% |
| Less Peel Funding Sources: | | | | | | | | | |
| • Utility Rate | 16,028 | 16,028 | - | 16,028 | - | 16,028 | - | 16,028 | - |
| • Reserve - EAB* | 510 | 420 | (17.6%) | 420 | - | 400 | (4.8%) | 380 | (5.0%) |
| Net Expenditure | 26,942 | 28,246 | 4.8% | 29,756 | 5.3% | 31,225 | 4.9% | 32,761 | 4.9% |
| # of FTEs | | N/A | | N/A | | N/A | | N/A | |

Note: May not add up due to rounding

Amounts reflect Peel's costs only and are net expenditures

* EAB (Emerald Ash Borer) costs to be funded from Peel EAB Reserve:

- Costs for CVC are anticipated to be funded from Peel's Reserves until 2023
- Costs for TRCA have become operational or maintenance in nature and will be funded by Special levy commencing 2020

See Appendices III to V for more details.

| Conservation Authority Projects (\$'000) | | | | | | | | | |
|---|-------------|--|--|---------------|---------------|---------------|---------------|---------------|--------|
| Sub | Revised | Proposed | Forecast | Forecast | Forecast | 2020-23 | | | |
| Ref # | 2019 | 2020 | 2021 | 2022 | 2023 | Total | | | |
| CA | Description | | | | | | | | |
| Peel's portion of projects shared with other municipalities | | | | | | | | | |
| Watershed | | | | | | | | | |
| 1601 | CH | Watershed | 14 | 4 | 7 | 11 | 13 | 49 | |
| 1631 | CVC | Natural Heritage Mapping | 415 | 429 | 444 | 459 | 475 | 2,222 | |
| 1639 | CVC | Leaders for Clean Water - Headwaters | 139 | 144 | 149 | 154 | 159 | 744 | |
| 1670 | CVC | Terrestrial Watershed Monitoring | 731 | 733 | 758 | 784 | 810 | 3,815 | |
| 1615 | TRCA | Flood Control Works / Warning | 786 | 767 | 787 | 791 | 803 | 3,934 | |
| 1632 | TRCA | Groundwater Management Strategy | 175 | 175 | 175 | 175 | 175 | 875 | |
| 1650 | TRCA | Terrestrial Natural Heritage | 172 | 172 | 181 | 181 | 181 | 887 | |
| 1660 | TRCA | Watershed/Subwatershed Planning / Flo | 275 | 282 | 282 | 286 | 290 | 1,416 | |
| 1686 | TRCA | Natural Heritage Regeneration Projects | 1,237 | 1,299 | 1,361 | 1,375 | 1,390 | 6,662 | |
| 1690 | TRCA | Sustainable Communities | 1,597 | 1,641 | 1,686 | 1,744 | 1,795 | 8,462 | |
| 1696 | TRCA | Regional Watershed Monitoring and Rep | 341 | 358 | 358 | 359 | 371 | 1,787 | |
| Subtotal For: | | Watershed | 5,882 | 6,004 | 6,186 | 6,318 | 6,461 | 30,852 | |
| Infrastructure | | | | | | | | | |
| 3201 | CH | Infrastructure | 17 | 18 | 17 | 14 | 11 | 76 | |
| 3103 | CVC | Maintenance Conservation Properties | 835 | 825 | 853 | 882 | 912 | 4,306 | |
| 3301 | TRCA | Major Facilities Retrofit | 114 | 111 | 111 | 111 | 111 | 556 | |
| 3306 | TRCA | Conservation Land Planning | 1,257 | 1,294 | 1,333 | 1,373 | 1,414 | 6,671 | |
| 3307 | TRCA | Information Technology | 46 | 44 | 44 | 44 | 44 | 223 | |
| 3312 | TRCA | Office Accommodation Project | 171 | 166 | 166 | 166 | 166 | 835 | |
| Subtotal For: | | Infrastructure | 2,440 | 2,458 | 2,523 | 2,589 | 2,658 | 12,668 | |
| Subtotal - Peel's portion of projects shared with other municipalities | | | 8,323 | 8,461 | 8,710 | 8,907 | 9,119 | 43,520 | |
| Projects that are primarily funded by Peel | | | | | | | | | |
| Watershed | | | | | | | | | |
| 1625 | CVC | Cause and Effect Program | 180 | 186 | 266 | 273 | 279 | 1,184 | |
| 1640 | CVC | Peel Rural Water Quality | 173 | 179 | 185 | 191 | 198 | 927 | |
| 1697 | CVC | Urban Outreach | 644 | 656 | 678 | 775 | 799 | 3,552 | |
| 1620 | TRCA | Environmental Assessment & Review | 392 | 392 | 392 | 404 | 404 | 1,984 | |
| Subtotal For: | | Watershed | 1,389 | 1,413 | 1,522 | 1,643 | 1,681 | 7,647 | |
| Climate Change | | | | | | | | | |
| 3401 | Ed | CVC | Environmental Education | 1,642 | 1,683 | 1,740 | 1,799 | 1,964 | 8,828 |
| 3402 | W | CVC | Urban Subwatershed Restoration | 3,527 | 3,651 | 3,775 | 3,903 | 4,036 | 18,891 |
| 3404 | W | CVC | Emergency Preparedness | 1,072 | 1,109 | 1,146 | 1,185 | 1,226 | 5,739 |
| 3406 | Ec | CVC | Stewardship Ecosystem Projects (include | 3,568 | 3,651 | 3,761 | 3,855 | 3,952 | 18,787 |
| 3408 | Ec | CVC | Natural Heritage Ecosystem Projects | 665 | 686 | 709 | 733 | 758 | 3,551 |
| 3416 | Ed | TRCA | Pearson Eco-Industrial Zone | 424 | 437 | 450 | 464 | 478 | 2,253 |
| 3417 | Ec | TRCA | Claireville Programming & Infrastructure | 79 | 81 | 83 | 85 | 88 | 416 |
| 3418 | Ec | TRCA | Natural Channel Project Implementation | 690 | 711 | 732 | 754 | 777 | 3,664 |
| 3425 | W | TRCA | Erosion Maintenance Projects | 721 | 743 | 765 | 788 | 812 | 3,829 |
| 3426 | Ec | TRCA | Audubon Certification for CA's | 54 | 56 | 58 | 60 | 62 | 290 |
| 3428 | Ec | TRCA | Stewardship Partnership Services | 251 | 259 | 267 | 275 | 283 | 1,335 |
| 3429 | Ec | TRCA | Habitat Restoration (includes EAB) | 2,071 | 2,084 | 2,147 | 2,211 | 2,277 | 10,790 |
| 3431 | Ed | TRCA | Albion Hills Environmental Weeks | 175 | 180 | 185 | 191 | 197 | 928 |
| 3432 | Ed | TRCA | Sustainable Neighbourhood Retrofit Acti | 372 | 383 | 394 | 406 | 418 | 1,973 |
| 3434 | Ed | TRCA | Climate Science Applications Program | 618 | 400 | 412 | 424 | 437 | 2,291 |
| 3436 | Ed | TRCA | EcoSchools Expansion | 307 | 316 | 325 | 335 | 345 | 1,628 |
| 3437 | Ed | TRCA | Sector Based Climate Mitigation Program | 318 | 328 | 338 | 348 | 358 | 1,690 |
| 3438 | Ed | TRCA | Sustainable Technologies | 250 | 258 | 266 | 274 | 282 | 1,330 |
| 3440 | W | TRCA | Flood Remedial Works | 506 | 521 | 537 | 553 | 570 | 2,687 |
| 3444 | Ed | TRCA | Conservation Youth Corps | 96 | 99 | 102 | 105 | 108 | 510 |
| 3445 | Ed | TRCA | Climate Change Consortium | 160 | 402 | 414 | 426 | 438 | 1,840 |
| Subtotal For: | | Climate Change | 17,565 | 18,037 | 18,606 | 19,175 | 19,866 | 93,249 | |

Note: May not add up due to rounding

| Conservation Authority Projects (\$'000) | | | | | | | | | |
|--|-------|-----------------------|--|---------------|---------------|---------------|---------------|---------------|----------------|
| Sub | | | Revised | Proposed | Forecast | Forecast | Forecast | 2020-23 | |
| Ref # | Categ | CA | Description | 2019 | 2020 | 2021 | 2022 | 2023 | Total |
| Infrastructure | | | | | | | | | |
| 3104 | CVC | | Capital Projects - Peel Infrastructure | 1,574 | 1,692 | 1,750 | 1,809 | 1,871 | 8,695 |
| 3409 | CVC | | Gauge Stations & Floodline Mapping | 585 | 611 | 631 | 653 | 675 | 3,155 |
| 3303 | TRCA | | Campground and Conservation Area | 79 | 81 | 83 | 85 | 88 | 416 |
| 3315 | TRCA | | Bolton Camp Site Improvement Plan | 542 | 542 | 542 | 542 | 542 | 2,710 |
| 3317 | TRCA | | Asset Management | 1,422 | 1,465 | 1,509 | 1,554 | 1,601 | 7,551 |
| 3318 | TRCA | | Master Plans - Parks | 1,041 | 1,072 | 1,104 | 1,137 | 1,171 | 5,525 |
| Subtotal For: | | Infrastructure | | 5,243 | 5,463 | 5,619 | 5,780 | 5,948 | 28,053 |
| Subtotal - Projects that are primarily funded by Peel | | | | 24,197 | 24,913 | 25,747 | 26,598 | 27,494 | 128,949 |
| TOTAL Conservation Authority Projects | | | | 32,520 | 33,374 | 34,457 | 35,505 | 36,613 | 172,469 |

Note: Emerald Ash Borer costs funded from Peel EAB Reserve in 2020 for CVC only

Broad Definitions of Special Levy Categories

Watershed

Projects related to watershed management activities, which include:
 Improved water quality & quantity
 Flood and erosion management,
 Resilient biodiversity and habitats,
 Adaptation to the impacts of climate change
 Environmental education and information programming
 Protection of sensitive wetlands, flood plains, valley lands

Climate Change

Projects related to Climate Change mitigation and adaptation.

Subcategories

W = Watershed - Projects that accelerate water management projects already described in the Water Management category.

Ec = Ecosystem - Projects aimed at protecting and enhancing terrestrial and aquatic habitats. Projects that accelerate "in-the-ground" work already described in the Water Management category.

Ed = Educational - Projects that enhance and accelerate existing water management projects. Projects that promote a culture of conservation and introduce individuals to local natural heritage to increase community support of watershed management strategies.

Infrastructure

Projects generally related to the conservation authorities' managed lands and buildings.

| CA | Peel Project Name | Peel Project Ref | CA Project Ref | See Legend | Conservation Authority Climate Change Risk Project Component Name | 2020 Budget Amount \$000's | | |
|--|--|------------------|-----------------------|-----------------------------|---|----------------------------|---|-----|
| ACT - Climate Change Risk Category | | | | | | | | |
| CVC | Emergency Preparedness | 3404 | 101-043 | W | Flood Forecasting & Warning | 513 | | |
| | | | 101-046 | W | Real Time Water Quality Response | 362 | | |
| | Stewardship/Ecosystem | 3406 | 301-308 | Ec | Invasive Species Control (including EAB) | 262 | | |
| | | | 301-308-1 | Ec | Emerald Ash Borer | 420 | | |
| | | | 301-330 | Ec | Aquatic & Wetland Restoration | 971 | | |
| | | | | | Sub-total CVC | 2,528 | | |
| TRCA | Pearson Eco-Industrial Zone | 3416 | 129-95 | Ed | Pearson Eco-Industrial Zone | 437 | | |
| | Erosion Maintenance Projects | 3425 | 129-35 | W | Erosion Maintenance Projects | 743 | | |
| | Flood Remedial Works | 3440 | 129-19 | W | Flood Remedial Works | 521 | | |
| | | | | | Sub-total TRCA | 1,701 | | |
| Sub-total ACT Category | | | | | | 4,229 | | |
| INVEST - Climate Change Risk Category | | | | | | | | |
| CVC | Environmental Education | 3401 | 601-604 | Ed | Public Relations | 480 | | |
| | | | 601-611 | Ed | Environmental Education | 710 | | |
| | Urban Subwatershed Restoration | 3402 | 101-008 | W | Water Management Technical Assessment & Guidance | 764 | | |
| | | | 101-021 | W | Integrated Water Management | 345 | | |
| | | | 101-048 | W | Infrastructure Performance & Risk Assessment | 1,117 | | |
| | | | 301-338 | W | Urban Outreach & Restoration | 579 | | |
| | | | 101-190 | W | Leaders for Clean Water - Peel | 846 | | |
| | Emergency Preparedness | 3404 | 101-045 | W | Climate Change Vulnerability Assessment | 235 | | |
| | | | Stewardship/Ecosystem | 3406 | 301-305 | Ec | Peel Planting Projects | 600 |
| | | | | 3406 | 301-314 | Ec | Peel Rural Stewardship (start 2018) | 727 |
| | | | | 3406 | 301-315 | Ec | Sustainable Neighbourhoods (start 2018) | 95 |
| | | | | 3406 | 301-326 | Ec | Conservation Youth Corps | 343 |
| | 3406 | 301-332 | Ec | Regional Community Outreach | 232 | | | |
| Natural Heritage Ecosystem | 3408 | 301-355 | Ec | Urban Natural Heritage | 270 | | | |
| | | | | | Sub-total CVC | 7,343 | | |
| TRCA | Claireville Programs and Infrastructure | 3417 | 129-68 | Ec | Claireville Programs and Infrastructure | 81 | | |
| | Natural Channel Project Implementation | 3418 | 128-69 | Ec | Natural Channel Project Implementation | 711 | | |
| | Stewardship Partnership Services | 3428 | 129-54 | Ec | Stewardship Partnership Services | 259 | | |
| | Habitat Restoration: | 3429 | 129-36 | Ec | Wetland - Climate | 328 | | |
| | | | 129-37 | Ec | Riparian and Valleyland - Climate | 300 | | |
| | | | 129-59 | Ec | Etobicoke Headwaters Subwatershed Regeneration | 191 | | |
| | | | 128-74 | Ec | West Humber Stewardship Program | 132 | | |
| | | | 128-50 | Ec | Natural and Human Heritage Discovery Walk | 61 | | |
| | | | 129-46 | Ec | West Humber Stewardship Program | 300 | | |
| | | | 129-45 | Ec | Natural and Human Heritage Discovery Walk | 246 | | |
| | | | 129-44 | Ec | Stream Restoration - Climate | 109 | | |
| | Albion Hills Environmental Weeks | 3431 | 129-71 | Ec | Albion Hills Environmental Weeks | 180 | | |
| | Sustainable Neighbourhood Retrofit Action Plan | 3432 | 129-94 | Ec | Sustainable Neighbourhood Retrofit Action Plan | 383 | | |
| | Climate Science Applications Program | 3434 | 129-93 | Ec | Climate Science Applications Program | 400 | | |
| | Ontario Eco Schools for Peel Region | 3436 | 129-80 | Ec | Ontario Eco Schools for Peel Region | 316 | | |
| | Sector Based Climate Mitigation Programs | 3437 | 129-87 | Ec | Sector Based Climate Mitigation Programs | 328 | | |
| | Sustainable Technologies | 3438 | 129-99 | Ec | Sustainable Technologies | 258 | | |
| Conservation Youth Corps | 3444 | 128-73 | Ec | Conservation Youth Corps | 99 | | | |
| Climate Change Consortium | 3445 | 412-50 | Ec | Climate Change Consortium | 265 | | | |
| | | 129-03 | Ec | Climate Change Consortium | 137 | | | |
| | | | | | Sub-total TRCA | 5,084 | | |
| Sub-total INVEST Category | | | | | | 12,427 | | |

| CA | Peel Project Name | Peel Project Ref | CA Project Ref | See Legend | Conservation Authority Climate Change Risk Project Component Name | 2020 Budget Amount \$000's |
|---|--------------------------------|------------------|----------------|------------|---|----------------------------|
| SUSTAIN - Climate Change Risk Category | | | | | | |
| CVC | Environmental Education | 3401 | 601-607 | Ed | Corporate Support Initiatives | 492 |
| | Natural Heritage Ecosystem | 3408 | 301-357 | Ec | Wildlife Habitat Assessment | 416 |
| Sub-total CVC | | | | | | 908 |
| TRCA | Audubon Certification for CA's | 3426 | 129-69 | Ec | Audubon Certification for CA's | 56 |
| | Habitat Restoration | 3429 | 129-51 | Ec | Reforestation Program - Private Lands | 191 |
| | | | 129-52 | Ec | TRCA Forest Management - Peel | 94 |
| | | | 129-55 | Ec | Etobicoke -Mimico Stewardship | 132 |
| Sub-total TRCA | | | | | | 473 |
| Sub-total SUSTAIN Category | | | | | | 1,381 |
| Total Climate Change Projects | | | | | | 18,037 |

Note: May not add up due to rounding

Climate Change Categories:

W = Watershed

Projects related to watershed management activities, which include:

- Improved water quality & quantity
- Flood and erosion management,
- Resilient biodiversity and habitats,
- Adaptation to the impacts of climate change
- Environmental education and information programming
- Protection of sensitive wetlands, flood plains, valley lands

Ec = Ecosystem - Projects aimed at protecting and enhancing terrestrial and aquatic habitats.

Projects that accelerate "in-the-ground" work already described in the Water Management category.

Ed = Educational - Projects that enhance and accelerate existing water management projects. Projects that promote a culture of conservation and introduce individuals to local natural heritage to increase community support of watershed management strategies.

APPENDIX III
Credit Valley Conservation
General and Special Levy Budget and Forecast - Summary
Amounts reflect Peel's costs only

| Credit Valley Conservation | Budget | | | Forecast | | | | | |
|--|----------------|----------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| | 2019 \$'000 | 2020 \$'000 | % | 2021 | | 2022 | | 2023 | |
| | | | | \$'000 | % | \$'000 | % | \$'000 | % |
| General Levy | 8,588 | 8,876 | 3.3% | 9,218 | 3.9% | 9,531 | 3.4% | 9,845 | 3.3% |
| Special Levy Projects | | | | | | | | | |
| • Watershed | 2,282 | 2,327 | 2.0% | 2,480 | 6.6% | 2,635 | 6.3% | 2,720 | 3.2% |
| • Climate Change | 10,013 | 10,359 | 3.5% | 10,711 | 3.4% | 11,076 | 3.4% | 11,556 | 4.3% |
| • Infrastructure | 2,994 | 3,128 | 4.5% | 3,234 | 3.4% | 3,344 | 3.4% | 3,458 | 3.4% |
| Total Special Levy | 15,289 | 15,813 | 3.4% | 16,425 | 3.9% | 17,055 | 3.8% | 17,734 | 4.0% |
| Sub-total before One-Time Costs | 23,877 | 24,689 | 3.4% | 25,643 | 3.9% | 26,585 | 3.7% | 27,579 | 3.7% |
| One-Time Special Levy | | | | | | | | | |
| • Emerald Ash Borer | 460 | 420 | (8.7%) | 420 | - | 400 | (4.8%) | 380 | (5.0%) |
| Total CVC Request | 24,337 | 25,109 | 3.2% | 26,063 | 3.8% | 26,985 | 3.5% | 27,959 | 3.6% |

Note: May not add up due to rounding

Note:

- Costs included represent only the Peel portion of CVC's Budget
- 2020 Operating and some project costs apportioned to Peel at 91.73% per Current Value Assessment calculation (based on 2020 data)
- Emerald Ash Borer Costs for CVC funded from Peel EAB Reserve in 2020 and in forecast

Key forecast assumptions:

- Support updates to Watershed Plan and capital investments in Belfountain Conservation Area.
- Address continued growth and resulting pressure on the natural environment of the watershed.
- Address pressure on the natural environment of the watershed resulting from Climate Change.
- Work to maintain current service levels.
- Alternate funding sources subject to external approvals are not included in forecast assumptions

APPENDIX IV
Toronto & Region Conservation Authority
General and Special Levy Budget and Forecast - Summary
Amounts reflect Peel's costs only

| Toronto & Region Conservation | Budget | | | Forecast | | | | | |
|--|---------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| | | | | | | | | | |
| General Levy | 1,917 | 1,980 | 3.3% | 2,045 | 3.3% | 2,112 | 3.3% | 2,182 | 3.3% |
| Special Levy Projects | | | | | | | | | |
| • Watershed | 4,975 | 5,086 | 2.2% | 5,222 | 2.7% | 5,315 | 1.8% | 5,409 | 1.8% |
| • Climate Change | 7,042 | 7,258 | 3.1% | 7,475 | 3.0% | 7,699 | 3.0% | 7,930 | 3.0% |
| • Infrastructure | 4,672 | 4,775 | 2.2% | 4,892 | 2.5% | 5,012 | 2.5% | 5,137 | 2.5% |
| Total Special Levy | 16,690 | 17,119 | 2.6% | 17,589 | 2.7% | 18,026 | 2.5% | 18,476 | 2.5% |
| | | | | | | | | | |
| Sub-total before One-Time Costs | 18,607 | 19,099 | 2.6% | 19,634 | 2.8% | 20,138 | 2.6% | 20,658 | 2.6% |
| One-Time Special Levy | | | | | | | | | |
| • Emerald Ash Borer | 50 | - | (100.0%) | - | - | - | - | - | - |
| Total TRCA Request | 18,657 | 19,099 | 2.4% | 19,634 | 2.8% | 20,138 | 2.6% | 20,658 | 2.6% |

Note: May not add up due to rounding

Key forecast assumptions:

- 2020 Operating costs and some project costs apportioned to Peel at 11.04% per Current Value Assessment calculation; some of the project costs are apportioned at 100% and others are shared Special Levy with other Municipalities
- TRCA anticipates changes to the *Conservation Authorities Act* to occur impacting the 2021 fiscal year (and all years thereafter). Staff at TRCA and the municipality have commenced discussions on potential budgetary impacts, but they are unknown at this time.
- Watershed plans and new science, that are jurisdiction-wide, will continue to support growth and intensification within the region.
- Climate Change will continue to refine what is feasible and of priority to undertake for adaptation and reduction of vulnerabilities and risk to extreme weather and future climate trends.
- Asset Management planning (within the infrastructure envelope) requires a need to align life-cycle costs with maintenance and 'state of good repair' over the long-term which will necessitate significant investment in capital infrastructure.

APPENDIX V
Conservation Halton
General and Special Levy Budget and Forecast - Summary
Amounts reflect Peel's costs only

| Conservation Halton | Budget | | | Forecast | | | | | |
|------------------------------|----------------|----------------|----------------|----------------|-------------|----------------|-------------|----------------|---------------|
| | 2019 \$'000 | 2020 \$'000 | % | 2021 \$'000 | % | 2022 \$'000 | % | 2023 \$'000 | % |
| General Levy | 455 | 465 | 2.2% | 485 | 4.3% | 506 | 4.3% | 529 | 4.7% |
| Special Levy Projects | | | | | | | | | |
| • Watershed | 14 | 4 | (69.7%) | 7 | 51% | 11 | 65% | 13 | 18.9% |
| • Climate Change | - | - | - | - | - | - | - | - | - |
| • Infrastructure | 17 | 18 | 4.4% | 17 | (7.5%) | 14 | (18.8%) | 11 | (19.2%) |
| Total Special Levy | 32 | 22 | (29.2%) | 23 | 3.9% | 24 | 5.0% | 24 | (2.3%) |
| Total CH Request | 486 | 487 | 0.2% | 508 | 4.3% | 530 | 4.3% | 553 | 4.4% |

Note: May not add up due to rounding

Key forecast assumptions:

- 2020 operating and capital project costs have been apportioned to Peel at the 2020 4.81% apportionment level based on Current Value Assessment calculation .
- Compensation increases for the 2020 budget are assumed at 1.75% inflation. Inflation in the budget and forecast for 2020 to 2029 has generally been assumed at 1.75% to 2.0% for increases in revenues and expenditures.
- Compensation and other inflationary adjustments are partially funded by increased fees, grants and increased chargebacks. In the operating forecast new FTE staff additions have been assumed at 2 FTE per year.
- Debt financing charges are for debt financing received from Region of Halton for Administration Office renovations and 50% municipal portion of dams and channels capital projects, financed over a 20 year period, with the exception of Kelso Dam Rehabilitation which is financed over a 30 year period
- Phase 1 of an Asset Management Plan was completed for dams and channels assets, which concluded that an annual investment of \$750,000 would be required to maintain these assets in a good state of repair over the next 10 years.
 - 2020 Budget and 2021-2029 forecast: the State of Good Repair Levy for dams and channels will be phased in by 2026, in the long term financing strategy developed.
 - An Asset Management Plan for building assets is underway in 2019. A Facility Condition Assessment was completed in 2018 to assess the current condition of building assets and identified a requirement of \$175,000 annually to maintain building assets, outside of the conservation areas, in a state of good repair.
- Capital budget increase in Infrastructure - Information Technology program and Flood Forecasting is for program modernization and technology upgrades. Watershed capital projects and benefitting levy increase consists of flood plain mapping update for 2020 to 2026 that are assumed to be funded by other municipal funding.

Capital Budget: \$5.8 million

Ten Year Plan: \$17.8 million

2020 Capital Plan Overview

The following table provides a summary of Conservation Authorities' planned capital project activity for 2020, including funding sources for both new capital project requests in 2020 and projects carried forward to 2020.

| Capital Plan By Funding Source | Carry-forward from Prior Years (Existing) (\$'000) | 2020 Capital Budget (\$'000) | Total Capital in 2020 (\$'000) |
|--------------------------------|--|------------------------------|--------------------------------|
| DC Growth | - | - | - |
| Externally Funded | - | - | - |
| Non-DC Internal | 17,013 | 5,799 | 22,812 |
| Total Expenditures | 17,013 | 5,799 | 22,812 |
| # of Projects | 1 | 0 | 1 |

Existing Capital Projects - \$17.0M

- This section includes the Lakeview Waterfront connection (LWC) project, which has been renamed the Jim Tovey Lakeview Conservation Area. This is a joint initiative between Credit Valley Conservation and the Region of Peel. Toronto and Region Conservation Authority is the general contractor for construction which began in August 2016
- To date, Peel has delivered 67,170 loads of fill for the construction of the Jim Tovey Lakeview Conservation Area; this is 40% of the required amount to complete the project. The project is progressing close to schedule.

2020 Capital Budget - \$5.8M

Key highlights:

- Construction of the islands began in 2019 and will continue in 2020. Placement of armourstone protection will also continue in 2020.

See Appendix I for details.

2020 Budget Risks

- None

Operating Impact of 2020 Capital Budget

- There will be no impact to the 2020 operating budget. Once the park is fully developed in the future, it is proposed that CVC will retain ownership of the Lakeview Waterfront Connection Park. The operating costs are expected to begin beyond the current four year operating forecast horizon. These costs will be included in the CVC levy once the site is operational.

2020 – 2029 10-Year Capital Plan - \$17.8M

| | | |
|-------------------------------------|---------------------------------|--|
| State of Good Repair \$-M | DC Funded Growth \$-M | Non-DC Funded Growth & Other \$17.8M |
|-------------------------------------|---------------------------------|--|

Key Highlights:

- The net cost (funded from Reserves) to complete the 10 year Lakeview Waterfront Connection project is currently estimated to be \$37.0 million based on the detailed design. The estimated cost for the remaining years, from 2020 to 2023, is \$17.8 million.

See Appendix II for details.

Service: Conservation Authorities

Appendix I - 2020 Financing Sources and Funding Status (\$'000)

| 2020 | | | | |
|----------------------|----------------------------|-------------------------------------|-------------------------|---------------------|
| <i>Total Expense</i> | <i>Development Charges</i> | <i>Reserves & Reserve Funds</i> | <i>External Funding</i> | <i>Debt Funding</i> |

| Project | Name | Description | | | | | |
|---|--------------------------------|---|--------------|----------|--------------|----------|----------|
| 143199 | Lakeview Waterfront Connection | Funding to construct the Lakeview Waterfront Connection. This is a joint initiative with Credit Valley Conservation and Toronto and Region Conservation, in partnership with the City of Mississauga to undertake implementation of the Lakeview Waterfront Connection. | 5,799 | - | 5,799 | - | - |
| CA Infrastructure and Administration | | | 5,799 | - | 5,799 | - | - |
| Conservation Authorities Program | | | 5,799 | - | 5,799 | - | - |

Appendix II - 2020 Ten Year Detailed Combined Capital Program (\$'000)

| Project | Name | Description | 2020 | 2021 | 2022 | 2023 | Gross |
|---|--------------------------------|---|--------------|--------------|--------------|--------------|---------------|
| 143199 | Lakeview Waterfront Connection | Funding to construct the Lakeview Waterfront Connection. This is a joint initiative with Credit Valley Conservation and Toronto and Region Conservation, in partnership with the City of Mississauga to undertake implementation of the Lakeview Waterfront Connection. | 5,799 | 5,933 | 3,416 | 2,691 | 17,839 |
| CA Infrastructure and Administration | | | 5,799 | 5,933 | 3,416 | 2,691 | 17,839 |
| Conservation Authorities Program | | | 5,799 | 5,933 | 3,416 | 2,691 | 17,839 |

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Total Expenditures: \$19.9 million**Net Expenditures: \$19.9 million****2020 Operating Budget Pressures**

| \$'000 | Total Expenditures | Total Revenue | Net Cost 2020 vs 2019 | |
|---|--------------------|---------------|--------------------------|-------------|
| 2019 Revised Cost of Service | 19,448 | 0 | 19,448 | % |
| <i>Annualization</i> | - | - | - | |
| <i>Cost of Living/Inflation¹</i> | 456 | - | 456 | |
| <i>Base Subsidy/Recoveries</i> | - | - | - | |
| <i>Cost Mitigation</i> | - | - | - | |
| <i>Other Pressures</i> | - | - | - | |
| Base Budget Changes Subtotal | 456 | - | 456 | |
| Service Level Demand Subtotal | - | - | - | |
| Total 2020 Budget Change | 456 | - | 456 | |
| 2020 Proposed Budget | 19,904 | - | 19,904 | 2.3% |

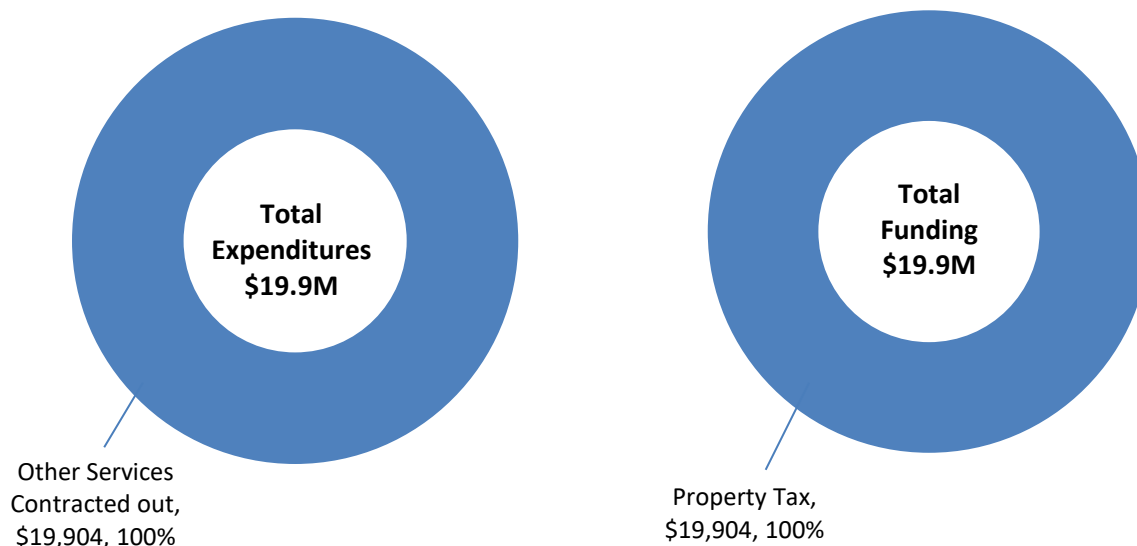
Note: May not add up due to rounding

Operating budget pressure notes:**Cost of Living/Inflation¹**

- Peel's allocation of the MPAC 2020 budget costs is forecasted to increase by 2.3 percent or \$456 thousand over 2019 budget level. This is based on historical trends for MPAC budget costs. The provincial allocation formula has a higher impact on high growth municipalities.

Staffing Resources to Achieve Level of Service: None

2020 Total Expenditures & Funding Source (In \$'000)



2020 Budget Risks

- It is expected that Peel’s share of MPAC costs will continue to grow due to inflation as well as the mandated allocation formula. Increases for 2021-2023 were projected at 2.4 percent annually. The Region could see higher increases if growth rates experienced are in excess of provincial averages.

Measuring our Performance

2021 – 2023 Operating Forecast

| | Budget | | | Forecast | | | | | |
|--------------------------|----------|----------|------|----------|------|----------|------|----------|------|
| | 2019 | 2020 | | 2021 | | 2022 | | 2023 | |
| | \$'000 | \$'000 | % | \$'000 | % | \$'000 | % | \$'000 | % |
| Total Expenditure | \$19,448 | \$19,904 | 2.3% | \$20,389 | 2.4% | \$20,887 | 2.4% | \$21,396 | 2.4% |
| Total Revenue | - | - | - | - | - | - | - | - | - |
| Net Expenditure | \$19,448 | \$19,904 | 2.3% | \$20,389 | 2.4% | \$20,887 | 2.4% | \$21,396 | 2.4% |

Note: May not add up due to rounding

2020 is the fourth year for the four-year phase-in of the January 1, 2016 reassessment increases. Beginning with the 2017 taxation year and ending in the 2020 taxation year, properties experiencing reassessment related increases will be phased-in over a four-year period based on a January 1, 2016 effective date. Properties experiencing reassessment related decreases were fully realized in 2017, the first year of the reassessment cycle. Based on historical trends, the 2021-2023 budget increases are forecasted to be about 2.4 percent annually.