

# Budget 2021

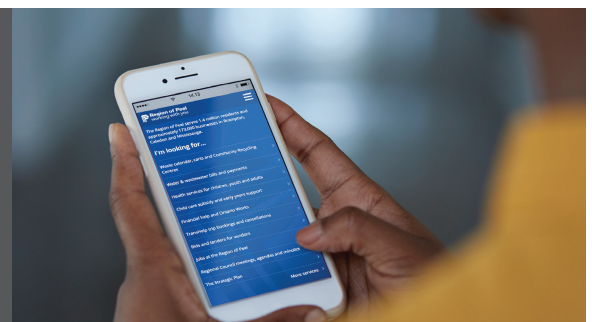
People's lives are improved  
in their time of need.



Communities are integrated,  
safe and complete.



Government is future-oriented  
and accountable.



**To:** Regional Council  
**Date:** January 7, 2021

**From:** Stephen VanOfwegen  
Commissioner of Finance & CFO  
**Subject:** 2021 Budget Documents

**cc:** Janice Baker  
Sean Baird  
Kathryn Lockyer  
Nancy Polsinelli  
Janice Sheehy  
Andrea Warren  
**Our File:** 2021 Budget Documents

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The 2021 Budget Document binder includes an Executive Summary for the proposed Regional 2021 Tax Supported and Utility Rate Supported Budgets as well as individual budget documents for each service. The 2021 Operating and Capital Budget Council Report will be included in the Regional Council agenda package for the 2021 budget meeting on January 28, 2021.

The 2021 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 January 28, 2021. Public Notice announcing the start date of 2021 Budget discussions by Peel Regional Council will appear in the following local newspapers the week of January 14, 2021.

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

Complete 2021 Tax Supported and Utility Rate Supported Budget Documentation will appear on the Region's External Website on January 14, 2021. Following Council approval of the 2021 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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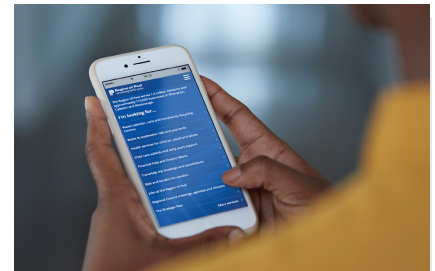
### Living

Adult Day  
Community Investment  
Early Years and Child Care  
Housing Support  
Income Support  
Long Term Care  
Paramedics  
TransHelp



### Thriving

Chronic Disease Prevention  
Early Growth and Development  
Heritage, Arts and Culture  
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Roads and Transportation  
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Enterprise Programs and Services

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Police  
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Assessment Services

# 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](http://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 “2021 Operating and Capital Budget” will be included in the Council agenda package for the Council meeting on January 28, 2021**

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# Investing to build our *Community for Life*

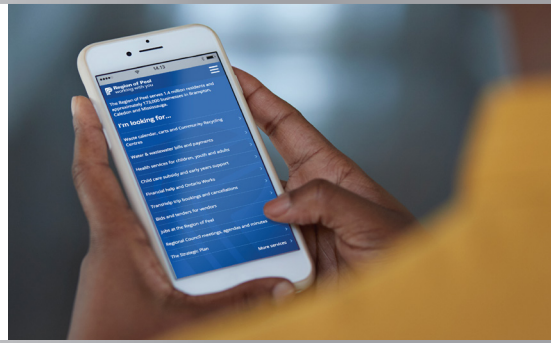
Living



Thriving



Leading



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



### 2021 Budget at a Glance

The 2021 Budget is a responsible budget that continues the response to the COVID-19 pandemic while balancing the needs of the community under challenging economic times.



From the widest perspective, the Region's 2021 Budget:

- Enables Health Services to continue the response to the COVID-19 pandemic
- Maintains core service levels for services impacted by Provincial funding
- Ensures that Peel's \$30 billion in infrastructure continues to provide reliable service to the community



Property tax

**+1.02%**

Per \$100,000 of residential assessment = \$8.68

**+\$50** Residential

Owner of an average home per MPAC (\$578,200)

**+\$89** Small Business







Utility rate

**+5.5%**

**+\$43** Residential

**+\$111** Small Business








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><b>Growing and rapidly aging population</b> Adding the population equivalent to the City of Hamilton's by the year 2041</p>	 <p><b>Aging Infrastructure</b> Peel's assets are valued at more than \$30 billion</p>	 <p><b>Climate Change</b> Impact of significant climate change and weather patterns</p>	 <p><b>Changing economy</b> Impacting employment and market conditions</p>	 <p><b>Rapidly Changing Technology</b> Adapting how we connect with residents and deliver services</p>	 <p><b>Constantly evolving legislation and regulation</b> Provincial funding cuts and changes</p>
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Over the past year, a number of significant Provincial changes and cuts were made that impacted key services such as Child Care and Community Investment. To support Peel's most vulnerable residents, Regional Council has included investments in the 2021 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>Emergency Shelter Operation to increase up to <b>60</b> more beds</p>	 <p><b>+\$27M</b> in reserve contributions to <b>sustain regional infrastructure</b> of \$30Bs</p>
 <p><b>+27 police officers</b> for community safety</p>	 <p><b>60%</b> average increase in social media hits</p>
 <p>Implementing <b>Community Safety and Well-being</b> Program</p>	 <p>Enhancing <b>cyber security</b></p>
 <p>Expansion of <b>EarlyON</b> services for <b>3,000+ children</b> and parents/caregivers</p>	

### 2021 Budget Investments

With the support and encouragement of Region of Peel Council, the 2021 Budget includes temporary resources to continue supporting its clients and community through COVID-19. It also 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.

**\$2.7**  
billion

**2021**  
Operating budget

**\$1.0**  
billion

**2021**  
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.

**\$970**  
million

**\$1.55**  
billion

**\$164**  
million

**\$176**  
million

**\$779**  
million

**\$44**  
million

**Services**

**LIVING**

- ADULT DAY
- COMMUNITY INVESTMENT
- EARLY YEARS AND CHILD CARE
- 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 2017 and 2020 the Region has **cumulative cost savings of over \$15 million** for tax supported programs. However, in order to fund the service demands for 2021 and to ensure the Region’s infrastructure is sustainable, an overall property tax increase of 1.0% is required.

Request	\$MILLIONS
2020 services to 2021 population	5.0
Service Demands	5.8
Capital Infrastructure (0.6%)	6.8
Provincial Funding Cuts	3.0
<b>Regionally Controlled</b>	<b>\$20.6</b>
External Agencies*	18.0
<b>TOTAL Requests</b>	<b>\$38.6</b>

**1.0%**  
Property tax increase to fund a gap of  
↓  
**\$28.2M**

Funding Sources	\$MILLIONS
Assessment Growth including notional tax adjustment	10.4
<b>TOTAL Revenues</b>	<b>\$10.4</b>

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

### 2021 Service Levels

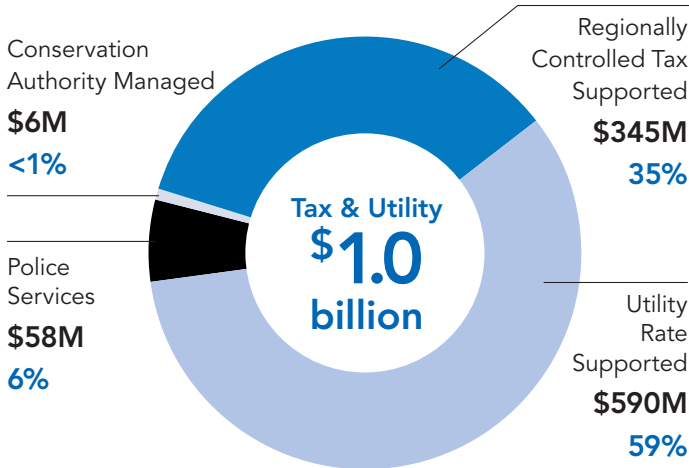
*In addition to meeting increasing service demands, the overall property tax and utility rate also pays to maintain existing service levels.*

#### Highlights of 2021 service levels include:

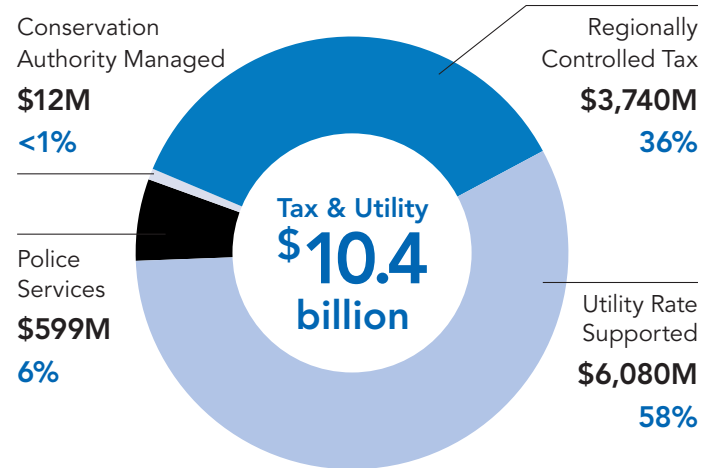
Service Outcome	Service for the Community
Residents and visitors receive quality pre-hospital care from paramedic services	Responding to an estimated 135,000 emergency calls
Residents in need can travel within their community without barriers using accessible transportation	Providing 744,000 TransHelp trips
Residents in need have access to a range of housing options	Providing over 11,600 housing subsidies
Waste is collected on time and managed in a safe and environmentally responsible manner	Managing over 552,000 tonnes of waste for 352,000 curbside 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 248,000 citizen initiated events in Brampton and Mississauga by Peel Regional Police
Wastewater is removed in a safe and environmentally responsible manner	Collecting and treating 696 million litres per day of municipal wastewater collected and treated for approximately 336,550 retail and wholesale customer accounts
Residents have access to safe and affordable child care	Providing 16,000+ fee subsidies making it possible for families to benefit from licensed child care

The 2021 Capital Budget and 2021-2030 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.

## 2021 Capital Budget



## 2021 – 2030 Capital Plan



### Capital Budget Funding:

55% Reserves | 33% Development Charges\*  
9% External | 3% Debt

### Capital Plan Funding:

49% Reserves | 44% Development Charges\*  
5% External | 2% Debt

\*Will require debt to bridge timing in cash flow between revenues and expenditures

## Highlights of the 2021 Capital Budget



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

**\$176 million**

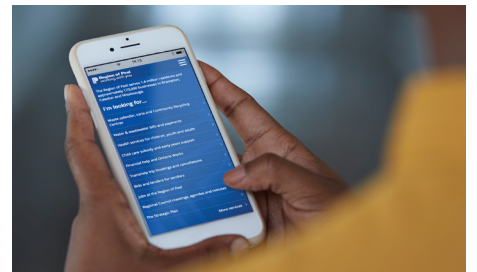
- Affordable Housing
- Maintain Long Term Care Homes
- Paramedic Facilities, Ambulance Fleet and Support Vehicles



**Thriving:** Communities are integrated, safe and complete.

**\$779 million**

- East-to-West Diversion Sanitary Trunk Sewer
- Replacement of Watermains in Peel
- Highway 401 Widening Impacts on Water
- Transmission Mains (Credit River to West Limits)
- Local Sewer Collection System Repair and Replacement
- Centre View Sanitary Trunk Sewer

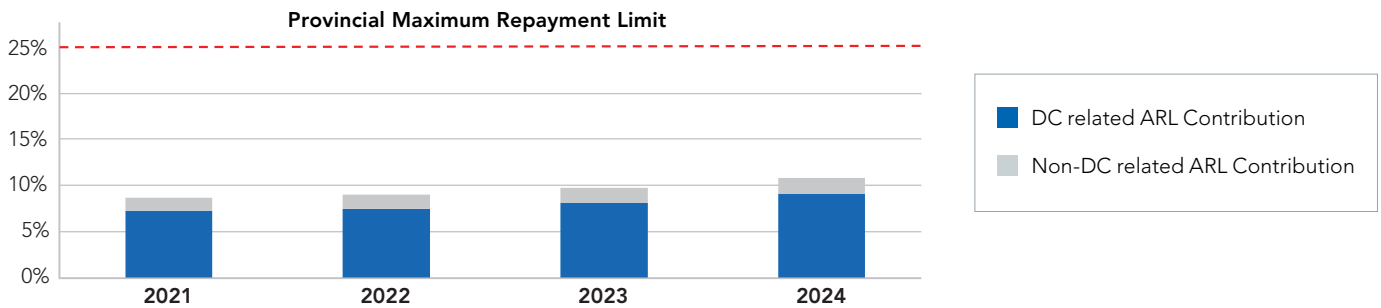


**Leading:** Government is future-oriented and accountable.

**\$44 million**

- Maintain & Enhance Technology
- Maintain Office Facilities
- Climate Change and Energy Management

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 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 2022 to 2024 period, net tax levy increases averaging 3.2% are forecast after assessment growth of 0.8%. For 2022 to 2023 period, utility rates are forecast to increase by 6.7%.

Tax Supported Services	FORECAST		
	2022	2023	2024
Regionally Controlled Services	3.2%	1.8%	1.4%
External Agencies*	1.8%	1.7%	1.7%
Less: Assessment Growth	(0.8%)	(0.8%)	(0.8%)
<b>Sub-Total</b>	<b>4.2%</b>	<b>2.7%</b>	<b>2.3%</b>
Provincial Funding Impact	<b>0.4%</b>	–	–
<b>Net Tax Levy Impact</b>	<b>4.6%</b>	<b>2.7%</b>	<b>2.3%</b>
<b>Property Tax Impact</b>	<b>1.9%</b>	<b>1.1%</b>	<b>1.0%</b>

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

Utility Supported Services	FORECAST		
	2022	2023	2024*
Operations	2.6%	0.7%	TBD
Capital Infrastructure	5.0%	5.0%	–
<b>Average Utility Rate Impact</b>	<b>7.6%</b>	<b>5.7%</b>	<b>TBD</b>

\* A long term financial strategy is being developed for water and wastewater that will come into effect in 2024

## How Peel Region Manages Risks

The 2021 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

**79%** of residents have a positive perception of value for tax dollars





# Investing to build our **Community for Life**

## 2021 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 2021 Budget effectively implements

Council's directions regarding its priorities and Peel's continued response to the pandemic.

### The 2021 Budget effectively maintains

service levels for Peel Region's rapidly growing and aging population base and its \$30B in assets.

### The 2021 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 the Region of Peel's role in your **Community for Life**, can be found online at [peelregion.ca/dashboard](https://peelregion.ca/dashboard)

## Services at a Glance



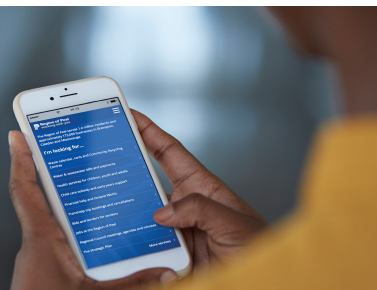
### Living

Adult Day	1	Long Term Care	11
Community Investment	3	Paramedics	13
Early Years and Child Care	5	TransHelp	15
Housing Support	7		
Income Support	9		



### Thriving

Chronic Disease Prevention	17	Waste Management	29
Early Growth and Development	19	Wastewater	31
Heritage, Arts and Culture	21	Water Supply	33
Infectious Disease Prevention	23	Police	35
Land Use Planning	25	Conservation Authorities	38
Roads and Transportation	27	Assessment Services	40



### Leading

Enterprise Programs and Services	42		
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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

- Impact of COVID-19 on operations
- 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

Operating Request **+\$0.3M**

#### Key Highlights:

Maintaining service levels

No new significant investment proposed

Capital Request **+\$0.0M**

#### Key Highlights:

No capital investments proposed

**NEW**  
in 2021





**38,100**

days of care available annually

**7,072**

virtual contacts provided in 2020  
(since March 2020)

**over 90%**

of Adult Day Services staff were involved in the COVID-19 response

**22%**

increase in the waitlist for Adult Day Services  
(since March 2020)

## Respecting the Taxpayer

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



- Implementing telephone and virtual programs and care to continue to support the emotional, physical, social and therapeutic needs of current and future clients and their caregivers
- Implementing integrated care model by leveraging adult day services and other community partners
- Advocating for coordination and collaboration within systems to support aging in place

## 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
  - virtual and mobile care
  - music and memory
  - personal care, including bathing
  - physiotherapy
  - nutritional counselling
  - access to onsite clinics
  - community excursions

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$2.4	\$2.7	\$0.3	14.4%
Full-time Staffing Resources	55	55	-	-
Capital Investment (\$M)		-		
10-Year Capital Investment (\$M)		-		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$0.7	\$0.4	\$0.3
% Increase	25%	9.9%	6.8%

\*For more information please see the appendix for Adult Day Services under Operating 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

- Increased demand for funding and capacity-building from the not-for-profit sector to deliver services to Peel residents
- Disproportionate impact of COVID-19 on people experiencing poverty and marginalization, specifically on decreased food and income security; and limited access to technology
- Effect of anti-Black racism, racism, and systemic discrimination across the Peel community as agencies and stakeholders address issues related to policing, healthcare, and education
- Sustainable funding for the 2018 “A Strategy to Address Human Sex Trafficking in Peel Region”, endorsed by Regional Council

**NEW  
in 2021**

### How We are Investing to Serve Peel Residents Better

Operating Request **+\$2.6M**

#### Key Highlights:

**+\$0.6M** Year 2 of a 3-year phase in of Regional funding for Anti-Human Trafficking

**+\$1.8M**

Provincial  
Funding Impact

Loss of Provincial Employment Support funding for Grants to Agencies

**+\$0.6M**

Provincial funding for Anti-Human Trafficking

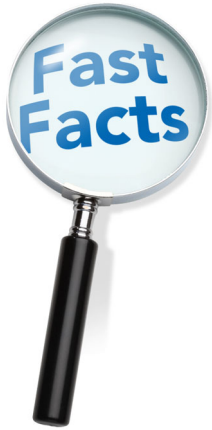
Capital Request **+\$0.0M**

#### Key Highlights:

No capital investment proposed







**175,980**

Peel residents in poverty; 80+ community partners and residents working to mitigate

**16%**

of racialized communities live in poverty

**735,440**

residents served through agencies funded by the Community Investment Program

**86%**

of partners responding to a survey agreed that the Community Response Table is integral to collaboration during the pandemic



## 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 improve response to local needs
- Automating the Community Investment Program funding process to modernize agency application process
- Increasing collaboration with partners and stakeholders to mitigate the impact of COVID-19 on vulnerable residents and support recovery

## Sustaining our Community Support Service Capabilities

There are several areas of focus for Community Investment, including:

- Investing in core operations of the not-for-profit sector to improve services and maximize impact
- Ensuring the voice of those with lived experience of poverty are at the centre of system changes and working collectively with the community to advance the Peel Poverty Reduction Strategy
- Enabling community partners, as a collective, to address and advocate against anti-Black racism & systemic discrimination
- Identify opportunities with the community to collectively respond to local needs

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$12.1	\$14.7	\$2.6	21.6%
Full-time Staffing Resources	34	34	-	-
Capital Investment (\$M)		-		
10-Year Capital Investment (\$M)		-		

Outlook Years:	2022	2023	2024
Net Increase (\$M)	\$0.7	\$0.1	\$0.1
% Increase	5.0%	0.9%	0.9%

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

**Early Years and Child Care** supports affordable, quality child care and early years development in children. We help families access licensed child care that meets their needs, while providing financial assistance to cover the costs of licensed care for children 0 to 12 years old. We support families in their children’s growth and development, including those with special needs, by delivering responsive and accessible early years programs, services, and learning.

### Service Pressures

- Providing access to quality child care to help families, providers and the economy recover from the impact of COVID-19
- Ensuring equitable access to high quality EarlyON programs across Peel
- Mandatory cost share because of provincial download of administrative expenses

### How We are Investing to Serve Peel Residents Better

**NEW**  
in 2021

Operating Request **+\$1.9M**

#### Key Highlights:

**+\$0.7M** Expanded access to EarlyON

**+\$1.2M** **Provincial Funding Impact**

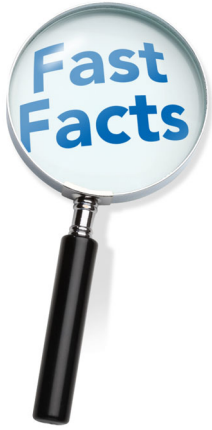
Mandatory 50 per cent cost share for administration expenses

Capital Request **+\$3.3M**

#### Key Highlights:

**+\$3.3M** Next phase of GovGrants technology





**46,781**

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

**16,588**

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

**1,955**

children with special needs who benefit from enhanced resources

**63,859**

children and parents/caregivers participate in EarlyON programs

## Respecting the Taxpayer



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

- Using technology to modernize service delivery
- Improving processes for fee subsidy to strengthen accountability
- Redesigning programs to increase quality, affordability, inclusiveness and accessibility for families
- Improving efficiency, while continuing to meet service levels/standards and realigning the resources to enhance the system
- Advocating for and engaging with the community to provide a coordinated, responsive, early years and child care system

## Sustaining our Early Years and Child Care Services Capabilities

There are a number of areas of focus for Early Years and Child Care including:

- Increasing access to licensed child care
- Continuing to improve child care fee subsidy program
- Modernizing tools and processes (e.g. GovGrants for funds management) to increase efficiency and accountability
- Redesigning programs to ensure the inclusion and participation of all children

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$20.0	\$21.9	\$1.9	9.6%
Full-time Staffing Resources	117	117	-	-
Capital Investment (\$M)		\$3.3		
10-Year Capital Investment (\$M)		\$11.0		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$4.2	\$0.4	\$0.4
% Increase	19.1%	1.4%	1.4%

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

**Housing Support** oversees the community housing system to make affordable housing available to all Peel residents and to prevent homelessness in Peel. We maintain and increase the supply of affordable housing, while providing a range of housing supports including street outreach, emergency and transitional housing, eviction prevention, subsidy administration and case management.

### Service Pressures

- Demand for affordable housing for low-income and middle-income households far exceeds supply
- Assets in the community housing system are aging; significant investments are needed to keep buildings in a state of good repair
- Unstable housing is impacting individual and community well-being
- Average lengths of stays in shelter system are increasing
- Service access and navigation is difficult for clients

### How We are Investing to Serve Peel Residents Better

**NEW**  
in 2021

**Operating Request +\$6.0M**

**Key Highlights:**

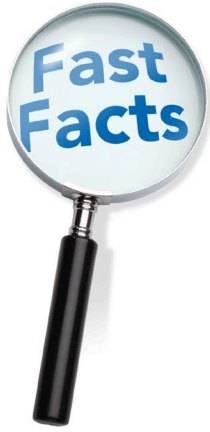
- +\$2.7M** Emergency Shelter Operations
- +\$3.2M** To maintain service levels

**Capital Request +\$137.2M**

**Key Highlights:**

- +\$120.0M** Housing Master Plan
- +\$10.8M** Loans for provider State of Good Repair
- +\$1.8M** Enabling Housing Technology





**4,800**

clients served in emergency & transitional shelters

**3,900**

clients who received eviction prevention funds

**11,600**

households who receive subsidy

**392**

new housing units in development



## Respecting the Taxpayer

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

- Shifting to needs-based service delivery, following Housing First philosophy
- Improving access to services with community partners
- Advocating to improve mental health and addictions supports
- Increasing the supply of affordable housing with a mix of innovative approaches

## Sustaining our Housing Support Service Capabilities

There are a number of key focus areas for Housing Support in 2021, including:

- Working with our partners to improve access to housing supports
- Partnering with Health to improve supportive housing options and the delivery of health services to the homeless
- Implementing the Housing Master Plan
- Implementing other programs to increase the supply of affordable housing including the incentives pilot program and the second-units renovation assistance program

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$129.7	\$135.7	\$6.0	4.6%
Full-time Staffing Resources	138	140	2	1.4%
Staffing Resources - Peel Living	119	119	-	-
Capital Investment (\$M)		\$137.2		
10-Year Capital Investment (\$M)		\$1,044.1		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$2.4	\$5.6	\$4.4
% Increase	1.8%	4.1%	3.1%

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

**Income Support** provides financial supports and benefits to Ontario Works clients, with a focus on increasing the number of clients that exit the social assistance system due to self-sufficiency.

### Service Pressures

- Social assistance policy and program direction from Province is shifting
- An increase in Ontario Works caseload is anticipated as federal benefits and supports expire
- **Employment Support is no longer provided through the Region of Peel**
- The switch away from direct delivery of employment services to the provision of life stabilization supports may result in system navigation challenges for residents with multiple complex barriers

**NEW  
in 2021**

### How We are Investing to Serve Peel Residents Better

Operating Request **+\$0.0M**

#### Key Highlights:

**+\$0.0M** Maintaining service levels. No operating investments proposed.

**+\$0.0M**

Provincial  
Funding Impact

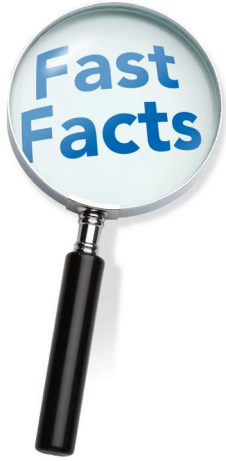
Employment Service are no longer provided by Region of Peel. \$7.9M of expenses and funding are removed.

Capital Request **+\$0.0M**

#### Key Highlights:

No capital investments proposed





**19,180**

households budgeted to receive income support through Ontario Works

**100%**

of Ontario Works benefit costs paid by the Province

**2.1%**

of the Peel population receives Ontario Works assistance

**11,782**

applications received for various income support programs

## Respecting the Taxpayer



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

- Implementing electronic files and moving towards paperless transactions, such as reloadable payment cards
- Adding a new service delivery model for Life Stabilization
- Continuing to improve business processes for enhanced service experience

## Sustaining our Income Support Service Capabilities

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

- Development and implementation of new service delivery models to improve client outcomes
- Effective case management and planning to address the increasing client needs as a result of the pandemic
- Ongoing partnership with the Ministry on enhancements and modernization initiatives to help improve the social assistance system

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$26.6	\$26.6	-	-
Full-time Staffing Resources	373	373	-	-
Capital Investment (\$M)		-		
10-Year Capital Investment (\$M)		-		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$1.3	\$1.3	\$1.4
% Increase	4.9%	4.8%	4.7%

\*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

- Impact of COVID-19 on operations
- Increasing demands for emotion-based care for people, living in the homes, families and caregivers

### How We are Investing to Serve Peel Residents Better

**NEW**  
in 2021

#### Operating Request **+\$1.4M**

##### Key Highlights:

**+\$1.4M** to maintain current level of service

**+\$2.3M** for COVID-19 infection control and prevention (funded from Phase 1 Safe Restart Funding)

**COVID  
IMPACT**

#### Capital Request **+\$5.0M**

##### Key Highlights:

**+\$2.6M** for facility maintenance and equipment replacement projects at all homes

**+\$0.6M** for repaving and expanding driveway and Parking lot (Malton Village and Vera Davis)

**+\$0.4M** for backflow preventer for fire prevention (Sheridan Villa, Tall Pines, Malton Village, Vera Davis)







**822**

residents received care in 2020

**132**

people served in Butterfly

**24,045**

caregiver visits facilitated in 2020

**50%**

of the visits have been virtual

**2 in 3**

residents are living with dementia

**184 or 14%**

of LTC staff have left to work at other healthcare facilities

## Respecting the Taxpayer

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

- Implementing scheduling software to streamline staffing across the five LTC homes
- Enhanced infection prevention and control (IPAC) measures to protect the people living and working in our homes
- Implemented family inquiry lines and virtual town halls to support timely information
- Developed Supportive Care Units to cohort residents with COVID-19

## Sustaining our Long Term Care Services

Here's how we strive to perform better:

- Re-sought accreditation and received the three-year Commission Accreditation of Rehabilitation Facilities (CARF) through to May 31, 2023
- Continue to exceed provincial averages for quality care performance indicators on antipsychotic use, pressure ulcers, restraints, falls, pain and mood
- Developed human resource sustainability plans for the pandemic and ongoing operational needs

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$40.2	\$41.6	\$1.4	3.5%
Full-time Staffing Resources	742	742	-	-
Capital Investment (\$M)		\$5.0		
10-Year Capital Investment (\$M)		\$127.3		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$4.4	\$2.0	\$1.7
% Increase	10.6%	4.3%	3.5%

\*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

- Maintaining timely response to current volume of 911 calls
- Maintaining high standards of service and pre-hospital care for our growing and aging population
- Impact of COVID-19 on operations
- 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 2021**

#### Operating Request **+\$1.6M**

##### Key Highlights:

**+\$1.3 M** to maintain response to 911 calls and demand for pre-hospital care

**+\$0.3 M** to improve psychological health and safety for Paramedics

#### Capital Request **+\$28.1M**

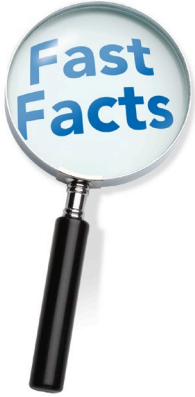
##### Key Highlights:

**+\$19.5M** for the first phase of costs related to the construction of a new reporting station

**+\$4.6M** for the maintenance of facilities and equipment in a state-of-good-repair

**+\$2.3M** for the replacement of 15 ambulances at the end of useful life





**137,741**

total calls in 2019

**11.4%**

reduction in estimated total daily calls in 2020

**12,000+**

swab tests conducted between March and November 2020

**300%**

increase in WSIB hazard incidents in 2020 compared to 2019

## Respecting the Taxpayer (to update by Program)



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
- Continued advocacy for dispatch reform to improve the ability to save lives while effective and efficient use of resources
- Adapted community paramedicine to support COVID-19 testing in congregate settings and protect our vulnerable populations

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$62.1	\$63.7	\$1.6	2.6%
Full-time Staffing Resources	634	638	4	0.6%
Capital Investment (\$M)		\$28.1		
10-Year Capital Investment (\$M)		\$193.7		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$3.0	\$2.1	\$4.2
% Increase	4.7%	3.2%	6.2%

\*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

- A growing and aging population continues to contribute to an increase in number of eligible passengers and trips
- The Accessibility for Ontarians with Disabilities Act (AODA) expanded eligibility guidelines to include cognitive disabilities is contributing to the increase in passengers and trips

### How We are Investing to Serve Peel Residents Better

**NEW**  
in 2021

#### Operating Request **+\$0.6M**

##### Key Highlights:

**Provincial  
Funding Impact**

**+\$0.2M** for reduction in Dedicated Gas Tax (DGT) subsidy

**(\$0.9M)** reduction in number of trips

#### Capital Request **+\$2.1M**

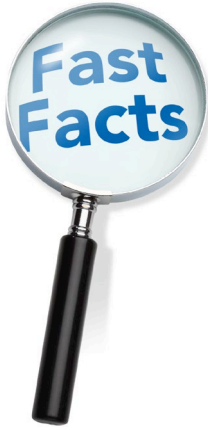
##### Key Highlights:

**+\$1.5M** for Automatic Fare Payment

**+\$0.3M** for Accessible Transportation Master Plan

**+\$0.3M** for TransHelp bus modification and vehicles





**736,000**

trips provided

**2,820**

new applications processed

**10,000+**

passengers

**6.9M**

kilometres driven

*Numbers represent 2019 data*



## Respecting the Taxpayer

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

- Continue to find efficiencies in current delivery model
- Enhancing same-day travel options
- Introducing online booking and enhanced digital communications to improve passenger experience
- Surveying our passengers to understand potential changes to future travel behaviour

## Sustaining our Accessible Transportation Services

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

- Offering same day trips while reviewing our ability to offer limited on-demand trips
- Leveraging conventional transit when appropriate by partnering with local municipalities so residents are offered the most suitable mode of transportation
- Implementing 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	2020	2021	+/-	%
Net Expenditures (\$M)	\$26.9	\$27.4	\$0.6	2.2%
Full-time Staffing Resources	129	129	-	-
Capital Investment (\$M)		\$2.1		
10-Year Capital Investment (\$M)		\$15.0		

Outlook Years:	2022	2023	2024
Net Increase (\$M)	\$1.1	\$1.0	\$1.0
% Increase	4.1%	3.5%	3.5%

\*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: oral health; healthy eating; physical activity; and reduction of tobacco, vaping and problematic substance use.

Service Pressures

- Redeployment of staff to support COVID-19 pandemic response
- Less seniors than forecasted to be seen through Ontario Seniors Dental Care Program due to COVID-19 pandemic restrictions
- Maintaining service levels with provincial funding held at 2020 levels
- 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
- Support the Community Safety and Well Being Plan with no provincial funding

How We are Investing to Serve Peel Residents Better



Operating Request **+\$2.8M**

Key Highlights:

- +\$1.0M** to support the Community Safety and Well Being Plan (resolution 2020-864)
- +\$0.1M** for 1/3 of 2 regular complement (Public Health Inspectors) to maintain critical Public Health services
- +\$1.7M** to ensure delivery of essential core services, despite pandemic, to respond to needs of the community

Capital Request **+\$0.3M**

Key Highlights:

- +\$0.3M** for information management improvements







**100,000** children

**7,000** seniors

estimated to receive free dental screenings (annual target)

**25,900** children

**1,707** seniors

were provided free dental screenings by November 2020

**86%**

of Chronic Disease Prevention staff have been redeployed to the COVID-19 response

**43%**

increase in client interactions for harm reduction programs compared to the same period 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 \$0.01M in one-time savings



## Sustaining our Chronic Disease Prevention Services

Here's how we strive to perform better:

- Adapting programs and priorities to COVID-19 and restarting critical services for community needs
- Continued to implement the New Ontario Seniors Dental Care Plan. Helping Community Health Center to provide high risk seniors dental screening services with delivery adaptations
- Partnered with schools to support safe reopening and child student safety due to COVID-19
- Dental hygienists formed a COVID-19 swabbing team to support congregate settings
- Developing a comprehensive vaping strategy

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$11.1	\$13.8	\$2.8	25.0%
Full-time Staffing Resources	270	271	0.7	0.2%
Capital Investment (\$M)		\$0.3		
10-Year Capital Investment (\$M)		\$3.3		

Outlook Years	2022	2022	2023
Net Increase (\$M)	\$1.0	\$0.9	\$0.9
% Increase	7.2%	6.0%	5.8%

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

**Early Growth and Development** includes programs focused on child and family health during pregnancy and in the first years of life. Our work helps parents have healthy pregnancies, promotes optimal infant and childhood nutrition and physical activity, and assists families who need extra support achieving their family's health goals.

### Service Pressures

- Redeployment of staff to support COVID pandemic response
- Since 2008, no increase in Provincial funding for Healthy Babies Healthy Children program

### How We are Investing to Serve Peel Residents Better

**NEW**  
in 2021

Operating Request **+\$0.2M**

#### Key Highlights:

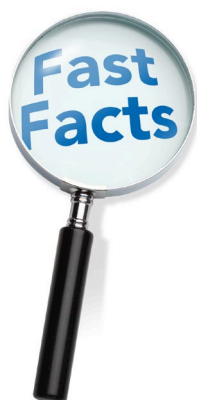
**+\$0.2M** to ensure delivery of essential core services to respond to needs of the community despite the pandemic

Capital Request **\$0.0M**

#### Key Highlights:

No capital investments proposed





**2,549**

home visits to support breastfeeding in 2019

**825**

virtual visits to support breastfeeding in 2020

**90%**

of Family Health staff were redeployed to COVID-19 response

**10,306**

Healthy Babies Healthy Children home visits in 2019

**5,100**

Healthy Babies Healthy Children home and virtual visits in 2020

**1,548**

parents to be registered for online prenatal classes

## Respecting the Taxpayer

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

- To adapt to COVID-19 conditions and staff redeployment, Healthy Babies Healthy Children used evidence-based decision making to tightly focus on serving Peel's highest-risk families via phone assessments, health education and referrals to the most appropriate community services

## Sustaining our Early Growth and Development Services

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

- Working with strategic partners to develop and expand reach of physical literacy training of educators in Peel
- Online prenatal classes for parents-to-be
- Adapting programs to COVID-19 and maintaining critical services for community needs
- Connecting families with the best community resources available

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$6.6	\$6.8	\$0.2	2.9%
Full-time Staffing Resources	168	168	-	-
Capital Investment (\$M)		-		
10-Year Capital Investment (\$M)		-		

Outlook Years	2021	2022	2023
Net Increase (\$M)	\$0.7	\$0.6	\$0.6
% Increase	10.1%	8.3%	7.8%

\*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
- Innovative and accessible digital engagement
- Attracting more diverse and inclusive audiences and enhance community engagement
- Continued care of collections
- Impact of COVID-19 on operations

**NEW**  
in 2021

How We are Investing to Serve Peel Residents Better

Operating Request **+\$0.06M**

Key Highlights:

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

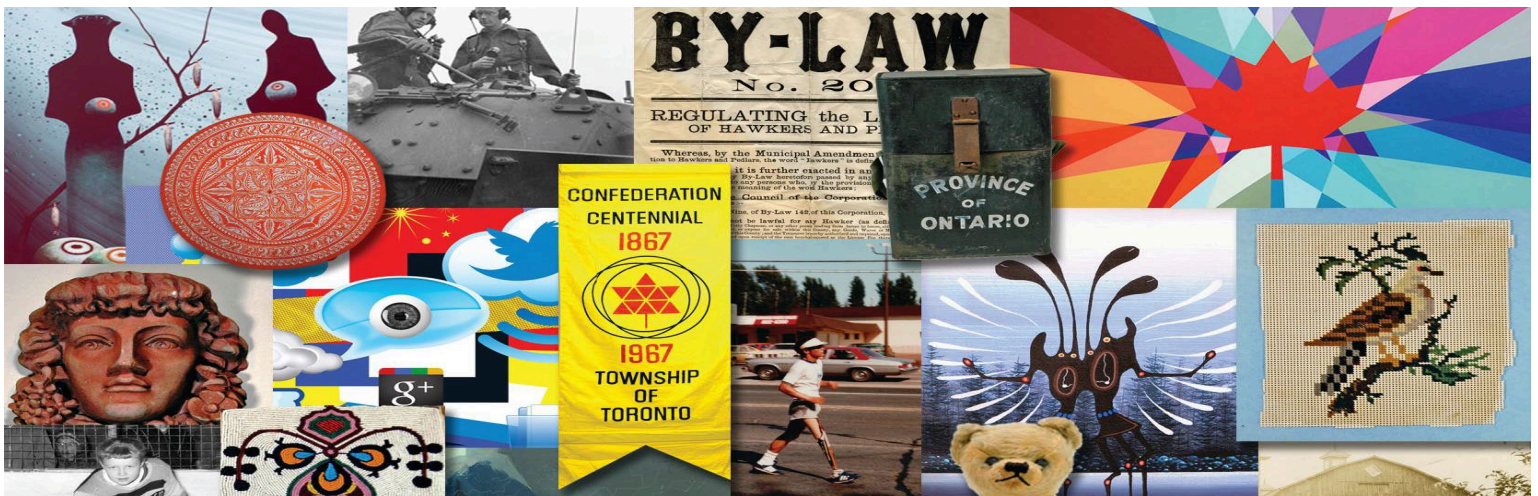
**COVID IMPACT**

**+\$80K** in COVID-19 response costs to be funded by Phase 1 Safe Restart Funding

Capital Request **+\$0.5M**

Key Highlights:

- +\$0.4M** Investment in state of good repair
- +\$0.1M** PAMA Archives Study





**50**

diverse community partnerships continued in 2020

**16,760**

estimated in-person and virtual visitors in 2020

**75%**

of visitors recommend PAMA services

**227,223**

unique pageviews across social media, YouTube, PAMA website, archives blog

**ADAPTING**

## Sustaining our Heritage, Arts and Culture Services

Here's how we strive to perform better:

- Engaging programs and exhibitions which foster lifelong 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
- Increased digital engagement through exhibitions and programs

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$5.2	\$5.3	\$0.06	1.2%
Full-time Staffing Resources	22.0	22.0	-	-
Capital Investment (\$M)		\$0.5		
10-Year Capital Investment (\$M)		\$9.1		

Outlook Years:	2022	2023	2024
Net Increase (\$M)	\$0.1	\$0.1	\$0.1
% Increase	2.4%	2.0%	1.9%

\*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, and gonorrhoea and food-borne illness) through inspections, immunization, harm reduction, education and other Public Health control measures.

Service Pressures

- Redeployment of staff to support the COVID-19 pandemic response
- Redirection of Public Health inspectors to support the pandemic response and safe community reopening
- Planning and implementation of COVID-19 mass immunizations
- Maintaining service levels with Public Health funding held at 2020 funding levels and ongoing population growth; where more people means more risk of infections from vaccine-preventable diseases, foodborne illnesses and sexually transmitted infections
- Growing demand for harm reduction supplies and supports for Peel’s vulnerable population, given the ongoing opioid crisis, to prevent deaths and the spread of blood-borne infections
- Growing impact of diseases associated with climate and environmental changes (e.g., Lyme disease, West Nile virus)

How We are Investing to Serve Peel Residents Better



Operating Request **+\$2.1M**

Key Highlights:

**+\$0.2M** for 1 regular complement for Public Health Nurse and 2/3 of 2 regular complement (Public Health Inspectors) to maintain critical Public Health services.

**+\$1.8M** to ensure delivery of essential core services and respond to the needs of the community despite the pandemic



**+\$3.3M** for COVID-19 64 School-Focused Nurses (funded until July 2021 by Province)

**+\$0.2M** for COVID-19 Five9 cloud software (funded from Phase 1 Safe Restart Funding)

Capital Request **+\$0.1M**

Key Highlights:

**+\$0.1M** for facilities improvements in Public Health clinics and facilities





**27,000**

less vaccine doses administered in the 2019/20 school year compared to 2018/2019

**11,690**

food inspection in 2019

**2,675**

food inspections for 1st quarter 2020

**88%**

of Health Protection staff are involved in the COVID-19 response

**> 3,000**

requests for business supports for safe reopening since June 2020

## 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 \$0.02M in one-time savings

Here's how we strive to perform better:

- Adopted the provincial Salesforce case and contact management technology for COVID-19 case, contact, exposure and outbreak management to enhance Public Health's ability to provide timely, responsive and data-driven advice and support to Peel residents
- Expanded the reach of free harm reduction supports through partnerships with key community agencies and program adjustments
- Implemented an online system to make it easier for parents to report required child vaccinations and improve staff efficiency
- Implemented a different way to provide case management for Chlamydia cases based on evidence and best practices. This improved the overall effectiveness of the program and allowed more residents to be seen
- Upgraded information management system for Public Health inspections allowing for close to real time public disclosure

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$11.3	\$13.4	\$2.1	18.3%
Full-time Staffing Resources	246	248	2.3	0.9%
Capital Investment (\$M)		\$0.1		
10-Year Capital Investment (\$M)		\$7.9		
Outlook Years	2022	2023	2024	
Net Increase (\$M)	\$1.0	\$0.9	\$0.9	
% Increase	7.4%	6.2%	6.0%	

\*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

- A growing population is causing an increase in development and intensification rate
- The changing nature of development has led to a shortfall in development fee revenue
- New and evolving provincial legislation presents challenges and opportunities in planning for healthy, sustainable and complete communities

### How We are Investing to Serve Peel Residents Better

**NEW**  
in 2021

#### Operating Request **+\$0.2M**

##### Key Highlights:

**+\$0.2M** to maintain service levels.

#### Capital Request **+\$7.5M**

##### Key Highlights:

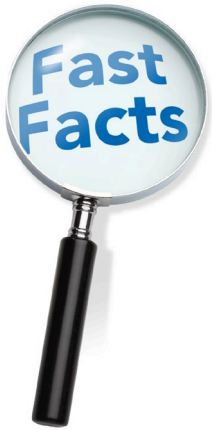
**+\$5.0M** for Affordable Housing Incentive Pilot initiative

**+\$1.0M** for Official Plan amendment appeals and Official Plan review

**+\$0.8M** for Greenlands Securement







**47.5%**

of proposed new units within Peel’s built-up area

**3,200**

resubmissions – anticipated development review activity

**53,000**

estimated number of housing units in the development approvals process

**52%**

estimated population growth by 2051

## 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
- Updating the Region’s development fee structure to ensure it reflects the changing nature of development

## Sustaining our Land Use Planning Services

Here’s how we strive to perform better:

- Further integrating growth management
- Working with local municipalities to adapt to provincial changes
- Planning for 2051 horizon
- Developing new planning implementation tools

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$3.6	\$3.8	\$0.2	6.6%
Full-time Staffing Resources	51	51	-	-
Capital Investment (\$M)		\$7.5		
10-Year Capital Investment (\$M)		\$29.1		

Outlook Years	2022	2023	2024
Net Increase (\$M)	(\$0.3)	\$0.1	\$0.1
% Increase	(8.5%)	2.1%	2.1%

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

**Roads and Transportation** focuses on safe, reliable and efficient movement throughout the Region.

### Service Pressures

- Managing growth and traffic congestion
- Reducing traffic fatalities and injury collisions
- Implementing healthy, active transportation alternatives
- Increasing maintenance on regional infrastructure to adapt to the effects of climate change
- Supporting the economy through the Goods Movement

### How We are Investing to Serve Peel Residents Better

**NEW**  
in 2021

#### Operating Request **+\$1.1M**

##### Key Highlights:

**+\$0.3M** investment toward Vision Zero through Automated Speed Enforcement (fully funded from reserves)

#### Capital Request **+\$110.3M**

##### Key Highlights:

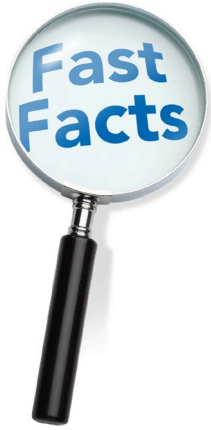
**+\$61.8M** for road construction and improvements to accommodate growth

**+\$33.8M** for road resurfacing and infrastructure maintenance

**+\$4.1M** for traffic and transportation programs

**+\$2.8M** for transportation demand management, sustainable and active transportation and goods movement initiatives





**1,685 lane km**

of arterial roads maintained

**100%**

Compliance – road maintenance service levels

**376 km**

of active transportation infrastructure

**335 km**

of storm sewers maintained

## Respecting the Taxpayer



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

- Enhancing and optimizing road design to reduce maintenance costs and minimize land requirements
- Working with local municipalities to increase efficiencies on maintenance activities and on the purchase of services and materials
- Coordinating active transportation infrastructure construction with other projects to realize economies of scale
- Saving time and money through the systemwide Environmental Compliance Approval (ECA) by reducing administrative burdens

## Sustaining our Roads and Transportation Services

Here's how we strive to perform better:

- Addressing transportation network demands through the Long Range Transportation Plan
- Meeting growth pressures by implementing the Sustainable Transportation Strategy
- Improving safety through the Vision Zero framework
- Working collaboratively on the Goods Movement strategy
- Utilizing construction materials that provide the best possible performance and life cycle costs
- Promoting economic competitiveness and job creation through the Smart Freight Centre

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$89.7	\$90.7	\$1.1	1.2%
Full-time Staffing Resources	191	191	-	-
Capital Investment (\$M)		\$110.3		
10-Year Capital Investment (\$M)		\$1,788.2		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$1.8	\$1.9	\$0.9
% Increase	2.0%	2.1%	0.9%

\*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

- The 75% waste diversion target, in addition to changing legislation from the *Waste-Free Ontario Act* involves investing in new processing facilities in order to meet these requirements
- Changing global policies have created the need to improve the quality of our recycling materials
- Population growth increases demand for waste collection services
- Impact of COVID-19 on operations

**NEW**  
in 2021

How We are Investing to Serve Peel Residents Better

Operating Request (\$0.5M)

Key Highlights:

**(\$1.5M)** increased funding from producers

**(\$0.4M)** process improvements



**\$0.9M** temporary increase in organics tonnage due to COVID (Phase 1 Safe Restart Fund)

Capital Request +\$6.8M

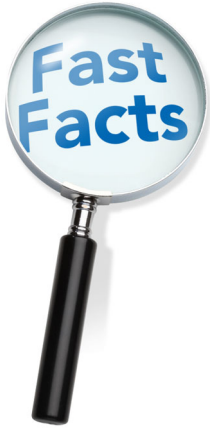
Key Highlights:

**+\$3.4M** to maintain waste facilities in a state of good repair

**+\$1.7M** to purchase garbage, blue, green and kitchen carts for new households

**+\$1.3M** to monitor and maintain Regional landfill sites





**552,000**

tonnes of residential waste managed annually

**5,000+**

additional number of Peel Region households annually

**50%**

diversion rate from landfill

**7%+**

increase in organics tonnes collected and processed



### Respecting the Taxpayer

We continue to find ways to mitigate costs:

- [Aligning the Extended Producer Responsibility \(EPR\) funding to reflect historical trending](#)
- [Continuing environmental education by moving online to reduce in-person interaction](#)

### Sustaining our Waste Management Services

Here's how we strive to perform better:

- [Upgraded Peel's Material Recovery Facility to produce recovered recyclables that meet market quality expectations](#)
- [Improving diversion by building an Anaerobic Digestion Facility](#)
- [Adjusting green bin collection and processing capacity to accommodate organics growth due to COVID-19](#)
- [Reducing touch points by going cashless, and accepting debit and credit only at CRCs](#)

### Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$129.5	\$128.9	(\$0.6)	(0.4%)
Full-time Staffing Resources	195	195	-	-
Capital Investment (\$M)		\$6.8		
10-Year Capital Investment (\$M)		\$289.0		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$3.4	\$2.5	(\$1.0)
% Increase	2.6%	1.9%	(0.7%)

\*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
- Aging infrastructure requires ongoing inspection, maintenance, rehabilitation and replacement to maintain service delivery reliability and manage risks
- A growing population will require an investment in new infrastructure to meet demand
- Impact of COVID-19 on operations

How We are Investing to Serve Peel Residents Better

**NEW**  
in 2021

Operating Request **+\$9.0M**

Key Highlights:

**+\$7.8M** 5% infrastructure levy to maintain asset condition and performance

**(\$1.0M)** managing risk to declining consumption

**+\$0.2M** supporting Inflow and Infiltration Mitigation Strategy and pumping station capital improvements (fully recovered from capital)

**COVID  
IMPACT**

**+\$0.2M** PPE and enhanced cleaning (Phase 1 Safe Restart Fund)

Capital Request **+\$404.6M**

Key Highlights:

**+\$180.0M** East-West Diversion Sanitary Trunk Sewer

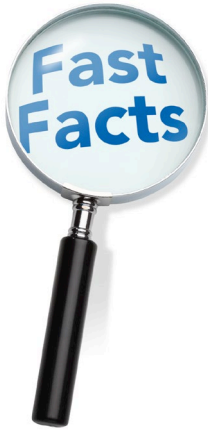
**+\$86.0M** Region’s linear wastewater infrastructure to maintain a state of good of repair

**+\$20.0M** Centre View Sanitary Trunk Sewer

**+\$34.0M** G.E. Booth Wastewater Treatment Plant Major Maintenance and odour control improvements

**+\$15.0M** Lining of the West Sanitary Trunk Sewer Twinning





**680 million**

litres of wastewater treated every day

**3,680 km**

length of sanitary sewer mains

**450 km**

of sewer mains inspected annually

**332,550**

wastewater accounts

## Respecting the Ratepayer

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



- Reducing contractual costs, in light of COVID-19, by \$88K through effective negotiation with OCWA
- Reducing greenhouse gas emissions, truck traffic and carbon footprint on various projects while also investing in green fleet and looking at alternative fuel sources
- Advancing capacity at G.E. Booth Wastewater Treatment Facility to accommodate growth
- Reviewing the Wastewater Industrial Surcharge program

## Sustaining our Wastewater Services

Here's how we strive to perform better:

- Optimizing operating process in response to COVID-19 while maintaining current level of service and enhancing safety
- Adapting the growth capital plans to align with the development charge revenue outlook
- Participating in research that detects COVID-19 in wastewater
- 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; while also conducting sewer condition assessment, rehabilitation and expansion to address excess flows
- Moving forward with construction of the East-West diversion sewer to manage excess flows during severe rainfall events

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Peel required Billings (\$M)	\$158.3	\$167.3	\$9.0	5.7%
Full-time Staffing Resources	242	244	2	0.8%
Capital Investment (\$M)		\$404.6		
10-Year Capital Investment (\$M)		\$3,945.4		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$13.9	\$12.6	\$3.0**
% Increase	8.3%	6.9%	1.5%

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

\*\* Excludes the 5% increase to maintain infrastructure; to be reviewed by the end of 2023

**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 the population grows, so does water demand and the need to expand system capacity
- There is an ongoing need to ensure drinking water continues to meet provincial water quality standards 24/7
- Aging infrastructure requires continuous maintenance and replacement to maintain service reliability and manage risks
- Impact of COVID-19 on operations

### How We are Investing to Serve Peel Residents Better

**NEW  
in 2021**

#### Operating Request **+\$12.7M**

##### Key Highlights:

- +\$12.2M** 5% infrastructure levy to maintain asset condition and performance
- (\$1.6M)** managing risk to declining consumption
- +\$0.1M** to improve water customer account management

**COVID  
IMPACT**

- +\$2.2M** PPE and enhanced cleaning (Phase 1 Safe Restart Fund)

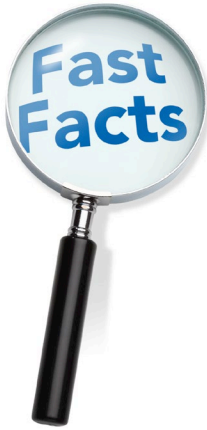
#### Capital Request **+\$185.4M**

##### Key Highlights:

- +\$67.0M** watermain replacement and rehabilitation projects
- +\$37.0M** accommodating MTO highway widenings – 401 and QEW and Hurontario Light Rail Transit
- +\$17.0M** pumping station improvements and upgrades
- +\$12.0M** water treatment plant asset replacement and maintenance
- +\$2.0M** new excess soils regulation implementation







**585 million**

litres of safe drinking water produced every day

**4,700 km**

length of watermains

**26,565**

fire hydrants inspected

**339,150**

water accounts



## Respecting the Ratepayer

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

- Cost saving of \$400K in 2021 by shifting public education online and shortening water festival duration
- Reducing contractual costs, in light of COVID-19, by \$88K through effective negotiation with OCWA
- Developing a Long-Term Financial Sustainability Plan
- Supporting the City of Brampton’s introduction of a storm water charge
- Implementing new excess soil regulations

## Sustaining our Water Supply Service

Here’s how we strive to perform better:

- Optimizing operating processes in response to COVID-19 to maintain current level of service
- Adapting the growth capital plans to align with the development charge revenue outlook
- 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
- Implementing a new decision support system to support Enterprise Asset Management
- Updating the water efficiency strategy

## Key Financial Information\*

Resources to Achieve Service	2020	2021	+/-	%
Peel required Billings (\$M)	\$247.2	\$260.0	\$12.7	5.1%
Full-time Staffing Resources	294	296	2	0.7%
Capital Investment (\$M)		\$185.4		
10-Year Capital Investment (\$M)		\$2,134.9		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$18.5	\$17.6	\$3.0**
% Increase	7.1%	6.3%	1.0%

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

\*\* Excludes the 5% increase to maintain infrastructure; to be reviewed by the end of 2023

**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, crime prevention 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.

**NEW  
in 2021**

Service Pressures

- Population growth will increase demand for policing services within the Region
- Pressures are driven by family and intimate partner incidents, immediate response to calls for service and the need to address road safety and guns and gangs
- Impact of COVID-19 on operations

How We are Investing to Serve Peel Residents Better

Operating Request **+\$17.0M**

Key Highlights:



**+27** Uniform Officers to address growth and community safety

**+14** Civilian Support positions to maintain service levels



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



OPP **\$0.07M** Budget impact for enhanced cleaning contracts in 2021

Capital Request **+\$57.9M**

Key Highlights:



**+\$20.2M** to develop, maintain, and expand Police facilities

**+\$15.1M** to develop, purchase, replace, and maintain existing information technology systems and assets

**+\$11.4M** to purchase specialized and operational assets, furniture and office equipment

**+\$7.4M** for the purchase of vehicles to maintain the fleet



**+\$0.4M** for OPP facilities in Bolton  
**+\$1.1M** for minor ancillary storage building to store seized property





## Nearly 18,000

family and intimate partner disputes attended in 2019 (#1 citizen-initiated event)

## Over 1,700

events attended by the Mobile Crisis Rapid Response Team (January to October 2020)

## 4%

increase in property crime occurrences in Caledon (2019)

## 1%

increase in calls for police services in Caledon (2019)

### Respecting the Taxpayer



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

#### PRP serving Brampton and Mississauga

- A Service Delivery Review was conducted and recommendations resulting from the review will be used to facilitate the mobilization of resources, optimize efficiencies and overall service delivery, and contribute to the organization's strategic direction.
- An in-depth, internal review was completed, resulting in a service-wide Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis to provide a comprehensive, prioritized list of action items to assist the organization moving forward.
- Peel Regional Police is committed to the continuous pursuit of Provincial and Federal grant funding to help facilitate policing initiatives. Grant funding was received from the Provincial government for allocation towards the implementation of CCTV (closed-circuit television) infrastructure to support investigations and enhance public safety.
- An Efficiency Review was conducted with a focus on staffing resources.

#### 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:

#### PRP

- Implement the 2020-2023 Strategic Plan focusing on the following goals: Community Safety and Well-Being Together (Our Community); Inclusive, Engaged and Progressive Workplace (Our People); Accountability, Equity and Service Excellence (Our Work), and aligned with areas of focus of the Region of Peel's Community Safety and Well-Being Plan (Family Violence, Systemic Discrimination, Mental Health and Addictions).

- Develop and implement a multi-year, Diversity, Equity and Inclusion Strategy and commence a Culture Assessment to identify existing traits and develop an improvement plan to align the organization’s culture to the strategic vision.
- Restructure the organization to reflect an efficient alignment of resources with community safety priorities and a modernized approach to community policing. Community safety and well-being is embedded throughout the organization and includes the creation of Community Safety and Well-Being Services. A focus on Regional Community Mobilization as well as a centralized Family and Intimate Partner Violence Unit will support our community.
- Partner with the Canadian Mental Health Association – Peel Dufferin to expand Mobile Crisis Rapid Response Teams that respond to calls for service where mental health concerns and/or crises are identified.
- Focus on the new Real-Time Operations Centre (RTOC) to enhance public and officer safety, and allocate resources in real-time, to improve officers’ situational awareness via analytical support. The acquisition of a business intelligence platform will support the RTOC and enable the Analytics Bureau to conduct detailed data analyses to assist in making data-driven, informed business decisions.

**OPP**

- Strengthen relationships and partnerships, increase engagement and trust between police, our diverse community, Youth, business owners, and community partners through increased community engagement, 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	2020	2021	+/-	%
Net Expenditures (\$M)	\$458.3	\$475.4	\$17.0	3.7%
Full Time Staffing Resources – PRP	3,107	3,148	41	1.3%
Capital Investment (\$M)		\$57.9		
10-Year Capital Investment (\$M)		\$599.0		
Outlook Years	2022	2023	2024	
Net Increase (\$M)	\$19.0	\$19.8	\$20.6	
% Increase	4.0%	4.0%	4.0%	

Note: Numbers 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
- Customer service expectations for modern information technology and digital systems
- Provincial modifications of the Regulations as part of the modernization of the *Conservation Authorities Act*
- Adapting programs and services to Provincial directives and best practices, related to COVID-19, to ensure safety of all employees and stakeholders
- Increased demand for access to greenspace as a result of COVID-19

### How We are Investing to Serve Peel Residents Better

**Operating Request +\$1.2M**

**Capital Request +\$5.9M\***

**NEW  
in 2021**

#### Key Highlights:

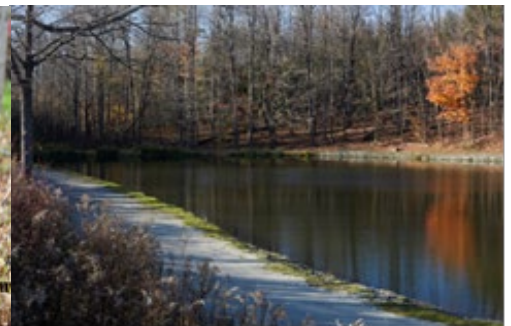


**+\$1.2M** to address climate change, asset management and labour costs

#### Key Highlights:

**+\$5.9M** 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





**34,279**

hectares of land regulated, to protect life and property of Peel residents from hazards due to flooding, erosion and slope failure (2020 Target)

**185,207**

trees, shrubs and seedlings to be planted (2020 Target)

**5,574**

hectares of public land to be managed in providing opportunities for recreation (2020 Target)



## 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
- 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 continues to align and find efficiencies to strengthen core activities for both financial and strategic gains
- TRCA has mitigated losses during the COVID-19 crisis and will continue to proactively adapt to changes
- CH annually reviews program service levels 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 the Region, for example, creating a waterfront parkland (Jim Tovey Lakeview Conservation Area 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 for 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.
- Using information technology in innovative ways to adapt existing services and programs to continue meeting deliverable requirements during the COVID-19 pandemic

## Key Financial Information

Resources to Achieve Service Level	2020	2021	+/-	%
Net Expenditures (\$M)	\$28.1	\$29.3	\$1.2	4.1%
Full-time staffing Resources	N/A	N/A	N/A	N/A
Capital Investment (\$M)		\$5.9		
10-Year Capital Investment (\$M)		\$12.0		

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$1.6	\$1.4	\$1.5
% Increase	5.4%	4.7%	4.6%

Note: Numbers may not add up due to rounding

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.
- For the 2016 reassessment cycle, the property values were based on the January 1, 2016 valuation with the assessment increases from the prior reassessment values being phased-in over the 2017-2020 period. The Ontario government has announced that the 2020 Assessment Update is postponed due to the COVID-19 pandemic. Therefore, property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016 current assessment values. This means that the property assessment for the 2021 tax year will be the same as the 2020 tax year.
- Peel’s portion of MPAC costs has decreased based on the MPAC’s 2021 operating budget which was approved by the Board of Directors with a total municipal levy increase of zero percent, in light of the challenges posed by the COVID-19 pandemic. Beyond 2021, the MPAC’s costs are likely to continue to increase due to MPAC internal cost pressures as well as the allocation formula which unfavourably impacts higher growth municipalities such as Peel.

**How We are Investing to Serve Peel Residents Better**

**Operating Request (\$0.2M)**

**Key Highlights:**

Cost reductions, due to COVID-19 pandemic, are a result of MPAC’s reviewing its priorities, strategies and finding new, efficient ways to deliver services without impact to service levels.

**Capital Request +\$0.0M**

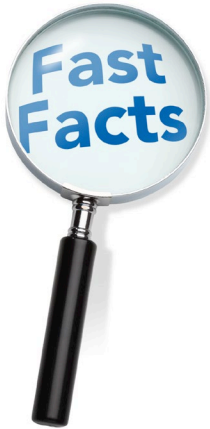
**Key Highlights:**

No capital investments proposed



**MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION**





**\$313 billion**

total assessed value of all properties in Peel

**417,000**

properties in Peel

**\$577,300**

average residential home value in Peel

**2.02%**

average increase of Peel's portion of MPAC's costs (2016 – 2020)



## 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	2020	2021	+/-	%
Net Expenditures (\$M)	\$19.9	\$19.7	(\$0.2)	(0.9%)
Full-time Staffing Resources	-	-	-	-
Capital Investment (\$M)	-	-	-	-
10-Year Capital Investment (\$M)	-	-	-	-

Outlook Years	2022	2023	2024
Net Increase (\$M)	\$0.4	\$0.4	\$0.4
% Increase	2.0%	2.0%	2.0%

\*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
- Impact of COVID-19 on operations

How We are Investing to Serve Peel Residents Better

**NEW**  
in 2021

Operating Request **+\$0.4M**

Key Highlights:

**+\$6.8M** for maintaining infrastructure

**(\$2.7M)** cost mitigation

**(\$1.6M)** reduction in tax subsidy of utility operations

**(\$1.5M)** increased payments in lieu of taxes and supplemental taxes, net of decreased tax appeal expenses

**(\$0.6M)** decreased debt payments

**+\$2.1M** in COVID-19 response costs to be funded by Phase 1 Safe Restart Funding

Capital Request **+\$43.7M**

Key Highlights:

**+\$24.1M** maintain information technology

**+\$11.3M** maintain Regional office facilities

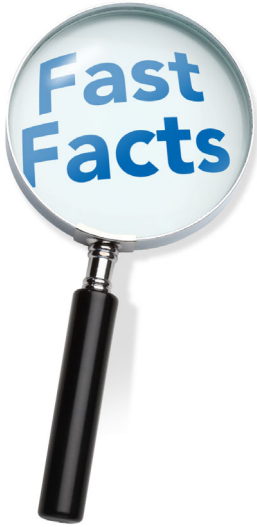
**+\$2.2M** climate change mitigation and energy management

**+\$2.0M** implement asset management technology

**+\$0.4M** implement development charge updates

**COVID  
IMPACT**





## AAA/Aaa

one of 12 Canadian municipalities with a Triple A credit rating

## Platinum

Excellence Canada Accreditation



# 80%

of \$30B in managed assets are rated “good” or “very good”

# 79%

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

## Social Audience Growth

Facebook 225%

Twitter 30%

Instagram 250%

LinkedIn 30%

### Respect the Taxpayer

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

- \$0.4M in reduced energy costs by procuring through multiple suppliers versus a single supplier
- \$0.4M in costs avoided through contact centre callback options
- \$0.1M in reduced energy costs through the use of LED lighting at Regional office facilities



### Sustaining our Enterprise Programs and Services

Here’s how we strive to perform better:

- Adapting and maintaining Regional facilities
- Maintaining a talent management framework
- Maintaining a sophisticated technological environment
- Shifting services to digital channels
- Enabling a remote workforce
- Planning to address climate change and build environmental resilience
- Monitoring long-term financial planning strategy

## Key Financial Information\*

Resources to Achieve Service Level	2020	2021	+/-	%
Net EPS Operating (\$M)	\$51.4	\$45.0	(\$6.4)	(12.5%)
Levy for Maintaining Infrastructure (\$M)	-	\$6.8	\$6.8	+100%
Net Expenditures (\$M)	\$51.4	\$51.8	\$0.4	0.7%
Full-time Staffing Resources	789	798	9	11.4%
Capital Investment (\$M)		\$43.7		
10-Year Capital Investment (\$M)		\$223.0		

Outlook Years:	2022	2023	2024
Net EPS Operating change (\$M)	\$11.9	\$1.3	\$1.1
Infrastructure Levy increase (\$M)	\$5.0	\$0.6	\$0.4
Net Increase (\$M)	\$16.9	\$2.0	\$1.5
% Increase	32.6%	2.9%	2.1%

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

NOTE: May not add up due to rounding.

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# 2021 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 182,700 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 and 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 community needs.

The development of the Region’s 2021 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 2021 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 2020, the COVID-19 pandemic had a significant impact on Peel’s community and economy and put significant strains on the Region’s services and finances to respond to the pandemic. A combination of federal and provincial funding along with active cost mitigation strategies helped to minimize the financial impact to Peel tax and utility rate payers. For 2021, many services will be continuing to respond to COVID-19. While provincial funding is expected to fund most, if not all, of these COVID related costs and pressures, some provincial funding reductions and changes to funding formulas that began in 2019 are expected to continue into 2021. These changes effectively download 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.

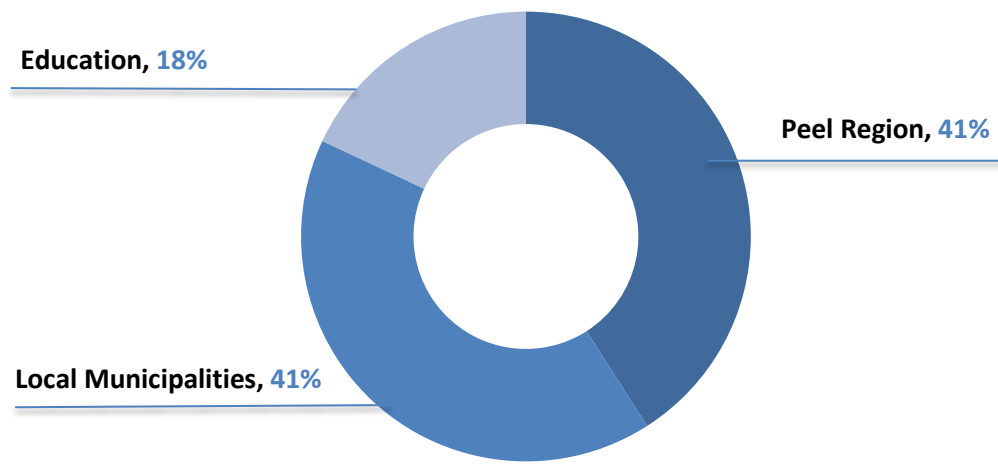


The Region’s Budget includes a net tax levy increase of 2.5 per cent (or an overall property tax increase of 1.02 per cent) and a utility rate increase of 5.5 per cent. The Region’s utility rates remain the lowest in the Greater Toronto Area (GTA) with the 2021 increase.

## What Your 2021 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 2020 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).



### 2021 Business Planning Process

Peel's Budget process started in early 2020 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
- Impact of COVID-19

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

Similar to the 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 2021 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 \$2.7 billion and capital investments of \$1.0 billion in an array of Regional services to support and advance Council's long term vision for Peel.

**2021 Budget - \$3.7 Billion**  
 \$2.7B - Operating Budget  
 \$1.0B - Capital Budget



**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.

**\$970** million (operating)  
**\$176** million (capital)

- Adult Day
- Community Investment
- Early Years & Child Care
- Housing Support
- Income Support
- Long Term Care
- Paramedics
- TransHelp

**\$1.55** billion (operating)  
**\$779** million (capital)

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

**\$164** million (operating)  
**\$44** million (capital)

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

Chart 1 below outlines the 2020 Approved Budget, 2021 Forecast (as forecasted in the 2020 Budget) and the 2021 Proposed Budget. Due to the late announcement of the 2020 Provincial Budget, no target was provided for the development of the 2021 Budget. As provincial funding represents 25 per cent of Peel's overall revenue, there could be significant impact on Peel's 2021 Budget. Instead of a target, Council asked Regional services and External Agencies to develop 2021 budgets with increases lower than their respective 2021 Forecasts from the 2020 Budget to recognize Peel's current economic climate. This is in line with Peel's Long Term Financial Planning Strategy principle of "Respect for the Taxpayer". Adding to the challenge to achieve lower increases will be the continuation of provincial funding reductions and changes to funding formulas for services such as Child Care putting increased pressure on the tax base.

**Chart 1**

	2020 Approved	2021 Forecast*	2021 Proposed Budget
Net Tax Levy (Core Service)	2.7%	3.0%	2.7%
Provincial impact	0.9%	0.6%	0.5%
<b>Net Tax Levy</b>	<b>3.6%</b>	<b>3.6%</b>	<b>3.2%</b>
Utility Rate	7.2%	6.0%	5.5%

\*As forecasted in the 2020 Budget

## 2021 OPERATING AND CAPITAL BUDGET

Before making budget recommendations to Council, overall pressures and priorities were considered including the costs and pressures related to continue the response to COVID-19. The pressures identified for the Budget reflect needs for direct service delivery as well as 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 Peel's economic environment induced by the pandemic, the Strategic Plan and the Term of Council Priorities. In addition, the 2021 Budget includes additional resources for service level adjustments that Council approved in 2020, such as the approval of the Community Safety and Well-being program, expansion of the EarlyON child care program, operations of the newly acquired homeless shelter as well as investing in the mental health and well-being of Peel's paramedic officers.

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 2020 survey shows that 84 per cent of Peel residents are satisfied with Regional Government and that 79 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.

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

Activity	Date
Update on the Status of the Long Term Financial Planning Strategy	April 23, 2020
Approach to the Development of the 2021 Budget – Council Report	April 9/May 14, 2020
External Agencies Presentations on Progress Report and Future Outlook	June 25, 2020
Financial Risk Management Strategy of the Regional Capital Plan – Council Report	July 23, 2020
2021 Capital Pre-Approval – Council Report	December 3, 2020
Continuous Improvement Update – Council Report	December 3, 2020
The Changing Economic Environment and Implications for Peel	January 14, 2021
The 2020 Infrastructure Status and Outlook – Council Report	January 28, 2021
Overview and Update on the Status of Reserves – Council Report	January 28, 2021
2021 Budget Presentations	
• Regional Budget Corporate Overview	January 28, 2021
• Regional Services Budget Presentations	January 28, 2021
• Police Services Budget Presentations	February 4, 2021
• Conservation Authorities Budget Presentations	February 4, 2021
• Additional Budget deliberation	February 11 & 18, 2021

The Budget deliberations for Council approval will begin with the Regional Budget Overview presentation on January 28, 2021. 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.

## 2021 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 \$2.7 billion, and the Region of Peel Capital Budget totals \$1.0 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**

<b>2021 Regional Budget Overview - \$3.7B</b> Operating Budget - \$2.7B & Capital Budget – \$1.0B 10-Year Capital Plan - \$10.4B			
 <b>Property Tax Supported</b>		 <b>Utility Rate Supported</b>	
Operating Budget	\$2,081M	Operating Budget	\$605M
Budgeted Reserve draws	(\$19M)	Budgeted Reserve draws	(\$5M)
Capital Budget	\$409M	Capital Budget	\$590M
10-Year Capital Plan	\$4,352M	10-Year Capital Plan	\$6,080M
<b>*Property Tax Increase</b>	<b>1.0%</b>	<b>Average Utility Rate Increase</b>	<b>5.5%</b>
(includes 0.6% Infrastructure levy )		(includes 5.0% for Infrastructure)	
<b>**Impact :</b>		<b>Impact:</b>	
Home assessed at \$578,200	\$50	Household water consumption of 290m <sup>3</sup>	\$43
Small Business assessed at \$641,900	\$89	Small Business water consumption of 695m <sup>3</sup>	\$111
Commercial assessed at \$1,925,700	\$267		
Industrial assessed at \$1,937,300	\$296		
Region’s Portion of Annual Residential Municipal Tax Bill	\$2,088	Annual Residential Water Bill	\$791

\* 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.

## 2021 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 2021 services in each area of focus.



In 2021, Peel will improve people's lives in their time of need by:

- Providing 744,000 TransHelp trips
- Providing 19,180 households with income support through Ontario Works (OW) program
- Providing over 11,600 housing subsidies to households
- Serving over 4,800 clients in emergency and transitional shelters
- Providing over 3,900 clients with eviction prevention funds
- Managing 392 new housing units in development
- Providing social service agencies funding, supporting 735,500+ residents
- Providing 16,000+ fee subsidies making it possible for families to benefit from licensed child care
- Supporting 1,900+ children with special needs in licensed child care with enhanced resources
- Providing 63,000+ children and parents/caregivers with access to free EarlyON programs
- Responding to an estimated 135,000 paramedic 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



In 2021, Peel will contribute to integrated, safe and complete communities by:

- Managing over 552,000 tonnes of waste for 352,000 curbside households and 104,000 multi-residential households
- Collecting and treating 696 million litres per day of municipal wastewater collected and treated for approximately 336,550 retail and wholesale customer accounts
- Treating, transmitting, and distributing 590 million litres per day of municipal water to over 343,150 retail and wholesale customer accounts
- Maintaining 1,688+ lane kilometres of roads, 183 structures (including bridges and major culverts) and 476+ signalized intersections
- Providing 95,000 children with free dental screening and identifying 11,500 children with urgent dental conditions requiring professional treatment.
- Conducting 11,000 compliance health inspections at 6,259 food premises at least one time
- Welcoming more than 30,000 visitors with local arts and exhibitions at the Peel Art Gallery, Museum and Archives (PAMA) to build a connected community that embraces diversity and inclusivity

- Providing effective and visible policing services including responding to 248,000 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 37,880 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 175,000 trees, shrubs and seedlings over the course of 2021



In 2021, Peel will be a future-oriented and accountable government by:

- Maintaining Peel's fiscal health
- 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
- Identifying energy savings and building environmental resilience
- Continuing to seek alternative service delivery methods to improve cost effectiveness and the quality of Peel services
- Supporting higher procurement demand, in a sustainable manner that promotes the environmental, economic and social well-being of the Peel community
- Maintaining and planning for the replacement of 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



Emergency Shelter Operation to Increase up to **60** more beds



Expansion of EarlyON services for **3,000+** children and parents/caregivers



## Thriving



**+27** police officers  
for community safety



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



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



**16 KM** more sidewalks  
and paved shoulders



Implementing **Community  
Safety and Well-being** Program



Continuing **COVID-19 Response**

## Leading



**(\$1.6M)** reduction in tax subsidy of  
utility operations



Investing in **State of Good Repair** -  
\$11.3M



**60%** average increase in social  
media hits



Enhancing **cyber security**

## 2021 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
<b>Regionally Controlled Services</b>		
<ul style="list-style-type: none"> <li>• Adult Day</li> <li>• Community Investment</li> <li>• Early Years &amp; Child Care</li> <li>• Housing Support</li> <li>• Income Support</li> <li>• Long Term Care</li> <li>• Paramedics</li> <li>• TransHelp</li> </ul>	<ul style="list-style-type: none"> <li>• Chronic Disease Prevention</li> <li>• Early Growth and Development</li> <li>• Heritage, Arts and Culture</li> <li>• Infectious Disease Prevention</li> <li>• Land Use Planning</li> <li>• Roads and Transportation</li> <li>• Waste Management</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Programs and Services               <ul style="list-style-type: none"> <li>• Corporate Services</li> <li>• Finance</li> <li>• Digital and Information Services</li> </ul> </li> </ul>
<b>Regionally Financed External Services</b>		
	<ul style="list-style-type: none"> <li>• Assessment Services (MPAC)</li> <li>• Conservation Authorities*</li> <li>• Police</li> </ul>	

\*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 2021 Tax Supported Net Budget.

**Chart 4**

2020 Net Tax Levy Impact							
	2020	2021	2021 vs. 2020		Assessment Growth and Notional Tax Rate Adjustment		Net Levy Impact
	\$M	\$M	\$M	%	\$M	%	%
Regional Services	628.4	649.0	20.6	3.3			1.3
Police	458.6	475.6	17.0	3.7			1.1
Conservation Authorities	28.1	29.3	1.2	4.1			0.1
MPAC	19.9	19.7	(0.2)	(0.9)			-
<b>Total</b>	<b>\$1,135.0</b>	<b>\$1,173.6</b>	<b>\$38.6</b>	<b>3.4%</b>	<b>\$10.4</b>	<b>0.9%</b>	<b>2.5%</b>

Note: Number may not add due to rounding

The Budget results in a net levy increase of \$38.6 million equivalent to a net tax levy increase of 2.5 per cent after assessment growth (see Summary I (a) & (b) for the net budget increase by service and a comparison between 2021 and 2020 budgets). Twenty-seven per cent or \$10.4 million of the total increase is funded by

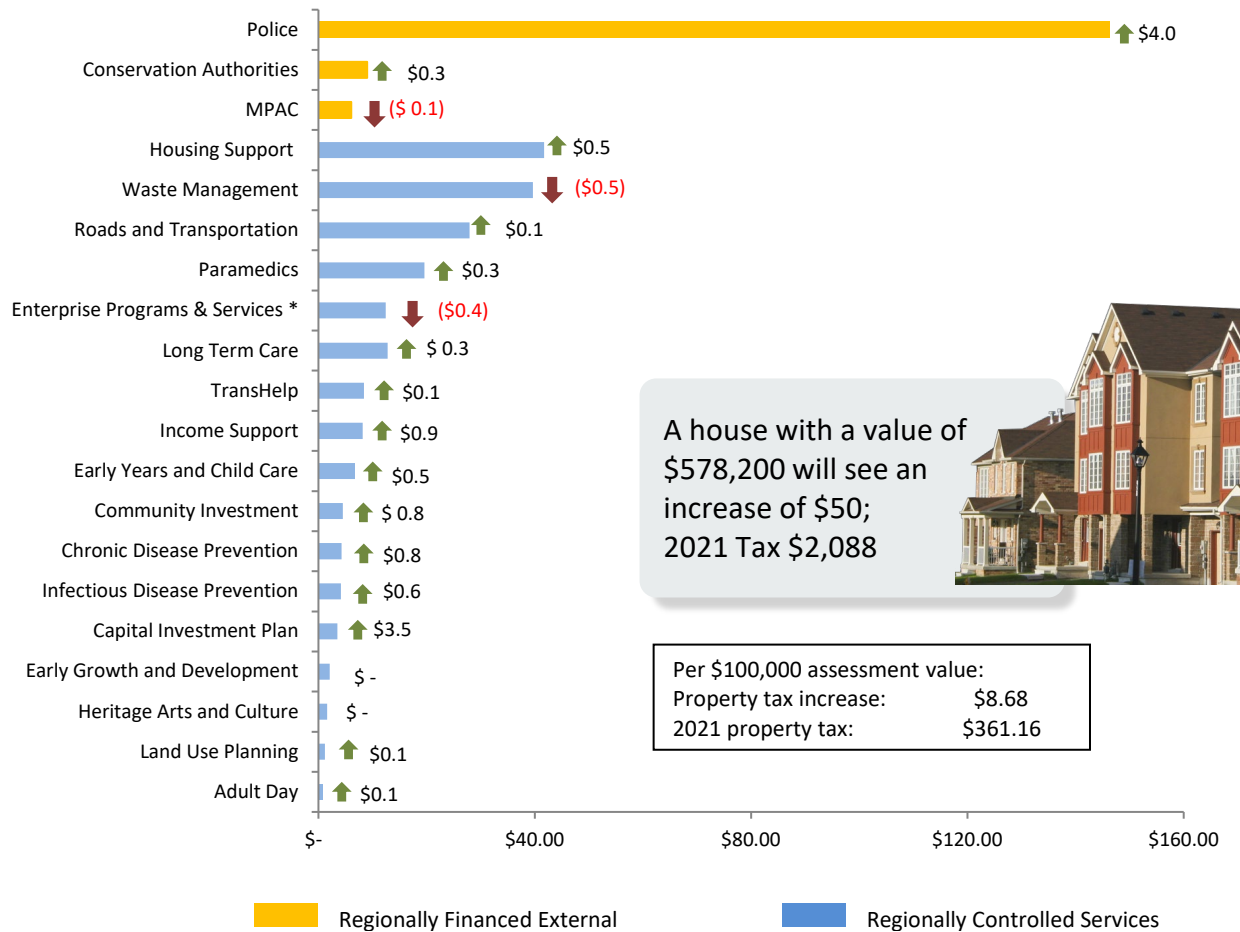
## 2021 OPERATING AND CAPITAL BUDGET

growth in the property assessment base of 0.9 per cent and the remaining 73 per cent or \$28.2 million is funded by a net tax levy increase of 2.5 per cent.

The 2.5 per cent net tax levy increase is composed of 1.3 per cent increase for Regionally Controlled Services and 1.2 per cent increase for Regionally Financed External Organizations.

Chart 5 outlines where the 2021 tax dollars will be spent based on a residential assessment of \$100 thousand.

**Chart 5** **Where Your 2021 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

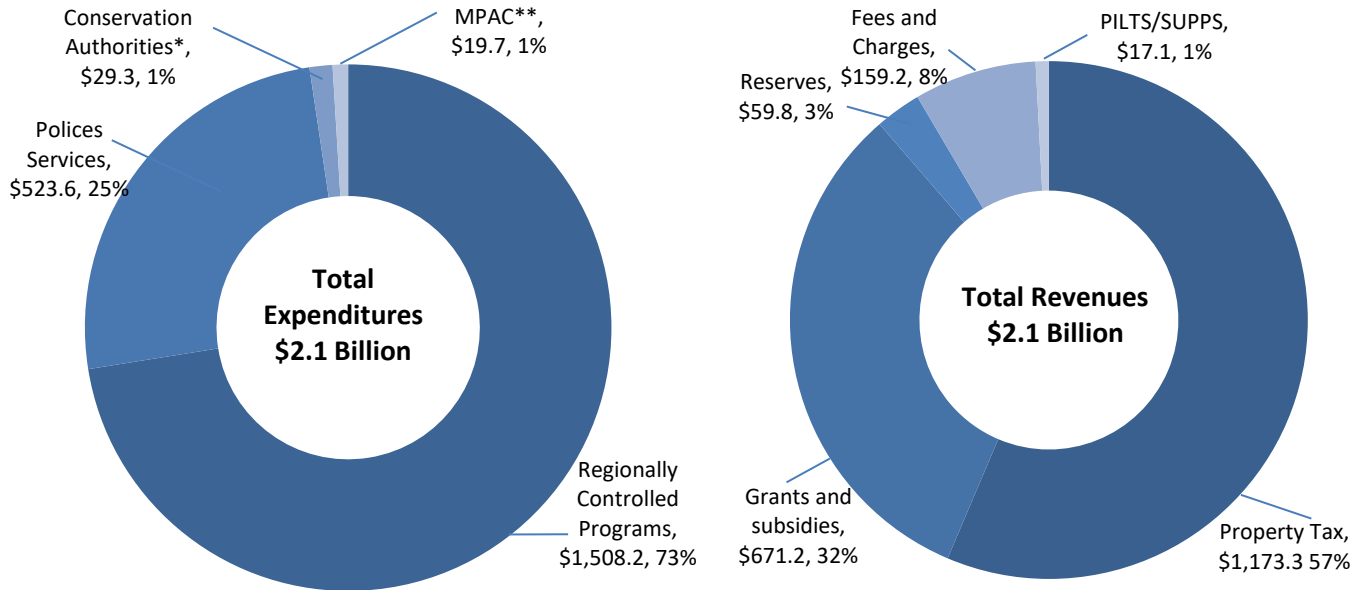
The Property Tax Supported Operating Budget totals \$2.1 billion for both Regionally Controlled Services and Regionally Financed External Organization services.

- Forty-three per cent or \$907 million of the total gross budget is funded by non-property tax revenue sources
- Fifty-seven per cent or \$1,173 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**

**2021 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

**2021 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 - 1.3 Per Cent Net Tax Levy Increase

#### *Operating Budget Pressures*

The Regionally Controlled Tax Supported Services net budget totals \$649.3 million (including the Community Events Policing grants), representing an increase of \$20.6 million or 3.3 per cent over the 2020 Budget. After assessment growth, this is equivalent to a net tax levy increase of 1.3 per cent. The budget increase includes \$4.8 million to enable community priorities identified by Council. The remaining budget increase of \$15.8 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 2020 level of service in 2021. 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 \$5.0 million which is net of funding increases and efficiencies as summarized below.

##### **Labour Costs**

Labour costs increased by \$12.7 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 (\$1.5 million), Long Term Care (\$0.6 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 \$3.8 million in budgeted costs have been mitigated through various initiatives and are presented in Summary II of this document. As presented to Council on December 3, 2020 through the report titled "LEAN – Continuous Improvement Update", staff continually seek opportunities to save money. Over the past year, staff have completed over 40 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 the 2021 Budget reflects the continuance of some of these changes. 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	1,229
Community Investment (formerly funded through Employment Support)	1,784
	3,013
External Agencies	-
<b>Total Provincial Funding Replaced by Property Tax</b>	<b>3,013</b>




**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 \$5.8 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	2021 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Long Term Care	Residents in our Long Term Care homes receive care to enhance their quality of life	Response to COVID-19 (37 contract staff funded from reserve – Phase 1 Safe Restart Fund)	2,251	-
 Paramedics	Peel residents and visitors receive quality pre-hospital care	Improved psychological health and safety of frontline Paramedics	264	264
		Support for our senior population through Community Paramedicine (funded by the Province)	132	-
		Enablement of 24/7 logistics (funded from existing budget)	-	-
 Early Years and Child Care	These Programs are affordable and responsive to the needs of families	Expanded EarlyON program	1,340	703
	Affordable housing is available to all Peel residents, and	Implementation of Housing	115	115


## 2021 OPERATING AND CAPITAL BUDGET

  Housing Support	homelessness in Peel is prevented	Technology (License Fees)		
		Operationalized new Homelessness Emergency Shelter	2,700	2,700
		Fire & Safety support - Peel Housing Corporation (Student)	12	-
		Increased organizational capacity and business plan support - Peel Housing Corporation (Conversions)	307	-
		Implementation of the Housing Master Plan – (2 Housing Development Office resources, 1 communication and 1 legal resource in Internal Services - funded within existing budget)	-	-
		<b>Living – Total</b>	<b>7,121</b>	<b>3,782</b>


### Thriving - Communities are integrated, safe and complete

Service	Service Outcome	2021 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	Managed increase in tonnage of waste collection and processing	365	365
 Heritage, Arts & Culture	Peel residents are engaged in an understanding of our history and culture	Increased janitorial services for COVID-19 response (funded from reserves)	80	-
 Chronic Disease Prevention	Peel residents live longer and healthier due to reduced risk of chronic diseases	Compliance with health standards in commercial food preparation	69	69
 Infectious Disease Prevention	Peel residents are protected against infectious diseases	64 School-Focused Nurses for COVID-19 response (funded until July 2021 by the Province)	3,346	-
		Enabled remote work (Five 9 cloud software funded by reserve draw)	230	-

## 2021 OPERATING AND CAPITAL BUDGET

		Improved compliance with health standards in commercial food preparation and increasing resources for sexual health Clinic	244	244
 Roads and Transportation	People and goods can move safely and efficiently throughout Peel	Automated Speed Enforcement Program offset by working fund reserves	300	-
<b>Thriving - Total</b>			<b>4,634</b>	<b>678</b>

### Leading - Government is future-oriented and accountable

Service	Service Outcome	2021 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Enterprise Programs and Services	Government is future-oriented and accountable	Secure and well-Managed digital solutions*	419	419
		Increased demand from Community for direct connection through digital platforms*	213	213
		Increased demand for internal legal support*	161	161
		Address anti-racism and systemic discrimination	137	137
		Resources to support Housing Master Plan*	298	298
		Temporary resource to support Long Term Care COVID-19 response*	100	-
		COVID-19 response (funded by reserve Phase 1 Safe Restart Fund)	2,119	-
		Community Connections remote agent set up (funded by reserve)	57	-
<b>Leading - Total</b>			<b>3,504</b>	<b>1,228</b>

\*Investments have been allocated to other Regional services or recovered from capital projects.

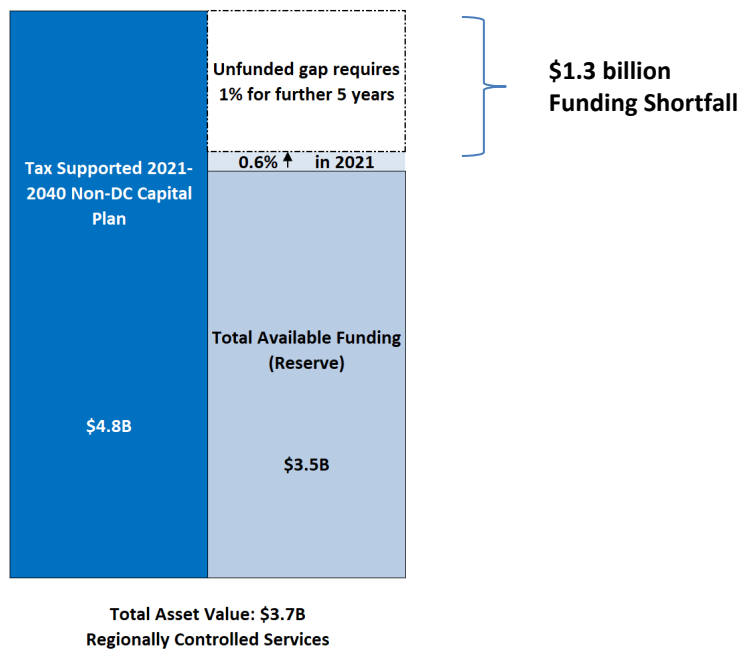


**Capital Infrastructure Funding – Through the Property Tax**

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 (2021-2040) capital requirements including the social housing stock. There is a funding gap currently estimated at \$1.3 billion. To address the long term forecasted funding shortfall of the Tax Supported capital requirements, a one sixth per cent infrastructure levy is proposed in the 2021 Tax Supported budget, which represents approximately \$6.78 million of the tax levy increase. Current analysis shows an annual increase of one per cent infrastructure levy for five 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 Reserve Draws.

**Assessment Growth**

The growth in revenue from increased property assessment in Peel for 2021 estimated at \$10.4 million or 0.9 per cent including additional notional tax adjustments of \$2.9 million, has been incorporated in the Budget. The increase in revenue is lower than the 2021 forecast of 1.0 per cent from the 2020 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 2021 Budget includes an increase of \$0.8 million in PILTs revenue to align it with the actual revenue received in previous years and \$0.7 million due to favourable variance for vacant unit rebates as this program is being phased out in 2020.

**Grants and Subsidies**

Provincial funding assumptions are reviewed annually. The Regionally Tax Supported budget includes \$671 million in grants and subsidies, a \$1.7 million or 0.3 per cent increase from the 2020 Budget. The increase is largely driven by slight increases in Paramedic Services and Long Term Care, and was partially offset by funding changes for Child Care and Community Investment (formerly funded through Employment Support). The Region of Peel managed the 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 \$166.2 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 (Regionally Controlled) includes \$14.6 million in Reserve draws to manage the pressure on the budget; \$6.4 million from the Rate Stabilization Reserve to support various initiatives as presented in Summary III (a) and \$8.2 million from remaining 2020 Phase 1 Safe Restart Fund to support expected costs and pressures related to COVID-19 as presented in Summary III 9 (b).

**Staffing Resources to Achieve Level of Service\***

As in *Chart 10* below, the Regionally Controlled Tax Supported Operating Budget includes 4,232 full-time equivalent staffing resources to deliver services to meet community service demands (Summary V (a)-(c)).

**Chart 10**

	Staffing Resources to Achieve Level of Service	
	2020	2021
Tax Supported Services	4,212	4,232

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

Through previous budgets, Council approved funding to provide service levels which utilize 3 contract staff for service delivery in the areas of Paramedics and Housing support. The 2020 level of service reflects these becoming regular FTEs in 2021 to sustain the approved service level and funding approved by Council.

The Budget adds 20.0 full-time equivalent staffing resources for Regionally Controlled Tax Supported services. These staffing resources help to support the achievement of outcomes such as the development of new affordable housing units, improved community safety and well-being and delivery of critical public health programs.

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 \$7.7 million (equivalent to 72 positions), which recognizes the financial impact of the natural staff turnover patterns.

***Regionally Financed External Organizations – 1.2 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 \$524.6 million or \$18.0 million over the 2020 Budget. The proposed increase is equivalent to a net tax levy increase of 1.20 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 \$462.5 million represents an increase of \$16.7 million or 3.8 per cent over the 2020 Budget and is mainly due to:

- Base budget increases totalling \$11.4 million primarily related to salaries and benefits for existing staff and other inflationary increases. The increase is offset by:
  - The inclusion of \$0.3 million in increased user fees and net recoveries from external contract costs
  - Efficiencies of \$0.3 million from an alignment of investigative resources

- Service Level demand increases to address community safety totalling \$5.2 million for an additional 27 Uniform Patrol Officers
  - 14 Civilian Support positions are funded within the base budget (the full cost staffing formula recognizes the addition of Uniform Officers has a direct impact on civilian support demands, i.e. Uniform Officers require civilian support staff (communications, Training, etc.)
- Other Pressures increased by \$0.9 million to address operating requirements and inflationary pressures, such as the implementation of capital projects, insurance and vehicle maintenance. These pressures were offset by \$0.2 million decrease in the Police Services Board.

### ***Policing at Community Events***

An increase of \$0.005 million has been included in the Regionally Controlled Budget to fund community events in Brampton and Mississauga requiring the presence of the Peel Regional Police.

### ***Ontario Provincial Police (Town of Caledon)***

The net budget for Caledon OPP totals \$12.9 million, representing an increase of \$0.3 million or 2.5 per cent over the 2020 Budget and is mainly due to:

- Base Budget changes of \$0.3 million:
  - An increase of \$0.2 million in the OPP contract and facility costs. The increases are 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
  - Cost mitigation opportunities of \$0.05 million have been realized due to pro-active maintenance and improvements to OPP facilities and equipment
  - Other pressures of \$0.02 million reflect a decrease in billings reconciliation rebates, the impact of the lowered rebates on the budget has been minimized by drawing on previous gapping surpluses accumulated over the last five years in the OPP Policing Cost Stabilization Reserve
- Service level demand includes operating costs of \$0.07 million for a new enhanced cleaning contract for OPP facilities, required as a result of COVID-19. These costs are to be fully funded from the Stabilization Reserve in 2021.

### ***Conservation Authorities (CAs)***

The **2021** net budgets submitted by the three Conservation Authorities totalling \$29.3 million represents an increase of \$1.2 million or 4.1 per cent over the 2020 Budget. Highlights of the budget increases, related drivers and funding sources are:

- \$1.2 million levy increase, mainly driven by climate change and infrastructure special levy projects, and labour costs funded by the general levy.
- One-time cost reduction of \$0.37 million from reserves to address Emerald Ash Borer (EAB) impacts and restoration efforts on CVC owned properties; continuation of proposed funding is not anticipated from Peel's EAB Reserve after 2021.
- No increase in Utility Rate funding, as was initially forecasted last year. This is because most recent watershed focused budget increases did not materialize, due to delays caused by the COVID-19 Pandemic. 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
<b>Conservation Levies:</b>				
Credit Valley Conservation	227	392	619	2.5
Toronto & Region Conservation	64	466	530	2.8
Conservation Halton	19	(10)	8	1.7
<b>Sub-total CA Levy Increase</b>	<b>\$310</b>	<b>\$848</b>	<b>\$1,157</b>	<b>2.6%</b>
One-Time Costs for EAB*		(370)	(370)	(88.1)
<b>Total CA Levy Increase</b>	<b>\$310</b>	<b>\$478</b>	<b>\$787</b>	<b>1.8%</b>
<b>Less Peel Funding:</b>				
• Utility Rate	-	-	-	-
• Peel Reserves	-	370	370	(88.1)
<b>Net Budget</b>	<b>\$310</b>	<b>\$848</b>	<b>\$1,157</b>	<b>4.1%</b>

Note: \*One-Time Costs consist of Emerald Ash Borer (EAB) costs for CVC (2020 and 2021)

### ***Municipal Property Assessment Corporation***

MPAC's net budget of \$19.7 million represents a decrease of \$0.2 million or 0.9 per cent over the 2020 Budget. The Budget is based on historical trends for MPAC budget costs. This cost reduction is a result of MPAC's reviewing its priorities, strategies and finding new, efficient ways to deliver services without impact to service levels.

## Operating Budget Outlook 2022-2024 – Tax Supported Services

### 2022- 2024 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 3.2 per cent over 2022 - 2024. Also included in these forecasts is the impact of the capital plan on the Operating Budget such as the operating costs for the Seniors' Health and Wellness Village, new paramedic stations, and the investment in sustaining Peel's infrastructure. Similar to the Budget, the forecast for 2022 includes estimated provincial funding impacts. The forecast for 2022 reflects the anticipated decrease in PILTs from the Greater Toronto Airport Authority due to lower passenger volume experienced in 2020. Summary IV provides details on the forecasted net budget increases for 2022-2024. These forecasted increases may change as Council determines priorities throughout the next four years.

**Chart 12** Operating Forecast 2022 – 2024 – Tax Supported

	Budget		Forecast	
	2021	2022	2023	2024
	%	%	%	%
Regionally Controlled	1.5	3.2	1.8	1.4
External Agencies	1.6	1.8	1.7	1.7
Tax Assessment Growth	(0.9)	(0.8)	(0.8)	(0.8)
<b>Subtotal</b>	<b>2.2%</b>	<b>4.2%</b>	<b>2.7%</b>	<b>2.3%</b>
Provincial Funding Impact	0.3	0.4	-	-
<b>Net Tax Levy Impact</b>	<b>2.5%</b>	<b>4.6%</b>	<b>2.7%</b>	<b>2.3%</b>
<b>Property Tax Impact*</b>	<b>1.0%</b>	<b>1.9%</b>	<b>1.1%</b>	<b>1.0%</b>

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

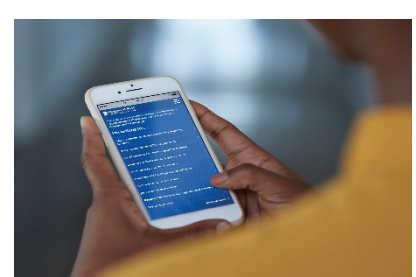
Consistent with the principle of "Respect for the Taxpayer" within the Long Term Financial Planning Strategy, net tax levy increases that are in line with overall blended inflation; the Canadian Price Index (CPI) for operating costs and the Average Non-Residential Construction Index to recognize Peel's infrastructure intensive services. For 2022, staff will bring forward a report to Council after the 2021 Budget deliberations to recommend a target increase for 2022 as well as other recommendations required to achieve the target.

## 2021 Capital Budget and Ten Year Plan – Tax Supported Services

### 2021 Capital Budget - \$408.9 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 \$408.9 million (Summary VI(a)). Regionally Controlled services represent over 84 per cent (\$345.0 million) of the total Tax Supported capital plan with Police Services 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 Housing Support at \$137.2 million or 34 per cent and Roads and Transportation at \$110.3 million or 27 per cent which support Council’s priorities of transforming housing service delivery and improving goods movement. A comparison of the Capital Budget with the 2020 Capital Budget is provided in Summary VI(b). Some of the major capital works in the Tax Supported Capital Budget are as follows:



#### Living: \$175.8 million

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

- \$137.2 million to support Housing including \$120 million for Housing Master Plan; state of good repair of Region owned buildings and capital loans to Community Housing Providers
- \$28.1 million for Phase 1 costs of a new Paramedics reporting station, 15 ambulances replacement and maintenance of facilities and equipment
- \$5.0 million for facility maintenance and equipment replacement at the Long Term Care Homes
- \$2.1 million including technology for TransHelp Automatic Fare Payment, Accessible Transportation Master Plan, bus modification and vehicle purchase

#### Thriving: \$189.3 million

##### Communities are integrated, safe and complete.

- \$56.4 million for Peel Regional Police including facilities revitalization and expansion, information technology requirements, purchase of operational assets and equipment, replacement of fleet vehicles
- \$61.8 million for road construction and improvements, \$33.8 million for road resurfacing and infrastructure maintenance, \$4.1 million for traffic related programs and \$2.8 million for transportation demand management, active transportation and Goods Movement
- \$6.8 million to support Waste including maintaining Waste facilities, purchase of carts for new households and maintain Regional landfill sites

#### Leading: \$43.7 million

##### Government is future-oriented and accountable.

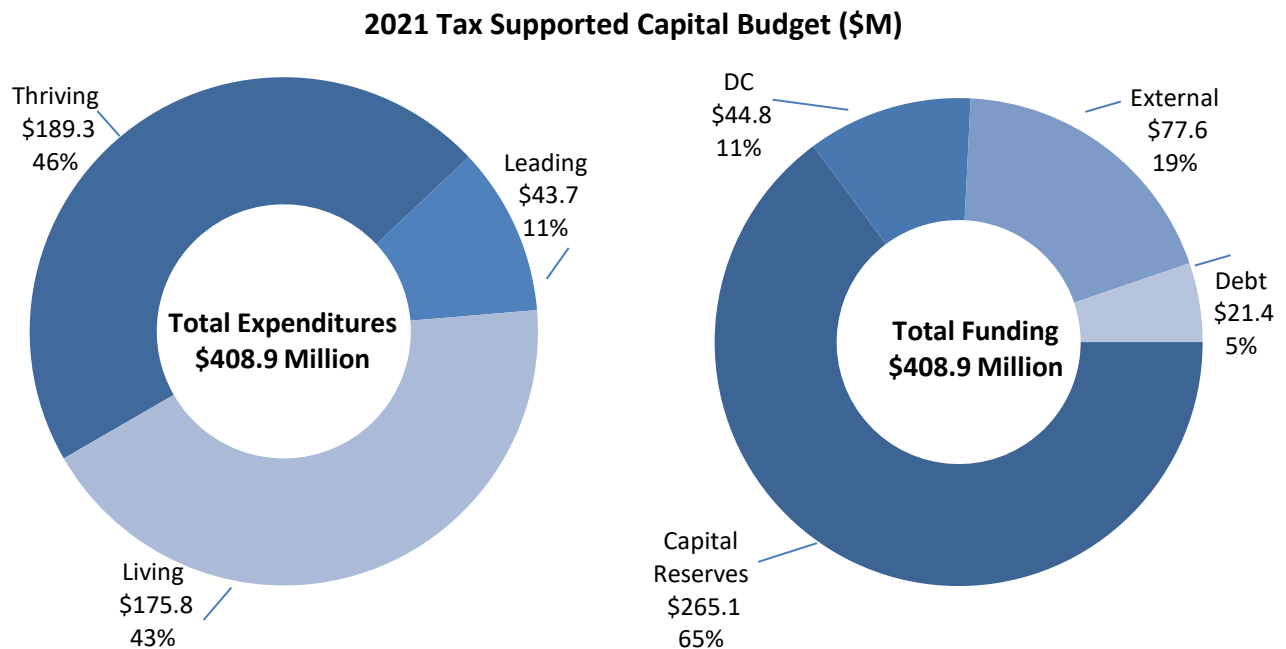
- \$24.1 million to maintain information technology
- \$11.3 million investment to maintain Region’s office facilities in a state of good repair
- \$2.2 million for climate change mitigation and energy management
- \$5.0 million for process and technology solutions
- \$0.4 million for development charge updates

**2021 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 \$408.9 million, 65 per cent is funded by capital reserves and reserve funds, 11 per cent is funded by Development Charge (DC) reserve funds, 19 per cent is financed by external sources and 5 per cent is funded by Debt . *Chart 13* below provides the components of the Capital Budget by area of focus and the funding sources.

**Chart 13**



**Operating Impact of 2021 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 \$2.8 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)	2021	2022	2023	2024	Beyond 2024	Total
Housing Support	\$0.1	-	-	-	-	\$0.1
Paramedics	-	-	-	\$2.1	-	\$2.1
Digital & Information Services	-	\$0.3	\$0.2	\$0.1	-	\$0.6
<b>Total Operating Impact</b>	<b>\$0.1</b>	<b>\$0.3</b>	<b>\$0.2</b>	<b>\$2.2</b>	<b>-</b>	<b>\$2.8</b>

- Housing Support: \$0.1 million for housing technology license fees.
- Paramedics: General operating costs of \$0.5 million and staffing costs of \$1.7 million for the new reporting station, beginning in 2024.
- Digital & Information Services: The investment in updated technology is anticipated to have an operating impact of \$0.3M in 2022, \$0.2M in 2023, and \$0.1M in 2024.

## 2021-2030 Ten Year Tax Supported Capital Plan - \$4.4 Billion

### 2021-2030 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 \$4.4 billion (Summary VII).

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

#### Living: \$1,391.2 million People's lives are improved in their time of need.

- \$688.1 million for affordable housing development projects, Housing Master Plan, technology and condition assessments
- \$356.1 million for loan requests to maintain the assets of Housing providers, Region owned buildings and condominium units
- \$57.2 million for the maintenance of four Long Term Care homes and \$60 million for a new Long Term Care home to address needs of growing frail senior population
- \$193.7 million for Paramedic satellite and reporting stations, new ambulances and vehicle replacements, defibrillators and other medical equipment, information technology initiatives and major facility maintenance
- \$15.0 million for TransHelp vehicle purchase, bus modification, Automatic Fare Payment and Accessible Transportation Master Plan

#### Thriving: \$2,737.6 million Communities are integrated, safe and complete.

- \$1.2 billion investment in Roads and Transportation for construction and widening, improvement of intersections and corridors, \$430.0 million for road reconstruction and resurfacing, and \$ 130.6 million for sustainable and active transportation, goods movement and safety initiatives in support of Vision Zero
- \$599.0 million for Police Services to ensure community safety
- \$289.0 million to support Waste management including \$195.0 million new infrastructure for 75% diversion target, \$41.0 million to maintain current infrastructure in a state of good repair, \$17.5 million carts related to Peel's household growth, \$17.6 million for monitoring and remediation at all landfill sites and \$8.4 million site enhancements at Peel Curing Facility

#### Leading: \$223.0 million Government is future-oriented and accountable.

- \$173.1 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
- \$47.8 million to support climate change studies and investments to build environmental resilience as well as technology initiatives to provide efficient and modern service to citizens
- Development Charge growth related projects of \$2.1 million include development charge reviews to ensure compliance to provincial plans and changing legislation

**2021-2030 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)	2021-2030 Capital Plan (\$ M)	%
State of Good Repair	\$ 618.2	16%
DC Supported Growth	\$1,106.0	30%
Non-DC Growth & Council Priorities	\$2,016.5	54%
<b>Total</b>	<b>\$3,740.7</b>	<b>100%</b>

**State of Good Repair** capital work is estimated at \$618.2 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 \$1,106.0 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 such as widening of Mayfield Road from Bramalea Road to Airport Road, Mississauga Road from Bovaird Road to Mayfield Road, addition of new turning lanes to key intersections to improve capacity and operational efficiency

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 \$2,016.5 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.

**2021-2030 Capital Plan Financing**

The Tax Supported Capital Plan of \$4.4 billion including external agencies is funded by three sources: 54 per cent is funded by reserves and reserve funds, 29 per cent is funded by DC reserve funds, 11 per cent is funded by external sources and 6 per cent is funded by debt financing.

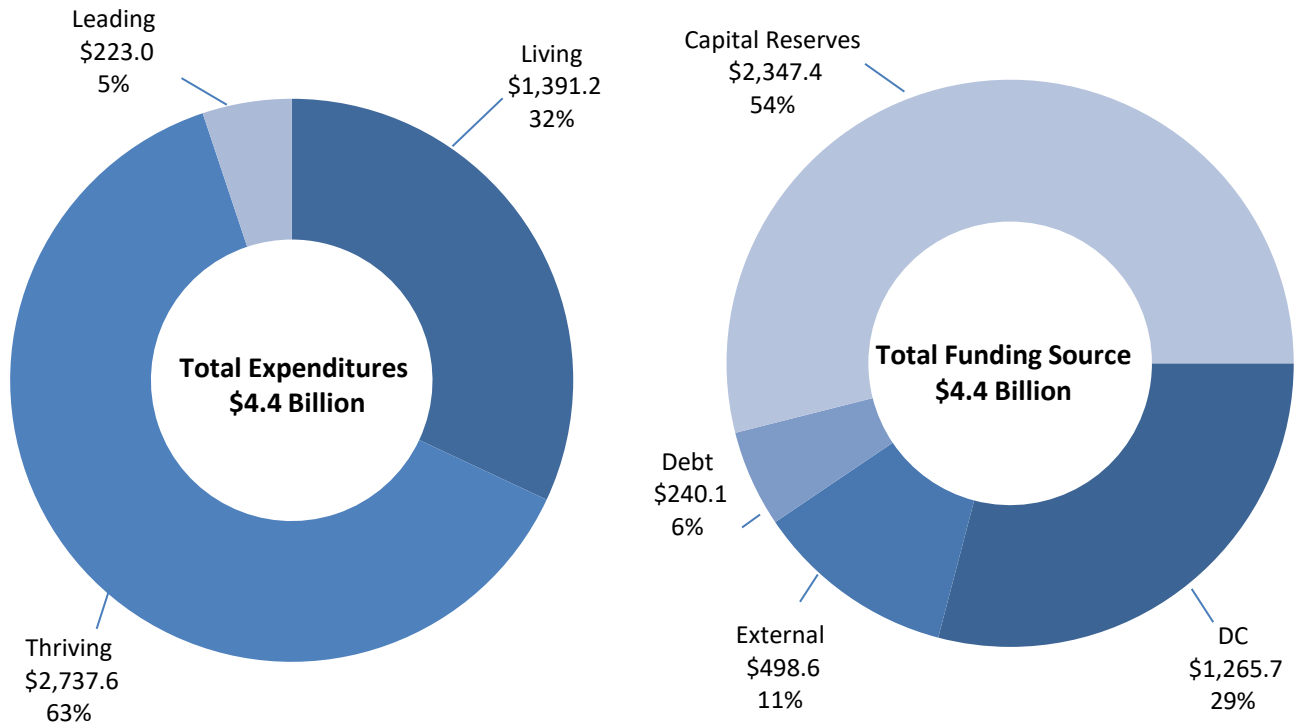
Ontario changed its *Development Charges Act* in December 2015 which allows Peel to use development charges to help pay for waste diversion initiatives. The new waste diversion portion of the Capital Plan will attract development charges following the next DC By-law update.

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**

**2021-2030 Ten Year Tax Supported Capital Plan (\$B)**



### ***Sustainable Capital Financing***

#### ***Capital Financing Strategy***

Regional Council approved its Capital Financing Strategy on September 24, 2020. The strategy outlined principles to guide the financing for both short term and long term capital requirements. Implementation of the Capital Financing Strategy will ensure that the Region of Peel maximizes available funding sources and remains financially flexible to address future capital infrastructure challenges.

#### ***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 \$1.3 billion by the end of 2040. Included in the 2021 Tax Supported Operating Budget is a one per cent net tax levy increase or \$11.3 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 five years from 2022 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.

#### ***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.

Since the passing of the 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 2020 DC By-law update using 2041 growth plan numbers and changes,

as a result of Bill 108 (*“More Homes, More Choice Act, 2019”*) and Bill 197 (*“COVID-19 Economic Recovery Act, 2020”*), has been completed and is scheduled to be in force in January 2021. The 2020 DC by-law proposed to increase development charge rates in Peel.

The new legislative changes main purpose was to move as effectively as possible into a strong economic recovery as well as to address housing supply and affordable housing in Ontario. The new legislative changes could have major administrative implications for DC monitoring and reporting and might require further enhancements to technological tools, resulting in further budgetary impacts.

### ***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 will seek to maintain sufficient flexibility and overall liquidity to be able to meet the infrastructure needs of the community. 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.

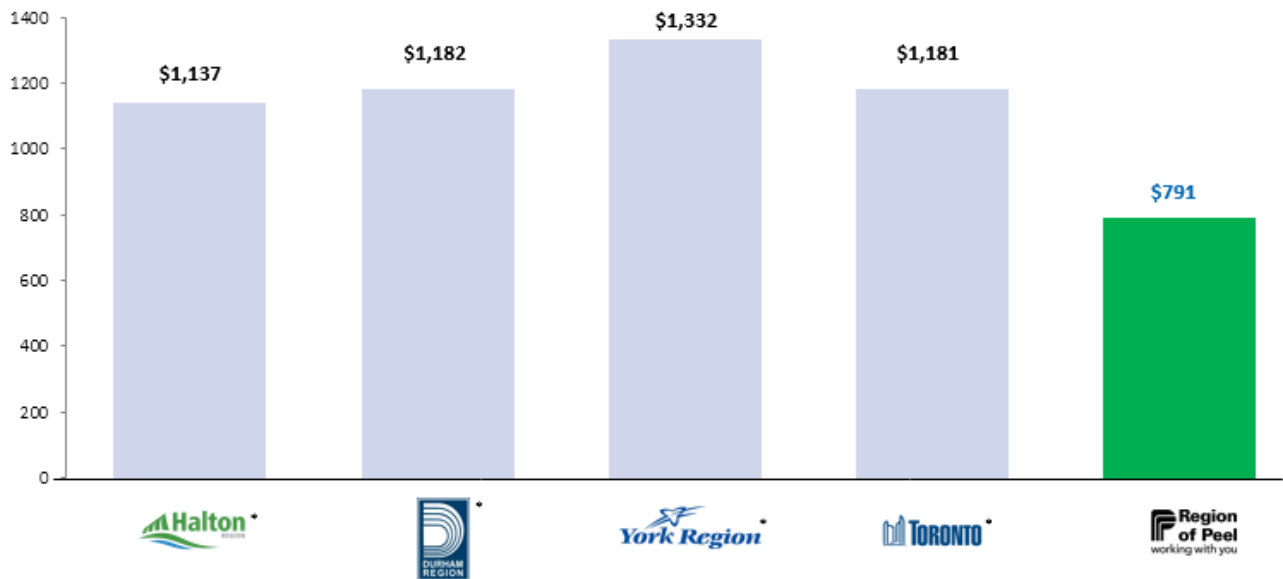
## 2021 Operating Budget - Utility Rate Supported Services

### Overview - 5.5 Per Cent Utility Rate Increase

The Utility Rate Supported Operating Budget totals \$605.4 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 \$122.9 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 5.5 per cent.

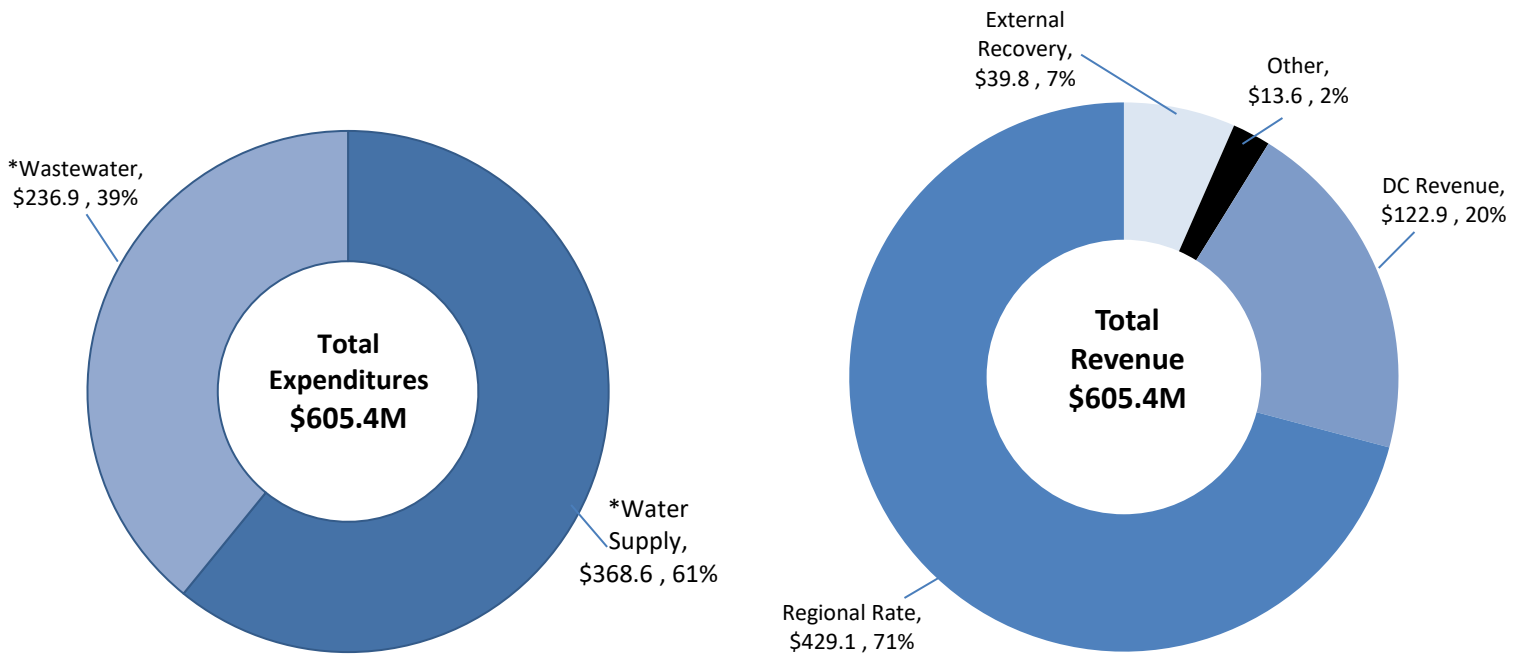


\*Based on 2020 Residential Rates

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

This 5.5 per cent utility rate increase translates into an increase of \$43 to the residential annual water bill based on average household consumption of 290m<sup>3</sup> or \$0.12 per day and an increase of \$111 to the small business water bill based on average consumption of 695m<sup>3</sup> or \$0.30 per day. In 2021 the average residential homeowner will pay a water bill in the amount of \$791 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 2021 utility rate increases.

**Chart 17** 2021 Utility Rate Supported Operating Budget (\$M)



*\*Note: includes \$16 million Conservation Authorities expenditures and \$123 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 \$21.7 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, Managing Risk to Declining Consumption and Capital Infrastructure Funding.

#### Base Pressures

Base pressures include adjustments for inflation, economic factors and prior year management decisions. \$4.8 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
- \$1.6 million for the reduction of tax subsidy of utility operations
- \$1.7 million increase in the Ontario Clean Water Agency (OCWA) contract

The above pressures are partially offset by efficiencies of \$0.6 million including reduction of \$0.2 million on the OCWA fixed contract costs and moving public education to virtual.

The Province of Ontario’s 2020 Budget, announced in November 2020, provided relief for electricity costs through the Comprehensive Electricity Plan. For the 2021 Budget, electricity costs for water and wastewater services have been reduced by an estimated \$5.4 million.

The budget includes resources to provide water and wastewater services for 4,000 new customers in 2021.





**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	2021 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Water Supply	Safe, reliable and high quality drinking water is available to Peel customers	Improved water account management	126	126
		COVID-19 response - PPEs & enhanced cleaning (funded from Phase 1 Safe Restart Fund)	2,261	-
 Wastewater	Wastewater in the Region of Peel is removed in a safe and environmentally responsible manner	COVID-19 response - PPEs & enhanced cleaning (funded from Phase 1 Safe Restart Fund)	206	-
		Improved Inflow and Infiltration Mitigation Strategy (contract conversion funded using existing budget)	-	-
		Enhanced capital project management of pumping stations (contract conversion funded using existing budget)	-	-
		<b>Thriving - Total</b>	<b>2,593</b>	<b>126</b>

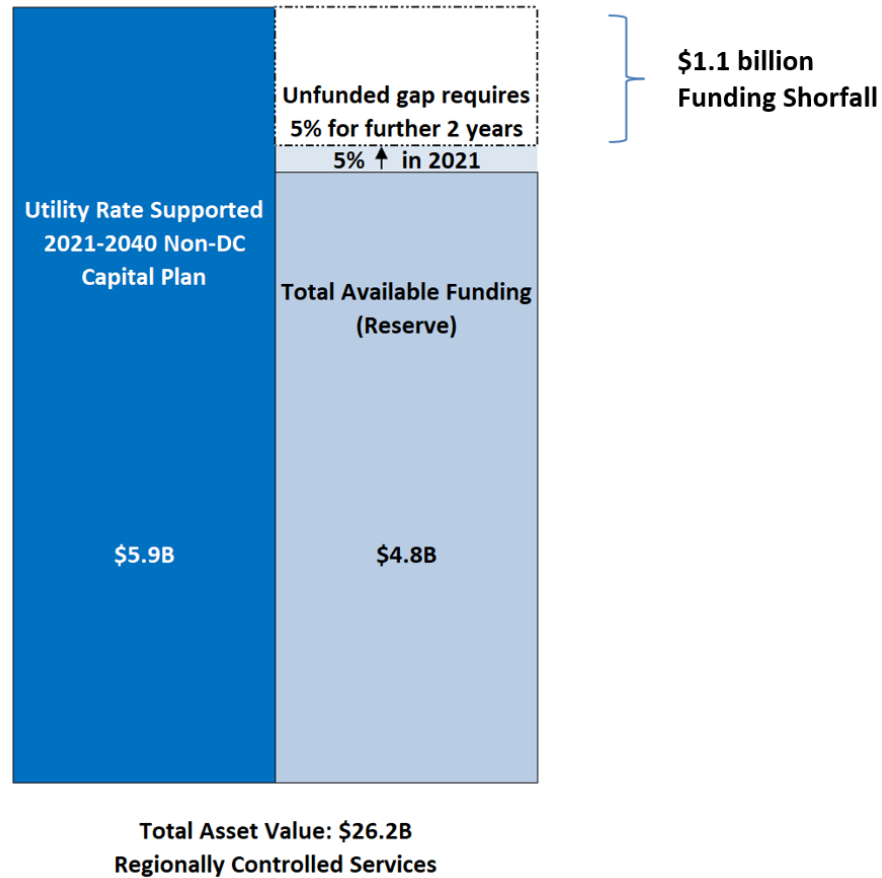
**Capital Infrastructure Funding – Through the Utility Rate**

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 \$6.1 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 \$1.1 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 \$20.0 million has been included in the 2021 Utility Rate Supported budget. Analysis shows an annual increase for two more years until 2023 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 (80 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.

For the 2021 Budget, there is some uncertainty around the overall water consumption. During 2020, there was a significant decrease in the water consumption for in the Industrial Commercial Institutional (ICI) sector. However, there was also a significant increase in water consumption in the residential sector. At the time of the development of the budget, there was insufficient data to determine if the overall decrease in the ICI sector was temporary or long term.

## 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 \$28.1 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 71 per cent of the total funding source.

### *Rate Stabilization Reserve Draw*

The Utility Rate Supported Budget includes \$2.7 million in draws from the Rate Stabilization Reserve to support various initiatives and risks as show in Summary III (a) and \$2.5 million in reserve draws using Phase 1 Safe Restart Funds remaining from 2020 as shown in Summary III (b).

### *Staffing Resources to Achieve Level of Service\**

As in the *Chart 20* below, the Utility Rate Supported Operating Budget includes 539 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	
	2020*	2021*
Utility Rate Services	535	539

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

Through previous budgets, Council approved funding to provide service levels which utilized 4 contract staff for service delivery. The 2020 level of service reflects these becoming regular FTEs in 2021 to sustain the approved service level and funding approved by Council.

The overall Utility Rate budget includes wage gapping in the amount of \$1.01 million (10 positions), which recognizes the financial impact of the natural staff turnover patterns.

## Operating Budget Outlook 2022-2023 – 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 2022-2023, Peel Utility Rate Supported services are forecasting an average combined annual rate increase of 6.7 per cent, of which 75 per cent is to maintain infrastructure which currently projects a funding shortfall of \$1.1 billion by the end of 2040. 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 2022 to 2023 to support state of good repair of existing and new regional infrastructure.

## 2021 OPERATING AND CAPITAL BUDGET

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.

As presented to Council on December 3, 2020 through the report entitled, “Long-Term Utility Financial Plan”, a review of the overall revenue and fee structure is being undertaken to ensure the long term financial sustainability of the water and wastewater services. The outcome of the review is expected to be implemented through the 2024 Budget. Therefore, no forecast is currently available for 2024.

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 2021 – 2024				
	Budget	Forecast		
	2021	2022	2023	2024
Operations	1.3%	2.6%	0.7%	TBD
Managing the Risk of Declining Consumption	(0.8%)	-	-	-
Capital Infrastructure	5.0%	5.0%	5.0%	TBD
<b>Total Utility Rate Impact</b>	<b>5.5%</b>	<b>7.6%</b>	<b>5.7%</b>	<b>TBD</b>
<b>Household Bill</b> (annual consumption of 290m <sup>3</sup> )	\$791	\$847	\$898	TBD
<b>Small Business</b> (annual consumption of 695m <sup>3</sup> )	\$2,027	\$2,171	\$2,303	TBD

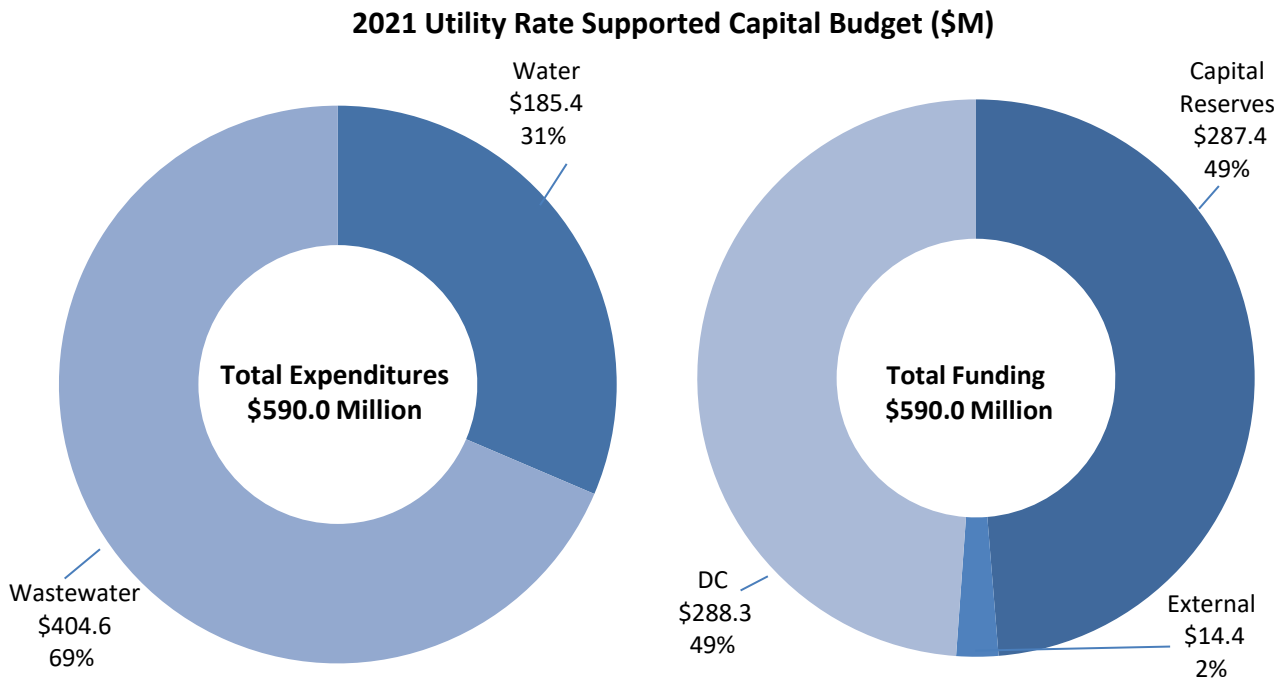
## 2021 Capital Budget – Utility Rate Supported Services

### 2021 Capital Budget - \$590.0 Million

The Utility Rate Supported Capital Budget totals \$590.0 million (Summary VI(a)). Water Supply accounts for \$185.4 million or 31 per cent and Wastewater totals \$404.6 million or 69 per cent. A comparison of the Capital Budget with the 2020 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 2021 Utility Rate Supported Capital Budget.

As presented in *Chart 22* below, of the Utility Rate supported capital budget of \$590.0 million, 49 per cent or \$288.3 million is funded from DC reserves, 49 percent or \$287.4 million from Capital Reserves, and \$14.4 million from External Funding.

**Chart 22**



Thriving: \$590 million

Communities are integrated, safe and complete.

Highlights of the 2021 investments include:

- East-to-West Diversion Sanitary Trunk Sewer - \$180 million
- Linear wastewater infrastructure to maintain a good state of repair - \$86 million
- Watermain replacement and rehabilitation projects in Peel - \$67 million
- MTO highway widenings – 401 and QEW and Hurontario Light Rail Transit - \$37 million
- G.E. Booth Wastewater Treatment Plant major maintenance and odour control improvements - \$34 million
- Centre View Sanitary Trunk Sewer - \$20 million
- Pumping station improvements and upgrades - \$17 million

## 2021 OPERATING AND CAPITAL BUDGET

- Lining of the West Sanitary Trunk Sewer Twinning - \$15 million
- Water treatment plant replacements and maintenance - \$12 million
- Excess soils regulation implementation - \$2 million

### ***Operating Impact of Capital***

- OCWA operations and maintenance fee increase as new facilities are brought on-line
- Additional resources may be required in 2022 and beyond as capital projects are delivered

## 2021-2030 Ten Year Capital Plan - \$6.1 Billion

### 2021-2030 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 \$6.1 billion.

Highlights of the Capital Plan include:

- Expansion of the wastewater treatment plants and sewage pumping stations to service growth - \$1,554 million
- Construction of other new sanitary sewers to service growth - \$956 million
- Investment in linear wastewater infrastructure to maintain a good state of repair - \$974 million
- Construction of new water mains to service growth - \$697 million
- Investment in linear water infrastructure to maintain a good state of repair - \$511 million
- Investment in water treatment infrastructure to maintain a good state of repair - \$459 million
- Improvements and upgrades at the wastewater treatment plants - \$314 million
- Investment in vehicle and gas-powered equipment and residential water meter replacement - \$133 million
- Accommodating MTO highway widenings - \$102 million
- Rehabilitation of sewage pumping stations - \$81 million
- Improvements and upgrades at the water facilities - \$68 million
- New and expanded water facilities to service growth - \$62 million

### 2021-2030 Capital Plan by Classification

The Utility Rate Supported Capital Plan of \$6.1 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 \$1.9 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 \$3.3 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 \$0.9 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	2021-2030 Capital Plan (\$ M)	%
State of Good Repair	\$1,884.8	31%
DC Supported Growth	\$3,340.9	55%
Non-DC Growth and Council Priorities	854.5	14%
<b>Total</b>	<b>\$6,080.2</b>	<b>100%</b>

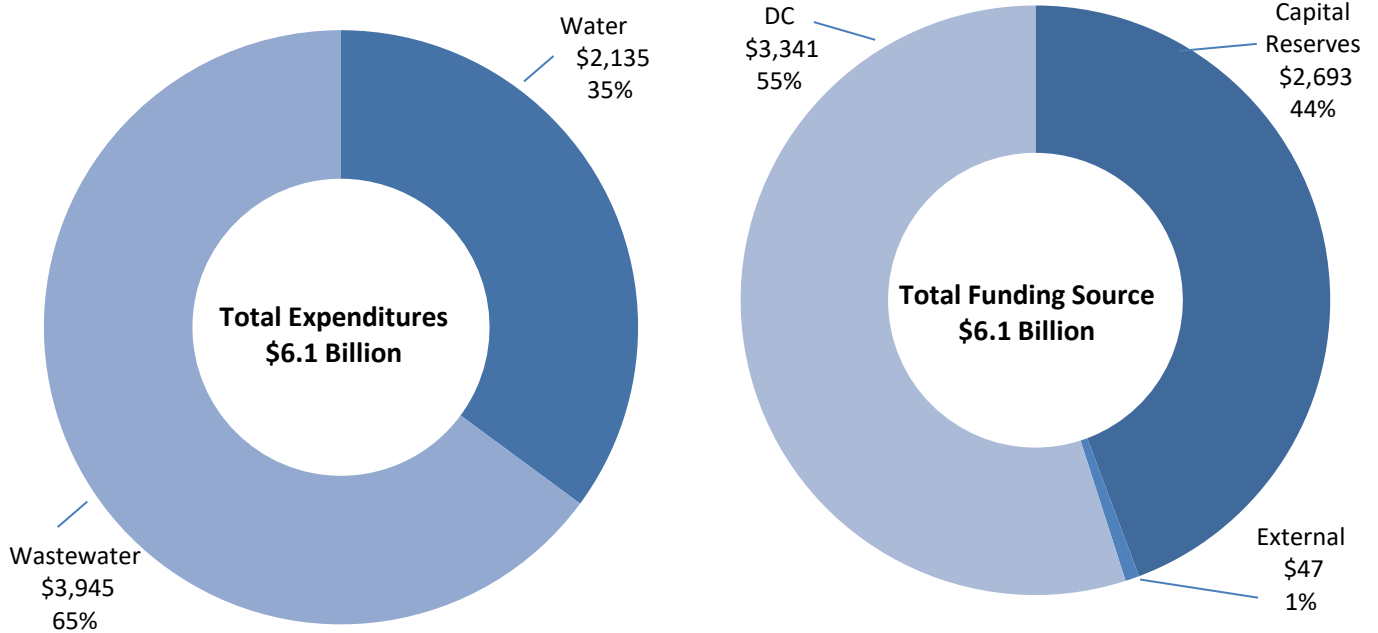
**2021-2030 Capital Plan Financing**

The Utility Rate Supported Capital Plan of \$6.1 billion (Summary VII) is funded by three sources: 55 per cent is funded by DC reserve fund, 44 per cent is funded by reserves and reserve funds, and the remaining 1 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**

**2021-2030 Utility Rate Supported Capital Plan (\$M)**





### ***Development Charge Reserve Fund***

Development Charges are used to fund growth eligible under the *Development Charges Act*. As presented through the report “Financial Risk Management Strategy of the Regional Capital Plan” on January 10, 2021, a shortfall of up to \$800 million in development charge revenue is forecasted between 2020 and 2024. A strategy to review the timing of capital projects has been implemented. However, additional debt will likely be required to cash flow the timing between the required expenditures and development charge revenue received.

### ***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.

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 \$1.1 billion in available funding by the end of year 2040. Included in the 2021 Utility Rate Budget is a 5 per cent rate levy increase or \$20.0 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 2022 to 2023 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 2021 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 2021 annual reserve contributions for Tax and Utility Rate supported services both exceed their respective estimated 2021 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 2021 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***

- **Peel Economy:** In 2020, Peel's economy remained under the influence of a rapidly changing macroeconomic environment. Early in the year, the onset of the COVID-19 pandemic ended the longest economic expansion on record and triggered the first global, national and provincial economic recession in a decade. This, along with measures taken to contain the spread of the virus, significantly impacted Peel's economy. There were negative sector-specific shocks and many residents lost jobs, which led to record high unemployment rates in Peel. A more diversified Peel economy contributed to a quick rebound in key areas of the economy when COVID-19 response measures were eased. Government supports for impacted Canadians lessened the impact on many Peel residents and businesses and contained the demand for some Regional services. A second wave of the pandemic is underway and while economic prospects remain positive, there are increased uncertainties and risks, including an acceleration in the changing nature of employment and its potential impacts on the Region's long-term financial sustainability.

- **Energy Costs:** The Region of Peel is forecasted to consume approximately 432 million kilowatt-hours of electricity and 16 million cubic meters of natural gas in 2021. 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 19,180, based on actual and projected caseload levels. In 2021, social assistance benefit costs continue to be paid for fully by the Province.
- **Paramedic Call Volume:** From 2015 to 2019 ambulance call volume growth has increased over 28% which equates to approximately 30,000 since 2015. Due to COVID-19, current call volume modelling forecasts that Paramedics will respond to approximately 135,000 calls in 2020 and 2021 or 370 calls per day which is same level as 2019.
- **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:** 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 legacy appeals (i.e. appeals filed before the 2017-2020 assessment cycle for properties such as: Canadian Tire, Home Depot, Walmart stores or shopping malls etc.) still to be resolved. As a means to mitigate potential risk and support the Region's long-term financial sustainability, an allowance for tax appeals in the amount of \$20.6 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 continues to follow its process for assessment appeals which stipulates a strict timeframe for completing appeals and a new process for scheduling appeals. It is the intention of the ARB to have all appeals heard within the four-year assessment cycle.

As a result of COVID-19, the ARB suspended its Schedule of Events from March 26, 2020 to May 29, 2020. On June 1, 2020 the suspension was lifted and parties were to resume compliance with the schedule. The appeal deadlines were extended from March 31 to May 29, 2020, and the RfR deadline was extended to September 28, 2020. As a result of the suspension, the ARB is experiencing a significant increase in the volume of appeal work to be completed in the upcoming months.

With respect to RfRs, MPAC has indicated that any influence the COVID-19 pandemic may have on property values was not in effect on January 1, 2016. For that reason, RfRs that exclusively cite COVID-19 will not result in a value change for the 2020 property tax year. Additionally, since the 2020 Assessment Update has

been postponed, property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016 current values. This means that the property assessment for the 2021 tax year will be the same as the 2020 tax year, and RfRs in 2021 that exclusively cite COVID-19 will not result in a value change for the 2021 property tax year.

Property tax adjustments also result from applications made to the municipalities for the rebate programs including vacancies in commercial and industrial buildings, charities and low-income seniors and disabled 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 by 2020 taxation year (as legislated by O. Reg. 581/17). On February 13, 2020, the Region reduced the current vacant/excess land sub-class reduction program for the commercial and industrial tax classes in Peel to 15 per cent for the 2020 taxation year with a full removal of the program for the 2021 and future taxation years. Changes to Peel's vacant/excess land sub-class reduction program are legislated through O.Reg. 352/20. Please note that change to the vacant/excess land sub-class reduction does not result in rebate reductions/savings rather it is a shift in a property tax burden onto commercial and industrial property classes and away from the other property tax classes (i.e. primarily residential).

### ***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 2021.
- **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. The Province had originally planned to move to a 40/60 (Region/Province) cost share model from its current 30/70 cost share model. However, due to the COVID-19 pandemic, the move to has been deferred to at least 2022.

- **Changes to Valuation Process for Multi-residential Properties:** 2016 Reassessment Impacts 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.

For the 2020 taxation year, the City of Mississauga adjusted their tax ratios to mitigate the reassessment impact to the multi-residential property tax class. The reduction in the tax ratio for multi-residential properties helped to offset the reassessment impact to Peel Living properties in 2020. Annually, staff review the reassessment impacts to the assessment base to determine if tax ratio adjustments are required to mitigate any significant reassessment impacts.

### ***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 has budgeted receipt of \$667 million in external funding from upper levels of government for 2021. This represents a \$2.4 million decrease from the funding levels in the 2020 Budget. This change reflects the funding announcements made by the Province in 2019. An investment of \$5.5 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 2020 year, there were multiple changes to the provincial funding announcements and this may continue into 2021. 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.
- **Phase 1 Safe Restart Program:** In 2020, the Region of Peel was allocated \$27.3 million through Phase 1 of the Safe Restart Program. This funding was provided by the Province to address COVID related costs and pressures during the 2020 operating year. Any funding not required for 2020 was placed into a reserve fund to address temporary COVID related costs and pressures in the 2021 Budget. At the time of the development of the 2021 Budget, it was anticipated that there would be sufficient remaining funds. However, this will greatly depend on the duration and severity of the COVID-19 pandemic.

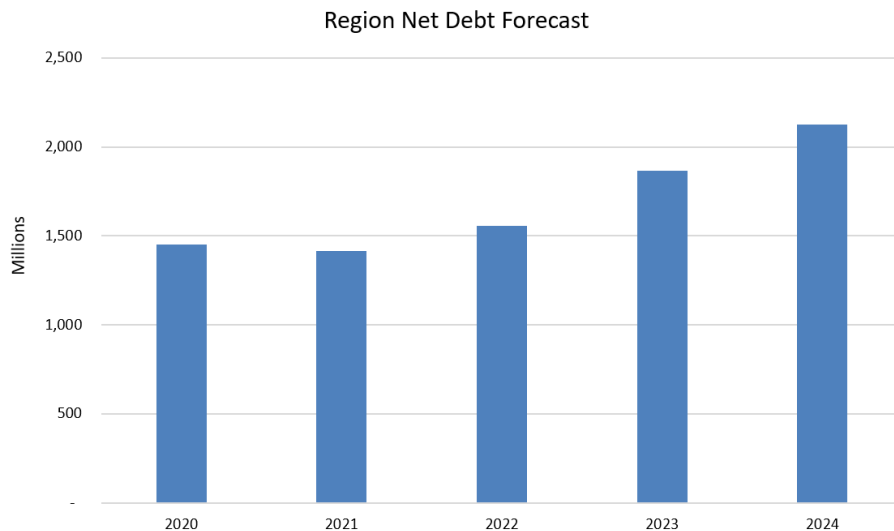
### ***Reserves Draws***

- **Rate Stabilization Reserves:** Rate Stabilization Reserve draws 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 2021 Budget includes \$11.6 million in rate stabilization reserve draws to mitigate pressures on both the tax and utility rate supported programs; \$6.4 million for Regionally Controlled Tax supported services, \$2.7 million for Regionally Controlled Utility Rate supported services, \$50 thousand for Conservation Authorities and \$2.4 million for Peel Regional Police. Utilization of the Rate Stabilization Reserves is contingent on Peel's actual 2020 financial performance. Summary III (a) provides details on the Proposed Rate Stabilization Reserve Draws
- **Phase 1 Safe Restart Fund:** The Budget includes \$12.2 million in draws from the Phase 1 Safe Restart Fund to offset the one-time or temporary COVID-19 related costs and pressures in the 2021 Budget; \$8.2 million for Region Controlled Tax supported services, \$2.5 million for Regionally Controlled Utility Rate supported services, \$1.5 million for Peel Regional Police and \$69 thousand for the Ontario Provincial Police. Summary III (b) provides details on the Phase 1 Safe Restart Fund Reserve Draws.

**Debt Financing**

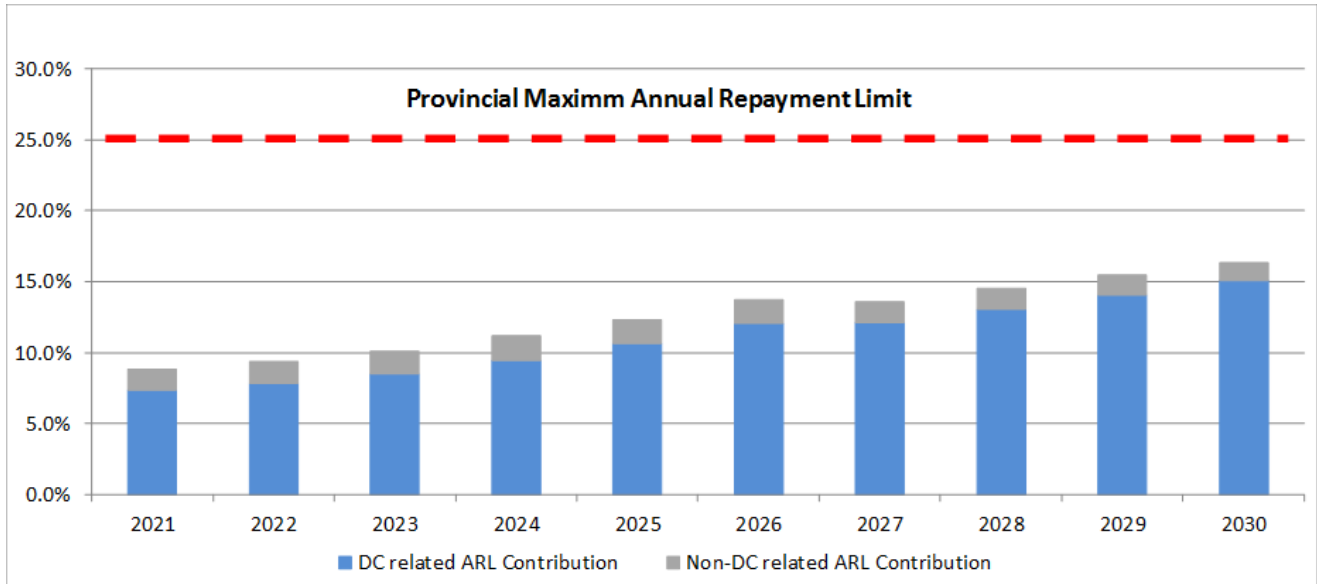
- **Tax Supported Debt:** As of August 31, 2020 Tax Supported debt (net) totals \$68.2 million. Debt financing costs of \$5.1 million have been included in the 2021 Tax Supported operating budget.
- **Debt to Support Affordable Housing:** To maximize both the number of affordable housing units that can be developed and augment the use of internal capital reserves, debt will be leveraged where appropriate during the period of the Capital Plan. As part of the Housing Master Plan, the Region will enter into an arrangement with Canada Mortgage Housing Corporation (CMHC) to build/develop approximately 2,180 affordable housing units. CMHC will provide \$186.9 million in repayable loans, and \$89.5 million in forgivable loans between 2020 and 2028.
- **Peel Housing Corporation Mortgages:** While the Region of Peel does not directly hold the mortgages related to Peel Housing Corporation (PHC), as its sole shareholder, the Region is required to include the building mortgages and any future debt requirements as part of its overall debt capacity. As of August 31, 2020, PHC mortgages outstanding totaled approximately \$120.5 million. The PHC Board will need to determine its debt requirements and seek approval from Council prior to debt issuance.
- **Development Charge Supported Debt:** Development Charge debt issued to date is \$1.63 billion (\$1.26 billion net of sinking funds). Debt issuance for development charge related projects is typically issued to offset timing differences between expenditures and revenues. Council has endorsed a Capital Deferral Strategy to address the uncertainty that the COVID-19 induced recession may have on growth activity.
- **2021 New Debt Requirements:** Based on forecasted DC revenue and spending forecasts for 2021, DC related debt requirements are estimated to be between \$150 million to \$250 million. DC related debt charges are expected to be funded by future DC revenues. Debt is also expected to be utilized in 2021 as part of the Housing Master Plan – actual amounts will depend on the progression of projects under the Housing Master Plan.

**Chart 25**



- **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 26 below, Peel is estimated to be at 8.7 per cent of its 25 per cent ARL in 2021, trending slightly higher over the coming years.

Chart 26



- Development Charges Reserve Balance:** Since the passing of the 2015 DC by-law, DC expenditures and interest costs have marginally exceeded revenues. To help finance the Region’s growth program the Region has borrowed externally in 2016 and 2020 to help finance any shortfalls. As of the end of October 2020 the DC reserves is a positive balance of \$30 million. Staff will closely monitor revenue flows in 2021 to inform expenditure and potential borrowing decisions.

**Uncertain Liabilities**

- GO Transit:** The Budget does not include Peel’s potential liability to GO Transit of \$236.0 million (at August 31, 2020), which includes the June 2020 year-to-date amount for the 2007 through 2020 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. The programs listed below in Chart 27 allow the Region of Peel to support its guiding community vision of a Community for Life.

Chart 27

Summary of Low Income Assistance Programs Offered by Region of Peel	
Program Name	Brief Description
<b>DISCRETIONARY PROGRAMS</b>	
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.
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.



MANDATORY 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, 2020 rebate is \$436 in the City of Mississauga, \$421 in the City of Brampton and \$502 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 182,700 businesses.

The Province announced a number of funding changes that resulted in decreased funding or funds being frozen for services such as Child Care, Infectious Disease Prevention, Chronic Disease Prevention and Community Investment 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 2021 Budget:

- Is responsible and efficient
- Supports the strategic outcomes of “Living, Thriving and Leading”
- Manages the risk to key service levels from Provincial funding changes
- Meets priority needs of the Peel community
- Is responsive to changes in the environment
- Enables the continued response to COVID-19
- 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

## 2021 OPERATING AND CAPITAL BUDGET

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

Overall, the 2021 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 to operations from the COVID-19 pandemic and maintaining long term financial sustainability while recognizing the impact on Region of Peel tax and utility rate payers during these challenging economic times.

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## 2021 Operating Budget Summary

(\$'000)

	2021 Proposed Budget				2020 Budget	Change from 2020	
	Total Expenditure	Revenue Grants	Revenue Other	Net Expenditure	Net Expenditure	\$	%
<b>Property Tax Supported</b>							
Adult Day	7,608	(4,112)	(749)	2,747	2,400	347	14.4
Community Investment	16,225	621,00	(900)	14,705	12,092	2,612	21.6
Early Years and Child Care	203,507	(181,214)	(339)	21,954	20,037	1,917	9.6
Housing Support	225,824	(53,505)	(36,649)	135,670	129,673	5,997	4.6
Income Support	261,704	(235,140)	-	26,565	23,546	3,019	12.8
Long Term Care	102,725	(39,935)	(21,143)	41,647	40,247	1,400	3.5
Paramedics	120,817	(57,051)	(106)	63,659	62,069	1,590	2.6
TransHelp	31,358	(540)	(3,378)	27,439	26,859	580	2.2
<b>Living</b>	<b>969,767</b>	<b>(572,118)</b>	<b>(63,263)</b>	<b>334,386</b>	<b>320,007</b>	<b>14,378</b>	<b>4.5</b>
Chronic Disease Prevention	39,987	(26,055)	(84)	13,848	11,076	2,771	25.0
Early Growth and Development	23,210	(16,414)	(9)	6,787	6,598	189	2.9
Heritage Arts and Culture	5,707	(43)	(365)	5,299	5,235	64	1.2
Infectious Disease Prevention	43,158	(25,892)	(3,851)	13,414	11,344	2,070	18.2
Land Use Planning	7,312	-	(3,509)	3,803	3,568	234	6.6
Roads and Transportation	94,621	-	(3,872)	90,749	89,696	1,053	1.2
Waste Management	160,030	(14,879)	(16,215)	128,936	129,476	(539)	(0.4)
<b>Thriving</b>	<b>374,024</b>	<b>(83,283)</b>	<b>(27,905)</b>	<b>262,836</b>	<b>256,993</b>	<b>5,843</b>	<b>2.3</b>
<b>Enterprise Programs and Services (EPS) *</b>							
CAO Office	1,157	-	-	1,157	1,177	(20)	(1.7)
Corporate Services	33,558	-	(4,213)	29,345	28,345	1,001	3.5
Council & Chair	2,801	-	-	2,801	2,767	35	1.3
Finance	34,609	-	(2,958)	31,651	31,573	78	0.2
Non-Program (Less Capital Allocation)	63,033	(17,205)	(87,542)	(41,714)	(34,822)	(6,892)	19.8
Digital and Information Services	22,501	-	(754)	21,747	22,373	(626)	(2.8)
<b>Subtotal Enterprise Programs and Services</b>	<b>157,659</b>	<b>(17,205)</b>	<b>(95,467)</b>	<b>44,987</b>	<b>51,413</b>	<b>(6,424)</b>	<b>(12.5)</b>
Capital Allocation	6,780	-	-	6,780	-	6,780	100.0
<b>Leading</b>	<b>164,440</b>	<b>(17,205)</b>	<b>(95,468)</b>	<b>51,767</b>	<b>51,413</b>	<b>354</b>	<b>0.7</b>
<b>Regionally Controlled Services</b>	<b>1,508,230</b>	<b>(672,607)</b>	<b>(186,636)</b>	<b>648,988</b>	<b>628,413</b>	<b>20,575</b>	<b>3.3</b>
<b>External Organizations - Thriving</b>							
<b>Police Services</b>							
Community Events Policing Grant	274	-	-	274	270	5	1.8
Peel Regional Police	509,584	(15,753)	(31,331)	462,500	445,780	16,720	3.8
Ontario Provincial Police	13,746	-	(885)	12,861	12,551	310	2.5
<b>Subtotal Police Services</b>	<b>523,604</b>	<b>(15,753)</b>	<b>(32,216)</b>	<b>475,635</b>	<b>458,601</b>	<b>17,035</b>	<b>3.7</b>
Conservation Authorities	29,316	-	(50)	29,266	28,109	1,157	4.1
Municipal Property Assessment Corporation	19,717	-	-	19,717	19,904	(187)	(0.9)
<b>Subtotal Conservation and Assessment</b>	<b>49,033</b>	<b>-</b>	<b>(50)</b>	<b>48,983</b>	<b>48,013</b>	<b>971</b>	<b>2.0</b>
<b>Region Financed External Organizations</b>	<b>572,637</b>	<b>(15,753)</b>	<b>(32,266)</b>	<b>524,618</b>	<b>506,614</b>	<b>18,006</b>	<b>3.6</b>
<b>Total Property Tax Supported</b>	<b>2,080,867</b>	<b>(688,360)</b>	<b>(218,902)</b>	<b>1,173,606</b>	<b>1,135,027</b>	<b>38,581</b>	<b>3.4</b>
<b>Utility Rate Supported - Thriving</b>							
Water Supply	368,577	-	(87,568)	281,008	266,622	14,387	5.4
Wastewater	236,854	-	(48,985)	187,869	178,791	9,079	5.1
<b>Total Utility Rate Supported Services</b>	<b>605,431</b>	<b>-</b>	<b>(136,553)</b>	<b>468,878</b>	<b>445,412</b>	<b>23,465</b>	<b>5.3</b>
<b>Total Region</b>	<b>2,686,298</b>	<b>(688,360)</b>	<b>(355,455)</b>	<b>1,642,484</b>	<b>1,580,439</b>	<b>62,046</b>	<b>3.9</b>

### 2021 Operating Budget by Area of Focus

<b>Living</b>	969,767	(572,118)	(63,263)	334,386	320,007	14,378	4.5
<b>Thriving</b>	1,552,092	(99,036)	(196,724)	1,256,332	1,209,019	47,314	3.9
<b>Leading</b>	164,440	(17,205)	(95,468)	51,767	51,413	354	0.7
<b>Total Region</b>	<b>2,686,299</b>	<b>(688,359)</b>	<b>(355,455)</b>	<b>1,642,485</b>	<b>1,580,439</b>	<b>62,046</b>	<b>3.9</b>

Note: May not add up due to rounding

\* Costs for Community Events Policing Grant are budgeted through EPS

**2021 VS 2020 Operating Budget by Service**  
(\$'000)

	2020		2021		2021 Variance			
	Total Expenditure	Net Expenditure	Total Expenditure	Net Expenditure	Total Expenditure		Net Expenditure	
					\$	%	\$	%
<b>Property Tax Supported</b>								
Adult Day	7,247	2,400	7,608	2,747	361	5.0	347	14.4
Community Investment	14,092	12,092	16,225	14,705	2,133	15.1	2,612	21.6
Early Years and Child Care	219,421	20,037	203,507	21,954	(15,914)	(7.3)	1,917	9.6
Housing Support	228,983	129,673	225,824	135,670	(3,159)	(1.4)	5,997	4.6
Income Support	231,750	23,546	261,704	26,565	29,954	12.9	3,019	12.8
Long Term Care	98,343	40,247	102,725	41,647	4,382	4.5	1,400	3.5
Paramedics	117,628	62,069	120,817	63,659	3,189	2.7	1,590	2.6
TransHelp	31,231	26,859	31,358	27,439	127	0.4	580	2.2
<b>Living</b>	<b>969,227</b>	<b>320,007</b>	<b>969,767</b>	<b>334,386</b>	<b>540</b>	<b>0.1</b>	<b>14,378</b>	<b>4.5</b>
Chronic Disease Prevention	38,173	11,076	39,987	13,848	1,813	4.8	2,771	25.0
Early Growth and Development	22,686	6,598	23,210	6,787	524	2.3	189	2.9
Heritage Arts and Culture	5,598	5,235	5,707	5,299	109	1.9	64	1.2
Infectious Disease Prevention	35,145	11,344	43,158	13,414	8,013	22.8	2,070	18.2
Land Use Planning	7,046	3,568	7,312	3,803	265	3.8	234	6.6
Roads and Transportation	93,130	89,696	94,621	90,749	1,491	1.6	1,053	1.2
Waste Management	157,425	129,476	160,030	128,936	2,605	1.7	(539)	(0.4)
<b>Thriving</b>	<b>359,204</b>	<b>256,993</b>	<b>374,024</b>	<b>262,836</b>	<b>14,820</b>	<b>4.1</b>	<b>5,843</b>	<b>2.3</b>
<b>Enterprise Programs and Services (EPS) *</b>								
CAO Office	1,177	1,177	1,157	1,157	(20)	(1.7)	(20)	(1.7)
Corporate Services	31,345	28,345	33,558	29,345	2,214	7.1	1,001	3.5
Council & Chair	2,767	2,767	2,801	2,801	35	1.3	35	1.3
Finance	34,021	31,573	34,609	31,651	588	1.7	78	0.2
Non-Program(Less Capital Allocation)	64,731	-34,822	63,033	(41,714)	(1,698)	(2.6)	(6,892)	19.8
Digital and Information Services	23,317	22,373	22,501	21,747	(816)	(3.5)	(626)	(2.8)
<b>Subtotal Enterprise Programs and Services</b>	<b>157,358</b>	<b>51,413</b>	<b>157,659</b>	<b>44,987</b>	<b>303</b>	<b>0.1</b>	<b>(6,424)</b>	<b>(12.5)</b>
Capital Allocation			6,780	6,780	6,780	100.0	6,780	100.0
<b>Leading</b>	<b>157,357</b>	<b>51,413</b>	<b>164,440</b>	<b>51,767</b>	<b>7,083</b>	<b>4.5</b>	<b>354</b>	<b>0.7</b>
<b>Regionally Controlled Services</b>	<b>1,485,788</b>	<b>628,413</b>	<b>1,508,230</b>	<b>648,988</b>	<b>22,443</b>	<b>1.5</b>	<b>20,575</b>	<b>3.3</b>
<b>External Organizations - Thriving</b>								
<b>Police Services</b>								
Community Events Policing Grant	270	270	274	274	5	1.8	5	1.8
Peel Regional Police	489,978	445,780	509,584	462,500	19,606	4.0	16,720	3.8
Ontario Provincial Police	13,004	12,551	13,746	12,861	742	5.7	310	2.5
<b>Subtotal Police Services</b>	<b>503,252</b>	<b>458,601</b>	<b>523,604</b>	<b>475,635</b>	<b>20,353</b>	<b>4.0</b>	<b>17,035</b>	<b>3.7</b>
Conservation Authorities	28,529	28,109	29,316	29,266	787	2.8	1,157	4.1
Municipal Property Assessment Corporation	19,904	19,904	19,717	19,717	(187)	(0.9)	(187)	(0.9)
<b>Subtotal Conservation and Assessment</b>	<b>48,433</b>	<b>48,013</b>	<b>49,033</b>	<b>48,983</b>	<b>601</b>	<b>1.2</b>	<b>971</b>	<b>2.0</b>
<b>Region Financed External Organizations</b>	<b>551,685</b>	<b>506,614</b>	<b>572,637</b>	<b>524,618</b>	<b>20,954</b>	<b>3.8</b>	<b>18,006</b>	<b>3.6</b>
<b>Total Property Tax Supported</b>	<b>2,037,471</b>	<b>1,135,026</b>	<b>2,080,867</b>	<b>1,173,606</b>	<b>43,396</b>	<b>2.1</b>	<b>38,580</b>	<b>3.4</b>
<b>Utility Rate Supported - Thriving</b>								
Water Supply	340,806	266,622	368,577	281,008	27,771	8.1	14,387	5.4
Wastewater	222,276	178,791	236,854	187,869	14,578	6.6	9,079	5.1
<b>Total Utility Rate Supported Services</b>	<b>563,082</b>	<b>445,412</b>	<b>605,431</b>	<b>468,878</b>	<b>42,349</b>	<b>7.5</b>	<b>23,465</b>	<b>5.3</b>
<b>Total Region</b>	<b>2,600,553</b>	<b>1,580,438</b>	<b>2,686,298</b>	<b>1,642,484</b>	<b>85,745</b>	<b>3.3</b>	<b>62,045</b>	<b>3.9</b>

Note: May not add up due to rounding

\* Costs for Community Events Policing Grant are budgeted through EPS

**2021 Budget - Full Accrual Based  
(\$'000)**

	Revenue	Expenses
<b>Operating Budget</b>		
Council Proposed Budget	2,686,298	2,686,298
In-year budget adjustments	-	-
Board Proposed Peel Housing Corporation	105,905	105,905
Adjustment for intercompany transactions	(53,026)	(53,026)
PSAB Adjustments		
Contributions to reserves/reserve funds	-	(486,036)
Contributions from reserves/reserve funds	(60,312)	-
Payment to sinking fund for debt retirement	-	(55,428)
Other liabilities	-	(2,267)
Other adjustments	-	-
<b>Adjusted Operating Budget</b>	<b>2,678,865</b>	<b>2,195,446</b>
<b>Capital Budget</b>		
Council Proposed Budget*	998,126	998,126
Timing difference between budget and spending	(133,126)	(133,126)
Board Proposed Peel Housing Corporation	41,504	41,504
Timing difference between budget and spending	(11,504)	(11,504)
PSAB Adjustments		
Contributions from reserves/reserve funds	(444,763)	-
Acquisition of tangible capital assets	-	(735,531)
Amortization	-	301,163
<b>Adjusted Capital Budget</b>	<b>450,237</b>	<b>460,632</b>
<b>Other</b>		
Reserve fund interest and other revenue	67,425	
<b>Budget to be presented in Financial Statements</b>	<b>3,196,527</b>	<b>2,656,078</b>

\*proposed budget is net of capital provider loan

The schedule above provides a reconciliation of the total proposed 2021 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 2021 Budget from the modified accrual method to a full accrual method.

**Summary of Budget Costs Mitigated in 2021 Operating Budget  
(' \$000)**

Service	Budget Costs Mitigated	Total Expenditures	Total Revenue	Net Costs
<b>Property Tax Supported</b>				
Adult Day	Miscellaneous Savings from ongoing review of budget	(6)		(6)
Early Years and Child Care	Realignment of the service model	(639)		(639)
	Miscellaneous Savings from ongoing review of budget	(13)		(13)
Community Investment	Miscellaneous Savings from ongoing review of budget	(8)		(8)
Housing Support	Miscellaneous Savings from ongoing review of budget	(46)		(46)
Income Support	Miscellaneous Savings from ongoing review of budget	(40)		(40)
Long Term Care	Miscellaneous Savings from ongoing review of budget	(52)		(52)
Paramedic Services	Miscellaneous Savings from ongoing review of budget	(161)		(161)
TransHelp	Virtual Eligibility Assessments	(40)		(40)
	Interactive Voice Response (IVR) System Enhancements	(10)		(10)
	Miscellaneous Savings	(3)		(3)
<b>Living</b>		<b>(1,018)</b>	<b>-</b>	<b>(1,018)</b>
Chronic Disease Prevention	Expenditure reduction identified through line-by-line reviews	(14)		(14)
Early Growth and Development	Expenditure reduction identified through line-by-line reviews	(10)		(10)
Heritage Arts and Culture	Miscellaneous savings resulting from the ongoing review of budgets	(66)	(36)	(29)
Infectious Disease Prevention	Expenditure reduction through line-by-line reviews	(18)		(18)
Land Use Planning	Reduce spending on travel expenditures	(3)		(3)
Roads and Transportation	Miscellaneous savings	(25)		(25)
Waste Management	Process Improvement - Education Going Online to reduce touch points	(375)		(375)
<b>Thriving</b>		<b>(511)</b>	<b>(36)</b>	<b>(474)</b>
Enterprise Programs and Services	Savings from various continuous improvement initiatives	(183)		(183)
	Adjustments from the ongoing review of budgets	(2,019)	112	(2,131)
<b>Leading</b>		<b>(2,202)</b>	<b>112</b>	<b>(2,314)</b>
<b>Regionally Controlled Tax Supported Services Subtotal</b>		<b>(3,731)</b>	<b>76</b>	<b>(3,806)</b>
Peel Regional Police	Alignment Efficiencies	(259)		(259)

**Summary of Budget Costs Mitigated in 2021 Operating Budget  
(\$'000)**

Service	Budget Costs Mitigated	Total Expenditures	Total Revenue	Net Costs
Ontario Provincial Police	Efficiencies realized due to pro-active maintenance and improvements to OPP facilities and equipment	(50)		(50)
Conservation Authorities	General Levy - Program Review	(261)		(261)
<b>Property Tax Supported Services Total</b>		<b>(4,301)</b>	<b>76</b>	<b>(4,376)</b>
<b>Utility Rate Supported Services - Thriving</b>				
Wastewater	Reduction on OCWA fixed contract costs	(88)		(88)
Water Supply	Moving public education to virtual	(400)		(400)
	Reduction on OCWA fixed contract costs	(88)		(88)
<b>Utility Rate Supported Services Total</b>		<b>(576)</b>	<b>-</b>	<b>(576)</b>
<b>Total Budget Costs Mitigated</b>		<b>(4,877)</b>	<b>76</b>	<b>(4,952)</b>

*Note: May not add up due to rounding*



## Summary of 2021 Budget Rate Stabilization Reserve Draws

Service	2021 Budget \$'000	Reason for the Draw
<b>Tax Supported Services</b>		
Chronic Disease Prevention	\$29	To fund Cannabis implementation costs funded by Province
Community Investment	\$600	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
	\$300	Social Enterprise Model Pilot Program - 2 year pilot
Enterprise Programs and Services	\$57	To fund the one-time setup cost for the remote agents in Customer Contact Center.
	\$100	External consulting costs, equally shared amongst: Business and Financial Planning, Treasury, Corp Finance and Policy and Strategic Initiatives
	\$150	To create a two year vendor of record (VoR) pilot for recruitment services
	\$250	To replace the existing non-union job evaluation program
	\$50	To obtain 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
	\$3,650	WSIB Actuarial Adjustment as per Actuarial Study
Infectious Disease Prevention	\$58	To fund Cannabis implementation costs funded by Province
Land Use Planning	\$267	To fund the contract PM for upcoming development related projects.
Roads and Transportation	\$120	To support emerald ash borer tree removal program
	\$300	To support Automated Speed Enforcement (ASE) program
Waste Management	\$458	To fund 6 contract staffing resources with the purpose to provide better services to residents as well as to manage region's assets.
<b>Total Tax Supported Services:</b>	<b>\$6,389</b>	
Water Supply	\$2,609	Managing risks to declining consumption
	\$122	To fund the Billing operations 1.5 contract position.
<b>Utility Supported Services</b>	<b>\$2,731</b>	
<b>Regionally Controlled Services</b>	<b>\$9,120</b>	
<b>External Organizations</b>		
Conservation Authorities	\$50	To reduce impact of Emerald Ash Borer on trees on CA lands (removal or injections).
Ontario Provincial Police	\$426	To phase out the budgeted savings relating to contract enhancement vacancies that had been experienced in previous years billing reconciliations.
Peel Regional Police	\$2,000	\$2M to fund one-time expenditures
<b>Total External Organizations</b>	<b>\$2,476</b>	
<b>Total Region</b>	<b>\$11,596</b>	

Note: May not add up due to rounding

## Summary of 2021 Phase 1 Safe Restart Reserve Draws

Service	2021 Budget \$'000	Reason for the Draw
<b>Tax Supported Services</b>		
Enterprise Programs and Services	\$2,119	To fund additional resources (staffing, PPE, cleaning) supporting COVID-19 response
Heritage, Arts and Culture	\$80	To fund the increase in janitorial services as a result of COVID-19 pandemic
Infectious Disease Prevention	\$2,885	Additional resources for COVID-19 response (PPE, staffing and cleaning)
Long Term Care	\$2,251	38 temporary Staff for COVID-19 response - 2 year contract
Waste Management	\$880	To mitigate temporary impact of COVID-19 on household tonnage
<b>Total Tax Supported Services:</b>	<b>\$8,215</b>	
Water Supply	\$2,050	For COVID related expenses - PPE, Enhanced Cleaning, etc.
	\$211	Water Treatment Facilities- PPE and Enhanced Cleaning
Wastewater	\$206	Wastewater Treatment Facilities- PPE and Enhanced Cleaning
<b>Utility Supported Services</b>	<b>\$2,467</b>	
<b>Regionally Controlled Services</b>	<b>\$10,682</b>	
<b>External Organizations</b>		
Ontario Provincial Police	\$69	\$69K to phase-in the incremental costs due to COVID-19 and assist in Financial Recovery.
Peel Regional Police	\$1,489	COVID-19 one-time expenditures
<b>Total External Organizations</b>	<b>\$1,558</b>	
<b>Total Region</b>	<b>\$12,240</b>	

Note: May not add up due to rounding

**2021-2024 Operating Budget Forecast**  
(\$'000)

	2021 Proposed Budget					2022 Forecast				
	Expense	Revenue	Net Exp	\$	%	Expense	Revenue	Net Exp	\$	%
<b>Property Tax Supported</b>										
Adult Day	7,608	(4,861)	2,747	347	14.4%	8,849	(5,415)	3,433	686	25.0%
Community Investment	16,225	(1,521)	14,705	2,612	21.6%	16,358	(921)	15,437	732	5.0%
Early Years and Child Care	203,507	(181,553)	21,954	1,917	9.6%	199,825	(173,678)	26,147	4,193	19.1%
Employment Support	-	-	-	-3,084	(100.0%)	-	-	-	-	-
Housing Support	225,824	(90,154)	135,670	5,997	4.6%	225,631	(87,517)	138,114	2,444	1.8%
Income Support	261,704	(235,140)	26,565	3,019	12.8%	264,028	(236,150)	27,877	1,313	4.9%
Long Term Care	102,725	(61,078)	41,647	1,400	3.5%	107,531	(61,490)	46,041	4,394	10.6%
Paramedics	120,817	(57,157)	63,659	1,590	2.6%	125,168	(58,521)	66,647	2,987	4.7%
TransHelp	31,358	(3,919)	27,439	580	2.2%	32,572	(4,012)	28,560	1,121	4.1%
<b>Living</b>	<b>969,768</b>	<b>(635,383)</b>	<b>334,386</b>	<b>14,378</b>	<b>4.5%</b>	<b>979,962</b>	<b>(627,704)</b>	<b>352,256</b>	<b>17,870</b>	<b>5.3%</b>
Chronic Disease Prevention	39,987	(26,139)	13,848	2,771	25.0%	40,957	(26,111)	14,846	999	7.2%
Early Growth and Development	23,210	(16,422)	6,787	189	2.9%	23,896	(16,423)	7,473	686	10.1%
Heritage Arts and Culture	5,707	(408)	5,299	64	1.2%	5,838	(411)	5,427	128	2.4%
Infectious Disease Prevention	43,158	(29,743)	13,414	2,070	18.2%	36,312	(21,904)	14,408	994	7.4%
Land Use Planning	7,312	(3,509)	3,803	234	6.6%	7,455	(3,974)	3,481	-322	(8.5%)
Roads and Transportation	94,621	(3,872)	90,749	1,053	1.2%	96,496	(3,913)	92,583	1,834	2.0%
Waste Management	160,030	(31,094)	128,936	-539	(0.4%)	163,087	(30,756)	132,331	3,395	2.6%
<b>Thriving</b>	<b>374,025</b>	<b>(111,187)</b>	<b>262,836</b>	<b>5,842</b>	<b>2.3%</b>	<b>374,041</b>	<b>(103,492)</b>	<b>270,549</b>	<b>7,714</b>	<b>2.9%</b>
<b>Enterprise Programs and Services (EPS) *</b>										
CAO Office	1,157	-	1,157	(20)	(1.7%)	1,177	-	1,177	21	1.8%
Corporate Services	33,558	(4,213)	29,345	1,001	3.5%	33,809	(4,255)	29,553	208	0.7%
Council & Chair	2,801	-	2,801	35	1.3%	2,862	-	2,862	60	2.2%
<b>Total Corporate Services</b>	<b>37,516</b>	<b>(4,213)</b>	<b>33,303</b>	<b>1,016</b>	<b>3.1%</b>	<b>37,848</b>	<b>(4,255)</b>	<b>33,592</b>	<b>289</b>	<b>0.9%</b>
Finance	34,609	(2,958)	31,651	78	0.2%	34,416	(2,504)	31,912	261	0.8%
Non-Program (Less Capital Allocation)	63,033	(104,747)	(41,714)	(6,892)	(19.8%)	62,874	(94,007)	(26,177)	15,538	37.2%
<b>Total Finance</b>	<b>97,642</b>	<b>(107,705)</b>	<b>(10,063)</b>	<b>(6,814)</b>	<b>(209.8%)</b>	<b>97,290</b>	<b>(96,511)</b>	<b>5,735</b>	<b>15,799</b>	<b>157.0%</b>
Digital and Information Services	22,501	(754)	21,747	(626)	(2.8%)	23,286	(764)	22,522	775	3.6%
<b>Subtotal Enterprise Programs and Services</b>	<b>157,659</b>	<b>(112,672)</b>	<b>44,987</b>	<b>(6,424)</b>	<b>(22.4%)</b>	<b>158,424</b>	<b>(101,530)</b>	<b>61,849</b>	<b>16,863</b>	<b>37.5%</b>
Capital Allocation	6,780	-	6,780	6,780	-	11,736	-	11,736	4,956	-
<b>Leading</b>	<b>164,439</b>	<b>(112,672)</b>	<b>51,767</b>	<b>356</b>	<b>0.7%</b>	<b>170,160</b>	<b>(101,530)</b>	<b>73,585</b>	<b>21,819</b>	<b>32.6%</b>
<b>Regionally Controlled Services</b>	<b>1,508,232</b>	<b>(859,242)</b>	<b>648,989</b>	<b>20,576</b>	<b>3.3%</b>	<b>1,524,163</b>	<b>(832,726)</b>	<b>696,390</b>	<b>47,403</b>	<b>6.5%</b>
<b>External Organizations - Thriving</b>										
<b>Police Services</b>										
Community Events Policing Grant	274	-	274	5	1.8%	280	-	280	5	2.0%
Peel Regional Police	509,584	(47,084)	462,500	16,720	3.8%	528,104	(47,084)	481,020	18,520	4.0%
Ontario Provincial Police	13,746	(885)	12,861	310	2.5%	14,158	(795)	13,363	503	3.9%
<b>Subtotal Police Services</b>	<b>523,604</b>	<b>(47,969)</b>	<b>475,635</b>	<b>17,035</b>	<b>3.7%</b>	<b>542,542</b>	<b>(47,879)</b>	<b>494,663</b>	<b>19,028</b>	<b>4.0%</b>
Conservation Authorities	29,316	(50)	29,266	1,157	4.1%	30,845	-	30,845	1,579	5.4%
Municipal Property Assessment Corporation	19,717	-	19,717	-187	(0.9%)	20,115	-	20,115	398	2.0%
<b>Subtotal Conservation and Assessment</b>	<b>49,033</b>	<b>(50)</b>	<b>48,983</b>	<b>970</b>	<b>2.0%</b>	<b>50,960</b>	<b>-</b>	<b>50,960</b>	<b>1,977</b>	<b>4.0%</b>
<b>Region Financed External Organizations</b>	<b>572,637</b>	<b>(48,019)</b>	<b>524,618</b>	<b>18,005</b>	<b>3.6%</b>	<b>593,502</b>	<b>(47,879)</b>	<b>545,623</b>	<b>21,005</b>	<b>4.0%</b>
<b>Total Property Tax Supported</b>	<b>2,080,869</b>	<b>(907,261)</b>	<b>1,173,607</b>	<b>38,581</b>	<b>3.4%</b>	<b>2,117,665</b>	<b>(880,605)</b>	<b>1,242,013</b>	<b>68,408</b>	<b>5.4%</b>
<b>Utility Rate Supported - Thriving**</b>										
Water Supply	368,577	(87,568)	281,008	14,387	5.4%	387,985	(87,614)	300,372	19,363	6.9%
Wastewater	236,854	(48,985)	187,869	9,079	5.1%	251,226	(49,030)	202,196	14,327	7.6%
<b>Total Utility Rate Supported Services</b>	<b>605,431</b>	<b>(136,553)</b>	<b>468,877</b>	<b>23,466</b>	<b>5.3%</b>	<b>639,211</b>	<b>(136,644)</b>	<b>502,568</b>	<b>33,690</b>	<b>7.2%</b>
<b>Total Region</b>	<b>2,686,300</b>	<b>(1,043,814)</b>	<b>1,642,484</b>	<b>62,047</b>	<b>3.9%</b>	<b>2,756,876</b>	<b>(1,017,249)</b>	<b>1,744,581</b>	<b>102,098</b>	<b>5.9%</b>

Note: May not add up due to rounding

\* Costs for Community Events Policing Grant are budgeted through EPS

\*\* Peel Direct Billing

**2021-2024 Operating Budget Forecast**  
(\$'000)

	2023 Forecast					2024 Forecast				
	Expense	Revenue	Net Exp	\$	%	Expense	Revenue	Net Exp	\$	%
<b>Property Tax Supported</b>										
Adult Day	10,982	(7,209)	3,773	340	9.9%	11,261	(7,230)	4,031	258	6.8%
Community Investment	16,494	(921)	15,573	136	0.9%	16,333	(621)	15,712	139	0.9%
Early Years and Child Care	200,204	(173,685)	26,519	372	1.4%	200,593	(173,692)	26,901	382	1.4%
Employment Support	-	-	-	-	-	-	-	-	-	-
Housing Support	227,420	(83,673)	143,747	5,634	4.1%	229,282	(81,092)	148,191	4,443	3.1%
Income Support	268,299	(239,073)	29,226	1,348	4.8%	272,649	(242,039)	30,610	1,384	4.7%
Long Term Care	107,717	(59,674)	48,043	2,002	4.3%	110,185	(60,443)	49,742	1,699	3.5%
Paramedics	129,628	(60,856)	68,772	2,125	3.2%	136,455	(63,436)	73,019	4,247	6.2%
TransHelp	33,679	(4,107)	29,572	1,011	3.5%	34,800	(4,205)	30,595	1,023	3.5%
<b>Living</b>	<b>994,423</b>	<b>(629,198)</b>	<b>365,225</b>	<b>12,968</b>	<b>3.7%</b>	<b>1,011,558</b>	<b>(632,758)</b>	<b>378,801</b>	<b>13,575</b>	<b>3.7%</b>
Chronic Disease Prevention	41,851	(26,112)	15,738	892	6.0%	42,760	(26,113)	16,646	908	5.8%
Early Growth and Development	24,519	(16,423)	8,096	623	8.3%	25,154	(16,423)	8,731	635	7.8%
Heritage Arts and Culture	5,948	(415)	5,534	107	2.0%	6,059	(418)	5,641	107	1.9%
Infectious Disease Prevention	36,632	(21,331)	15,301	893	6.2%	37,562	(21,350)	16,212	911	6.0%
Land Use Planning	7,602	(4,048)	3,554	73	2.1%	7,753	(4,124)	3,629	75	2.1%
Roads and Transportation	98,478	(3,956)	94,522	1,940	2.1%	99,407	(3,999)	95,408	886	0.9%
Waste Management	165,734	(30,859)	134,875	2,544	1.9%	159,792	(25,921)	133,871	-1,004	(0.7%)
<b>Thriving</b>	<b>380,764</b>	<b>(103,144)</b>	<b>277,620</b>	<b>7,072</b>	<b>2.6%</b>	<b>378,487</b>	<b>(98,348)</b>	<b>280,138</b>	<b>2,518</b>	<b>0.9%</b>
<b>Enterprise Programs and Services (EPS) *</b>										
CAO Office	1,202	-	1,202	24	2.1%	1,227	-	1,227	25	2.1%
Corporate Services	34,237	(4,298)	29,938	385	1.3%	34,590	(4,342)	30,247	309	1.0%
Council & Chair	2,928	-	2,928	66	2.3%	2,996	-	2,996	68	2.3%
<b>Total Corporate Services</b>	<b>38,367</b>	<b>(4,298)</b>	<b>34,068</b>	<b>475</b>	<b>1.4%</b>	<b>38,813</b>	<b>(4,342)</b>	<b>34,470</b>	<b>402</b>	<b>1.2%</b>
Finance	34,795	(2,550)	32,244	332	1.0%	35,148	(2,598)	32,550	306	0.9%
Non-Program (Less Capital Allocation)	66,037	(97,700)	(26,072)	105	0.4%	65,708	(97,914)	(26,178)	-106	(0.4%)
<b>Total Finance</b>	<b>100,832</b>	<b>(100,250)</b>	<b>6,172</b>	<b>437</b>	<b>7.6%</b>	<b>100,856</b>	<b>(100,512)</b>	<b>6,372</b>	<b>200</b>	<b>3.2%</b>
Digital and Information Services	24,346	(774)	23,572	1,050	4.7%	25,267	(784)	24,483	911	3.9%
<b>Subtotal Enterprise Programs and Services</b>	<b>163,545</b>	<b>(105,322)</b>	<b>63,812</b>	<b>1,962</b>	<b>3.2%</b>	<b>164,936</b>	<b>(105,638)</b>	<b>65,325</b>	<b>1,513</b>	<b>2.4%</b>
Capital Allocation	12,371	-	12,371	635	-	12,807	-	12,807	436	-
<b>Leading</b>	<b>175,916</b>	<b>(105,322)</b>	<b>76,183</b>	<b>2,597</b>	<b>2.9%</b>	<b>177,743</b>	<b>(105,638)</b>	<b>78,132</b>	<b>1,949</b>	<b>2.1%</b>
<b>Regionally Controlled Services</b>	<b>1,551,103</b>	<b>(837,664)</b>	<b>719,028</b>	<b>22,637</b>	<b>3.2%</b>	<b>1,567,788</b>	<b>(836,744)</b>	<b>737,071</b>	<b>18,042</b>	<b>2.5%</b>
<b>External Organizations - Thriving</b>										
<b>Police Services</b>										
Community Events Policing Grant	285	-	285	6	2.0%	291	-	291	6	2.0%
Peel Regional Police	547,364	(47,084)	500,280	19,260	4.0%	567,394	(47,084)	520,310	20,030	4.0%
Ontario Provincial Police	14,534	(650)	13,884	521	3.9%	14,920	(490)	14,430	546	3.9%
<b>Subtotal Police Services</b>	<b>562,183</b>	<b>(47,734)</b>	<b>514,449</b>	<b>19,787</b>	<b>4.0%</b>	<b>582,605</b>	<b>(47,574)</b>	<b>535,031</b>	<b>20,582</b>	<b>4.0%</b>
Conservation Authorities	32,291	-	32,291	1,445	4.7%	33,783	-	33,783	1,493	4.6%
Municipal Property Assessment Corporation	20,522	-	20,522	406	2.0%	20,936	-	20,936	415	2.0%
<b>Subtotal Conservation and Assessment</b>	<b>52,813</b>	<b>-</b>	<b>52,813</b>	<b>1,851</b>	<b>3.6%</b>	<b>54,719</b>	<b>-</b>	<b>54,719</b>	<b>1,908</b>	<b>3.6%</b>
<b>Region Financed External Organizations</b>	<b>614,996</b>	<b>(47,734)</b>	<b>567,262</b>	<b>21,638</b>	<b>4.0%</b>	<b>637,324</b>	<b>(47,574)</b>	<b>589,750</b>	<b>22,490</b>	<b>4.0%</b>
<b>Total Property Tax Supported</b>	<b>2,166,099</b>	<b>(885,398)</b>	<b>1,286,290</b>	<b>44,275</b>	<b>3.5%</b>	<b>2,205,112</b>	<b>(884,318)</b>	<b>1,326,821</b>	<b>40,532</b>	<b>3.1%</b>
<b>Utility Rate Supported - Thriving**</b>										
Water Supply	406,385	(87,660)	318,726	18,354	6.1%	410,191	(87,707)	322,484	3,758	1.2%
Wastewater	264,082	(49,076)	215,006	12,809	6.3%	267,292	(49,123)	218,168	3,163	1.5%
<b>Total Utility Rate Supported Services</b>	<b>670,467</b>	<b>(136,736)</b>	<b>533,732</b>	<b>31,163</b>	<b>6.2%</b>	<b>677,483</b>	<b>(136,830)</b>	<b>540,652</b>	<b>6,921</b>	<b>1.3%</b>
<b>Total Region</b>	<b>2,836,566</b>	<b>(1,022,134)</b>	<b>1,820,022</b>	<b>75,438</b>	<b>4.3%</b>	<b>2,882,595</b>	<b>(1,021,148)</b>	<b>1,867,473</b>	<b>47,453</b>	<b>2.6%</b>

Note: May not add up due to rounding

\* Costs for Community Events Policing Grant are budgeted through EPS

\*\* Peel Direct Billing

## Summary of Staffing Resources\*

	Resources to Achieve Level of Service	
	2020**	2021 Proposed
Adult Day	54.82	54.82
Community Investment	33.65	33.65
Early Years and Child Care	116.66	116.66
Housing Support **	197.93	201.93
Income Support	373.26	373.26
Long Term Care	741.73	741.73
Paramedics **	634.08	638.08
TransHelp	128.70	128.70
<b>Living</b>	<b>2,280.83</b>	<b>2,288.83</b>
Chronic Disease Prevention	270.31	270.98
Early Growth and Development	168.28	168.28
Heritage Arts and Culture	22.00	22.00
Infectious Disease Prevention	245.54	247.87
Land Use Planning	50.50	50.50
Roads and Transportation	191.30	191.30
Waste Management	194.80	194.80
<b>Thriving</b>	<b>1,142.73</b>	<b>1,145.73</b>
CAO Office	4.00	4.00
Corporate Services	370.86	376.86
Council & Chair	3.00	3.00
<b>Total Corporate Services</b>	<b>377.86</b>	<b>383.86</b>
Finance	184.30	184.30
Digital and Information Services	226.40	229.40
<b>Leading</b>	<b>788.56</b>	<b>797.56</b>
<b>Total Regionally Controlled Property Tax Supported</b>	<b>4,212.12</b>	<b>4,232.12</b>
<b>Utility Rate Supported - Thriving</b>		
Water Supply **	293.73	295.73
Wastewater **	241.73	243.73
<b>Total Utility Rate Supported Services</b>	<b>535.46</b>	<b>539.46</b>
<b>Total Regionally Controlled</b>	<b>4,747.58</b>	<b>4,771.58</b>
Peel Living	59.00	57.00
Peel Regional Police	3,107.00	3,148.00
<b>Total Region</b>	<b>7,913.58</b>	<b>7,978.58</b>

\* Regular Positions (Full Time Equivalent, FTE)

\*\* These numbers include positions made regular to maintain 2020 service levels previously approved and funded by Council.

## Staffing Resources to Meet 2021 Service Demand

Service	Full-Time Resources Required	Resource Function
Housing Support	2.0	Implementing the Housing Master Plan and other strategies to increase supply of affordable housing
Paramedics	1.0	Making Community Paramedicine program permanent to keep people with lower-priority medical concerns out of ambulances AND emergency rooms
	1.0	To support mental wellness and psychological support to help Paramedic Services continue to provide high quality pre-hospital care to Peel residents and visitors
	1.0	To support mental wellness and psychological support to help Paramedic Services continue to provide high quality pre-hospital care to Peel residents and visitors
<b>Total Living</b>	<b>5.0</b>	
Chronic Disease Prevention	1.0	Public Health Inspector to maintain adequate delivery of critical public health programs (shared with Infectious Disease Prevention - 1/3 of 2 FTE's)
Infectious Disease Prevention	1.0	Public Health Inspector to maintain adequate delivery of critical public health programs (shared with Chronic Disease Prevention - 2/3 of 2 FTE's)
	1.0	Public Health Nurse to maintain adequate delivery of critical public health programs
<b>Total Thriving</b>	<b>3.0</b>	
Corporate Services	1.0	To address anti-racism and systemic discrimination in Peel
	1.0	To address increased legal demand from Peel Living and the <i>Construction Act</i> requirements
	2.0	To provide legal and communications support for the Housing Master Plan
	2.0	To address increased demand from the community for direct connection through digital platforms
Digital and Information Services	3.0	To provide secure and well-managed digital solutions
<b>Total Leading</b>	<b>9.0</b>	
<b>Total Regionally Controlled</b>	<b>17.0</b>	

### Staffing Resources to Maintain 2020 Council Approved Service Levels\*

Service	Full-Time Resources Required	Resource Function
Housing Support	2.0	To support the implementation of the Business Plan and building Peel Housing Corporation's organizational capacity
Paramedics	1.0	This position will support to strengthen continuous quality improvement in the Logistics 'make-ready' work supporting the divisional model across all stations
<b>Total Living</b>	<b>3.0</b>	
<b>Utility Rate Supported - Thriving</b>		
Water Supply	2.0	To improve water customer account management due to the increasing transactions in the property resale market
Wastewater	1.0	Improve Inflow and Infiltration Mitigation Strategy with full capital recovery
	1.0	Enhance wastewater pumping station capital project management with full capital recovery
<b>Total Thriving</b>	<b>4.0</b>	
<b>Total Regionally Controlled</b>	<b>7.0</b>	

\* These numbers include positions made regular to maintain 2020 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: \$7.6 million** **Net Expenditures: \$2.7 million**

**2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>\$7,247</b>	<b>\$4,846</b>	<b>\$2,400</b>	<b>%</b>
<i>Cost of Living/Inflation<sup>1</sup></i>				
Labour Cost	283	-	283	
Goods and Services	84	-	84	
User Fees	-	14	(14)	
<i>Base Subsidy/Recoveries</i>	-	-	-	
<i>Cost Mitigation<sup>2</sup></i>				
Miscellaneous Savings	(6)	-	(6)	
<b>Base Budget Changes Subtotal</b>	<b>361</b>	<b>14</b>	<b>347</b>	
<b>Total 2021 Budget Change</b>	<b>361</b>	<b>14</b>	<b>347</b>	
<b>2021 Proposed Budget</b>	<b>\$7,608</b>	<b>\$4,861</b>	<b>\$2,747</b>	<b>14.4%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

**Cost of Living/Inflation<sup>1</sup>**

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

**Cost Mitigation<sup>2</sup>**

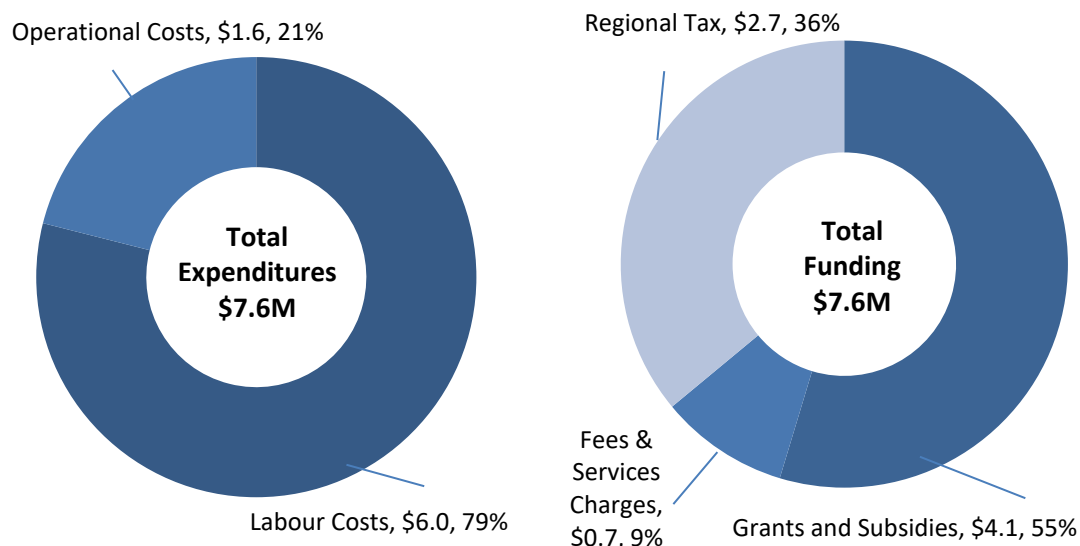
- Miscellaneous savings of \$6 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

**Staffing Resources to Achieve Level of Service\***

2020	2021
54.82	54.82

\*Regular Positions (Full Time Equivalent, FTE)

**2021 Total Expenditures & Funding Source** (In \$M)



**2021 Budget Risks**

- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic.
- 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 currently unknown.

**Measuring our Performance**

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

**2022 – 2024 Operating Forecast**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	7,247	7,608	5%	8,849	16.3%	10,982	24.1%	11,261	2.5%
<b>Total Revenue</b>	(4,846)	(4,861)	0.3%	(5,415)	11.4%	(7,209)	33.1%	(7,230)	0.3%
<b>Net Expenditure</b>	2,400	2,747	14.4%	3,433	25%	3,773	9.9%	4,031	6.8%

Note: May not add up due to rounding

- The forecasted increase in 2022 and 2023 is due to increase in staffing resources (29.5 FTEs) for additional spaces under planned service expansion at Seniors Health and Wellness Village (under construction). The service expansion is contingent upon approval of incremental provincial funding for up to 26.5 FTE involved in direct care.

Total Expenditures: \$16.2 million

Net Expenditures: \$14.7 million

**2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>14,092</b>	<b>2,000</b>	<b>12,092</b>	<b>%</b>
<i>Annualization</i>				
<i>Cost of Living/Inflation</i>				
Labour & Goods and Services	430		430	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries<sup>1</sup></i>				
Funding for Anti Human Trafficking from Ministry of Children, Community and Social Services		621	(621)	
<i>Cost Mitigation<sup>2</sup></i>				
Miscellaneous Savings	(8)	-	(8)	
<i>Other Pressures<sup>3</sup></i>				
Loss of Provincial Employment Support funding for Grant to Agencies	1,784	-	1,784	
Realignment of Internal Costs	427	-	427	
Removal of one-time Transitional Grant Program (2020)	(500)	(500)	-	
Year 2 of a 3-year phase in of Regional funding for the Anti Human Trafficking program	-	(600)	600	
<b>Base Budget Changes Subtotal</b>	<b>2,133</b>	<b>(479)</b>	<b>2,612</b>	
<b>Service Level Changes Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>New/Discontinued Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2021 Budget Change</b>	<b>2,133</b>	<b>(479)</b>	<b>2,612</b>	
<b>2021 Proposed Budget</b>	<b>16,225</b>	<b>1,521</b>	<b>14,705</b>	<b>21.6%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:****Base Subsidy/Recoveries<sup>1</sup>**

- \$0.6M in funding from the Ministry of Children, Community and Social Services (MCCSS) for Anti Human Trafficking; \$3.1M total allocation over 5 years beginning in 2021

**Cost Mitigation<sup>2</sup>**

- Miscellaneous savings of \$8 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels

**Other Pressures<sup>3</sup>**

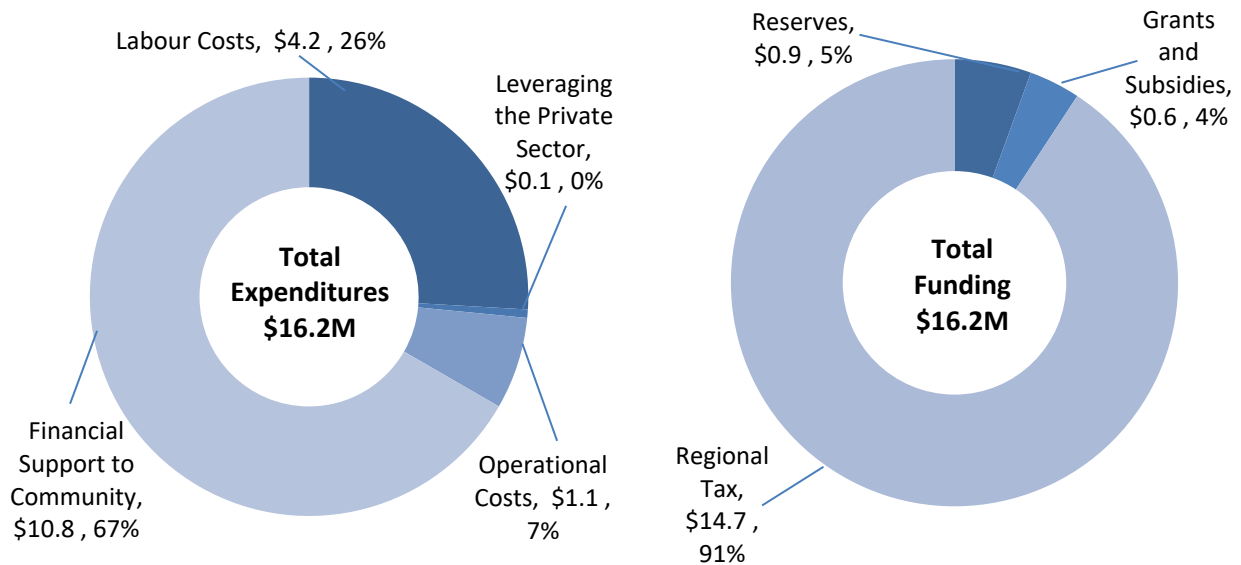
- \$0.6M year 2 of a 3-year phase in of tax impact of programming and supports for Anti Human Sex Trafficking
- \$1.8M Loss of Provincial Employment Support funding for Grant to Agencies

**Staffing Resources to Achieve Level of Service\***

2020	2021
33.65	33.65

\*Regular Positions (Full Time Equivalent, FTE)

**2021 Total Expenditures & Funding Source (In \$M)**



**2021 Budget Risks**

- Anti Human Trafficking program is funded from provincial funding and reserves; a gradual reduction in reserve draws planned with the final reduction of \$0.6M in 2022
- Need for financial support to Community Agencies continues to grow, there would be negative impacts to those agencies and their clients if the grant program was reduced in response to the loss of external Employment funding

**Measuring our Performance**

- % of funded organizations improving their organizational capacity
- % of supported collaborations reporting an improved collaborative process

**2022 – 2024 Operating Forecast**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	14,092	16,225	15.1%	16,358	0.8%	16,494	0.8%	16,333	(1.0%)
<b>Total Revenue</b>	(2,000)	(1,521)	(24.0%)	(921)	(39.5%)	(921)	0.0%	(621)	(32.6%)
<b>Net Expenditure</b>	12,092	14,705	21.6%	15,437	5.0%	15,573	0.9%	15,712	0.9%

Note: May not add up due to rounding

- Anti-Human Trafficking program reserve draws reduced by \$0.6M in 2021 and 2022
- 5-year Provincial funding for the Anti-Human Trafficking program for a total of \$3.1M (2021-2025)
- Two-year pilot of \$0.3M for Social Enterprise Fund, offset by reserves removed in 2024; Originally scheduled for 2021–2022 delayed due to COVID-19 to 2022-2023

**Total Expenditures: \$203.5 million****Net Expenditures: \$22.0 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>219,421</b>	<b>199,384</b>	<b>20,037</b>	<b>%</b>
<b>Base Budget Changes</b>				
<i>Annualization</i>				
<i>Cost of Living/Inflation<sup>1</sup></i>				
Labour & Goods and Services	607	-	607	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries<sup>2</sup></i>				
Leased Day Care Centres	10	10	-	
Reallocation of existing budget to offset inflation	(607)	-	(607)	
<i>Cost Mitigation<sup>3</sup></i>				
Cost avoidance due to service realignment	(639)	-	(639)	
Miscellaneous Savings	(13)	-	(13)	
<i>Other Pressures</i>				
<b>Base Budget Changes Subtotal</b>	<b>(642)</b>	<b>10</b>	<b>(652)</b>	
<i>Service Level Demand<sup>4</sup></i>				
Mandatory administration cost sharing	-	(4,989)	(4,989)	
One-time funding from the Province		4,989	4,989	
One-time allocation for Covid-19 expenses	1,229	-	1,229	
Expanded EarlyON programs	1,340	-	1,340	
<i>Other Pressures<sup>5</sup></i>				
Safe Restart funds discontinue	(17,841)	(17,841)	-	
<b>Service Level Changes Subtotal</b>	<b>(15,272)</b>	<b>(17,841)</b>	<b>2,569</b>	
<b>New/Discontinued Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2021 Budget Change</b>	<b>(15,914)</b>	<b>(17,831)</b>	<b>1,917</b>	
<b>2021 Proposed Budget</b>	<b>203,507</b>	<b>181,553</b>	<b>21,954</b>	<b>9.6%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

**Cost of Living/Inflation<sup>1</sup>**

- Cost of Living increase in staffing costs

**Base Subsidy/Recoveries<sup>2</sup>**

- Reallocation of \$0.6M within existing funds to offset inflation

**Cost Mitigation<sup>3</sup>**

- A realignment of the service model resulted in cost avoidance of \$0.6M in Regional Early Years Programs consisting of Peel Infant Parent Program \$0.4M and Learning In Our Neighbourhood (LION) \$0.2M
- Miscellaneous savings of \$0.01M resulting from the ongoing review of budgets; these reductions will not impact service levels

**Service Level Demand<sup>4</sup>**

- Effective January 1, 2021, the province will be implementing (downloading) a 50 per cent cost-share between the province and the Region of Peel for administrative expenses. As a result, approximately \$5.0M is the required mandatory cost-share
- The Ministry of Education provided a transitional one-time funding to help the administrative funding reduction and extra cost for Covid-19
- Program decided to have a budget of \$1.2M to support providers for Covid-19 related expenses in 2021
- The expansion of EarlyON by \$1.3M was approved by council to continue implementation of the service delivery model. This increase is offset by cost avoidance of \$0.6M from the service model review as noted above under Cost Mitigation, reducing the request to \$0.7M

**Other Pressure<sup>5</sup>**

- The province released Safe Restart funds during 2020 to support child-care sectors adapt to the COVID-19 environmental and address unique needs stemming from the pandemic

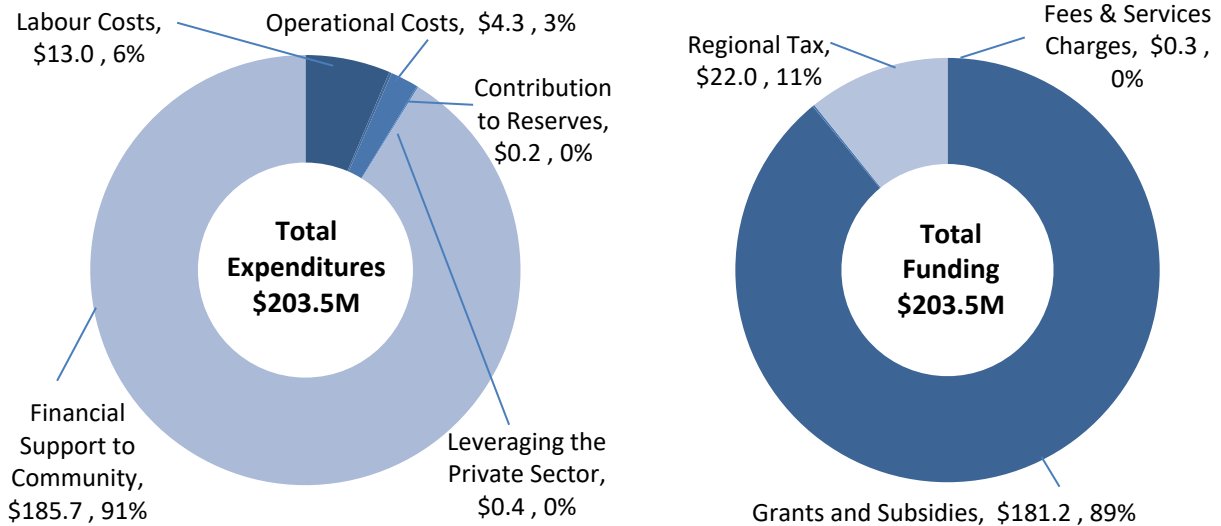
**Staffing Resources to Achieve Level of Service\***

2020	2021
116.66	116.66

\*Regular Positions (Full Time Equivalent, FTE)



**2021 Total Expenditures & Funding Source** (In \$M)



**2021 Budget Risks**

- Changes to 2021 administration cost sharing to 50/50 methodology will result in provincial funding reductions by \$5.0M. With the one-time funding from the province, the net budget impact is \$1.2M and the remaining administration funding impact of \$3.8M is deferred to 2022.
- Early Learning and Child Care (ELCC) federal funding has not been confirmed beyond March 31, 2021.
- Peel’s population is growing yet Provincial administration funding cut is more than what we expected
- Ongoing impact of COVID-19 on childcare sector could mean unforeseen funding requirements to continue to serve families and maintain viability of sector.

**Measuring our Performance**

- Percentage of families that report having access to licensed Child Care and EarlyON programs that meet their needs.
- Percentage of families receiving special needs supports reported that their needs were met.
- Average % by which Region of Peel funding reduces the licensed Child Care fees that families pay for their (a) infants, toddlers and/or pre-school children and (b) school aged children.

**2022 – 2024 Operating Forecast**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	219,421	203,507	(7.3%)	199,825	(1.8%)	200,204	0.2%	200,593	0.2%
<b>Total Revenue</b>	(199,384)	(181,553)	(8.9%)	(173,678)	(4.3%)	(173,685)	0.0%	(173,692)	0.0%
<b>Net Expenditure</b>	20,037	21,954	9.6%	26,147	19.1%	26,519	1.4%	26,901	1.4%

Note: May not add up due to rounding

Other than the inflation rate based on corporate assumption, the specific assumptions for each year are:

**2022:**

- Threshold for administration funding is reduced from 10% of allocation to 5%, at 50/50 cost share
- Estimated funding reduction of \$2.9M due to the administration threshold change, however plan is in progress to create more efficiencies through modernization of technology, and streamlining processes
- The deferred 2021 administration funding impact of \$3.8M
- EarlyON forecast includes an additional Regional investment of \$0.07M in 2022

**2023:**

- No changes from 2022 assumptions

**2024:**

- No changes from 2023 assumptions

Total Expenditures: \$225.8 million

Net Expenditures: \$135.7 million

## 2021 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>228,983</b>	<b>99,310</b>	<b>129,673</b>	<b>%</b>
<b>Annualization</b>				
Operating costs for 360 City Centre Drive	1,394	1,394	-	
<b>Cost of Living/Inflation</b>				
Labour Costs	2,407	451	1,956	
Goods and Services	1,715	1,626	89	
<b>Economic Factors</b>	-	-	-	
<b>Base Subsidy/Recoveries<sup>1</sup></b>				
Loans (Peel Living & Service Manager)	(64)	(64)	-	
Federal Funding Decrease	-	(905)	905	
Peel Living Debenture	(150)	-	(150)	
Changes in administration costs and funding	877	896	(19)	
Housing Provider Subsidy Cost Reduction	(9)	(5)	(4)	
CHPI Funding increase	626	626	-	
Reaching Home additional base funding for 2021	370	370	-	
Reaching Home COVID 19 Funding	(7,234)	(7,234)	-	
SSRF COVID-19 Funding	(5,988)	(5,988)	-	
<b>Cost Mitigation<sup>2</sup></b>				
Miscellaneous Savings	(46)	-	(46)	
<b>Other Pressures<sup>3</sup></b>				
Phasing in tax impact for Housing Stability Program	-	(450)	450	
Peel Living License Fees for Service Max and HTI upgrades	(191)	(191)	-	
<b>Base Budget Changes Subtotal</b>	<b>(6,293)</b>	<b>(9,474)</b>	<b>3,181</b>	
<b>Service Level Demand<sup>4</sup></b>				
Enabling Housing Technology License Fee	115	-	115	
Emergency Shelter Operations	2,700	-	2,700	
Peel Housing Corporation Student – Fire & Safety	12	12	-	
2 Peel Housing Corporation Advisors Supporting Business Plan and build organizational capacity (Conversions)	307	307	-	
2 Housing Development Office Resources- funded withing existing base budget	-	-	-	
Communications & Legal Resource (2 FTE in Internal	-	-	-	

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
Services)				
<b>Service Level Changes Subtotal</b>	<b>3,134</b>	<b>319</b>	<b>2,815</b>	
<b>New/Discontinued Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2021 Budget Change</b>	<b>(3,159)</b>	<b>(9,155)</b>	<b>5,996</b>	
<b>2021 Proposed Budget</b>	<b>225,824</b>	<b>90,155</b>	<b>135,669</b>	<b>4.6%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

#### **Base Subsidy/Recoveries<sup>1</sup>**

- \$13.2M in Covid-19 funding and expense removed
- \$0.9M Federal funding decrease as per Ontario Gazette
- \$0.6M increase in Community Homelessness Prevention Initiative (CHPI) – increase to both expenses and revenue
- \$0.2M savings due to Peel Living Debenture reduction
- \$0.04M reduction in Housing Provider's Subsidy
- \$0.4M increase in Reaching Home Federal Funding – increase to both expenses and revenue
- \$0.02M reduction in administration

#### **Cost Mitigation<sup>2</sup>**

- Miscellaneous savings of \$46 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels

#### **Other Pressures<sup>3</sup>**

- \$0.4M reductions in Rent Bank Reserve draw to phase in tax impact for Housing Stability Program, \$0.02M remains in the budget for 2021

#### **Service Level Demand<sup>4</sup>**

- \$0.01M Enabling Housing Technology licensing fee
- \$2.7M Emergency Shelter operations
- Housing Development Office, Communication and Legal resources funded from within existing base budget

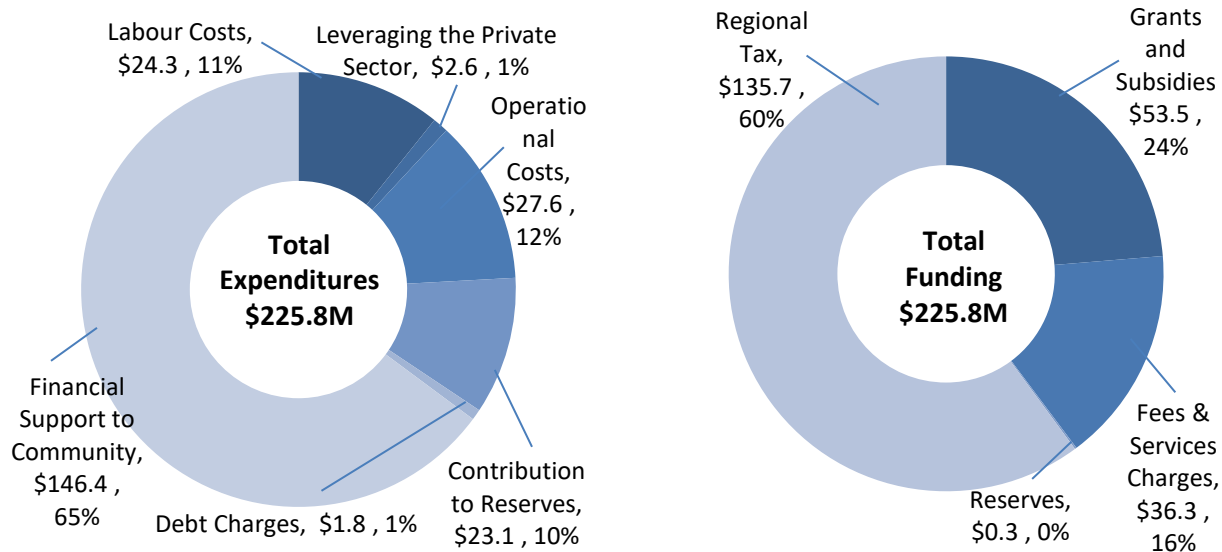
**Staffing Resources to Achieve Level of Service\***

	2020	2021
Housing – Admin	137.93	139.93
Peel Living – Admin	60.00	62.00
<b>Sub-Total</b>	<b>197.93</b>	<b>201.93</b>
Peel Living Site Staff	59.00	57.00
<b>Total</b>	<b>256.93</b>	<b>258.93</b>

\*Regular Positions (Full Time Equivalent, FTE)

- 2 Housing Development Resources to support the Housing Master Plan
- Through previous budgets, Council approved funding to provide service levels which utilized 2 contract staff for delivery. The 2021 budget reflects these becoming regular FTE to sustain the approved service level

**2021 Total Expenditures & Funding Source (In \$M)**



**2021 Budget Risks**

- Community Homelessness Prevention Initiative (CHPI) and Home for Good funding allocation is not known after March 2022
- \$0.8M Market Rent Increase for the Rent Supplement program was absorbed within the 2021 base budget
- Several agency contracts are going to Request for Proposal in 2021, implications are not yet known
- Standard overflow practices at the shelters are putting pressure on the operating budget
- Federal or Provincial funding changes or eliminations

### Measuring our Performance

- Percentage of households that are housed by the Region within the past year
- Percentage of households kept out of homelessness by the Region for at least one year

### 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	228,983	225,824	(1.4%)	225,631	(0.1%)	227,420	0.8%	229,282	0.8%
<b>Total Revenue</b>	(99,310)	(90,154)	(9.2%)	(87,517)	(2.9%)	(83,673)	(4.4%)	(81,092)	(3.1%)
<b>Net Expenditure</b>	129,673	135,670	4.6%	138,114	1.8%	143,747	4.1%	148,191	3.1%

Note: May not add up due to rounding

- Planned Provincial Funding for Strong Communities ending in March of 2023. Expenses remain in the forecast for 2023, funding is removed in 2023.
- 2022 includes Canada Ontario Community Housing Initiative (COCHI) funding and expenses. Funding as well as expenses are removed for 2023.
- Federal Funding impacts published in the Ontario Gazette are included
- Affordable Housing Provincial funding and expenses are included in 2021-2024
- Operating funding from the Social Infrastructure Fund and Investment in Affordable Housing programs are ending mid 2023 and funding is removed in 2024
- No projected increase in CHPI and Home for Good Funding beyond March 2022
- Reaching Home increase in expense and revenue of \$ \$0.1M in 2022, no expected increase to funding beyond March 2024
- No Market Rent Increase (MRI) was built into the forecast
- Potential impact of planned Service Level Review in 2021 not reflected in forecast

**Total Expenditures: \$261.7 million****Net Expenditures: \$26.6 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>250,824</b>	<b>224,194</b>	<b>26,630</b>	<b>%</b>
<i>Annualization</i>				
<i>Cost of Living/Inflation<sup>1</sup></i>				
Labour Costs and Goods & Services	641	-	641	
<i>Economic Factors</i>				
<i>Base Subsidy/Recoveries<sup>2</sup></i>				
Electronic Document Management (EDM)	258	-	258	
Reduction in Ontario Works (OW) Administration funding	-	(243)	243	
<i>Cost Mitigation<sup>3</sup></i>				
Miscellaneous Savings	(40)	-	(40)	
<i>Other Pressures</i>				
<b>Base Budget Changes Subtotal</b>	<b>859</b>	<b>(243)</b>	<b>1,102</b>	
<i>Service Level Demand<sup>4</sup></i>				
OW benefit increase due to change in monthly average caseload (increase from 17,410 to 19,180) and rate adjustment of 1.5%	19,075	19,075	-	
<b>Service Level Changes Subtotal</b>	<b>19,075</b>	<b>19,075</b>	<b>-</b>	
<i>New/Discontinued Services<sup>5</sup></i>				
Families First Program	(1,871)	(1,871)	-	
Summer Job Challenge (SJC) Program	(1,413)	(346)	(1,067)	
Recovery for Learning Earning & Parenting Program (LEAP) based on demand	(107)	(107)	-	
Employment Related Expenses (ERE)	(934)	(934)	-	
Recovery for Housing	(488)	(488)	-	
Funding for Community Investment Program (CIP)	(1,784)	(1,784)	-	
Grants that assist OW clients				
Internal cost allocations	(2,457)	(2,356)	(101)	
<b>New/Discontinued Services Subtotal</b>	<b>(9,054)</b>	<b>(7,886)</b>	<b>(1,168)</b>	
<b>Total 2021 Budget Change</b>	<b>10,880</b>	<b>10,946</b>	<b>(67)</b>	
<b>2021 Proposed Budget</b>	<b>261,704</b>	<b>235,140</b>	<b>26,565</b>	<b>(0.25%)</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

**Cost of Living/Inflation<sup>1</sup>**

- Cost of Living increase in staffing costs

**Base Subsidy/Recoveries<sup>2</sup>**

- The program is implementing Electronic Document Management (EDM) as recommended by the Province, which should increase efficiencies due to the ability to interface with the Provinces Social Assistance Management System (SAMS).
- In September 2020, the Ministry announced the 2021 funding allocation. It resulted \$0.2M administration funding reduction.

**Cost Mitigation<sup>3</sup>**

- Miscellaneous savings of \$0.04M resulting from the ongoing review of budgets; these reductions will not impact service levels.

**Service Level Changes<sup>4</sup>**

- 2021 benefit costs are completely funded by the Province and reflect an increase from 2020 budget of 1,770 cases per month. The budgeted monthly average caseload is 19,180, compared to the 2020 budget of 17,410, due to anticipated increase in demand. It also includes a 1.5% rate increase consistent with the 2020 rate increase.

**New/Discontinued Services<sup>5</sup>**

- The Province has outsourced delivery of the Employment Program to a Private Sector Provider resulting in a funding cut of \$7.9M. The Region of Peel will transition to providing life stabilization with the balance of the Employment funding.
- Discontinuation of the Family First and Summer Job Challenge programs, savings for childcare for LEAP program participants (due to demand), ERE payments, reduction in costs transferred from the Homelessness Program, CIP Grants, and internal cost allocations will offset the reduction in funding.

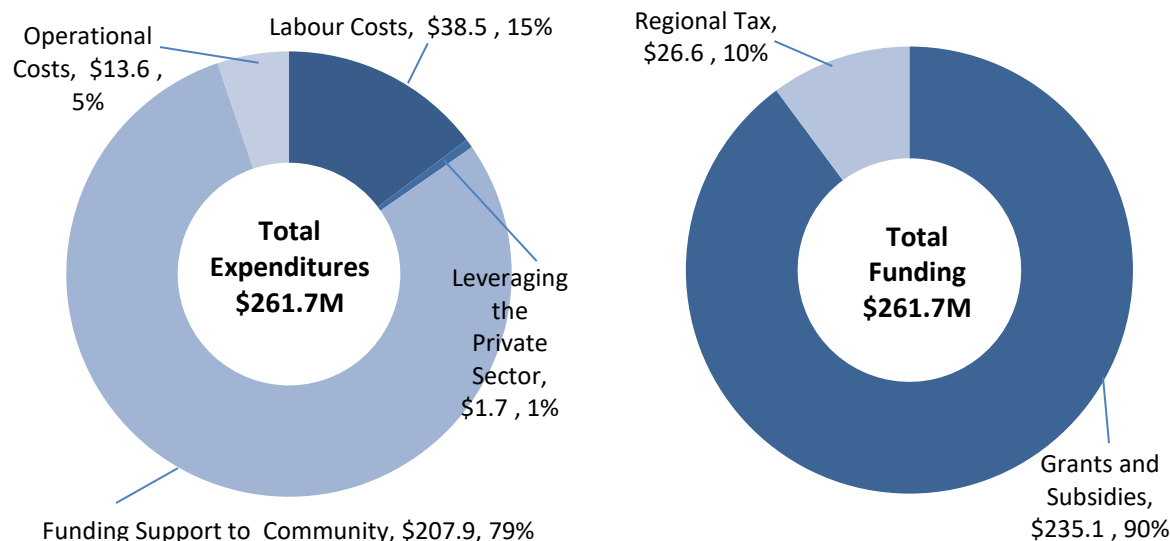
**Staffing Resources to Achieve Level of Service\***

2020	2021
373.26	373.26

\*Regular Positions (Full Time Equivalent, FTE)



**2021 Total Expenditures & Funding Source (In \$M)**



**2021 Budget Risks**

- Uncertainty due to Provincial Social Assistance Reform.
- Uncertainty in caseload numbers due to economic uncertainty.

**Measuring our Performance**

- Number of households supported each month (on average) through the Ontario Works program

**2022 – 2024 Operating Forecast**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	250,824	261,704	4.3%	264,028	0.9%	268,299	1.6%	272,649	1.6%
<b>Total Revenue</b>	(224,194)	(235,140)	4.9%	(236,150)	0.4%	(239,073)	1.2%	(242,039)	1.2%
<b>Net Expenditure</b>	26,630	26,565	0.2%	27,877	4.9%	29,226	4.8%	30,610	4.7%

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 used for 2021 is 19,180 which is an increase of 1,770 cases (10.2% from 2020). The caseload used for 2022, 2023 and 2024 forecast is 19,000.

- Ontario Works administration funding is held at the 2021 budgeted amount for the three years forecast.

**Total Expenditures: \$102.7 million****Net Expenditures: \$41.6million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>\$98,343</b>	<b>\$58,096</b>	<b>\$40,247</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs	1,940	-	1,940	
Goods and Services	937	-	937	
<b>Base Subsidy/Recoveries</b>				
Increase in base funding/recoveries	-	642	(642)	
User Fees	-	327	(327)	
<b>Cost Mitigation<sup>1</sup></b>				
Miscellaneous Savings	(52)	-	(52)	
<b>Other Pressures<sup>2</sup></b>				
Removal of phased-in interest cost due to elimination of debt funding for Seniors Health and Wellness Village	(457)	-	(457)	
Reversal of one-time costs for one Butterfly household in 2020	(160)	(160)	-	
<b>Base Budget Changes Subtotal</b>	<b>2,208</b>	<b>809</b>	<b>1,399</b>	
<b>Other Pressures<sup>3</sup></b>				
COVID-19				
• 37 Contract Staff (2-year term, funded from Phase 1 Safe Restart Fund)	2,251	2,251	-	
<b>Service Level Changes Subtotal</b>	<b>2,251</b>	<b>2,251</b>	<b>-</b>	
<b>New/Discontinued Services</b>				
Discontinuation of meals on wheels Caledon	(78)	(78)	-	
<b>New/Discontinued Services Subtotal</b>	<b>(78)</b>	<b>(78)</b>	<b>-</b>	
<b>Total 2021 Budget Change</b>	<b>4,381</b>	<b>2,982</b>	<b>1,400</b>	
<b>2021 Proposed Budget</b>	<b>\$102,725</b>	<b>\$61,078</b>	<b>\$41,647</b>	<b>3.5%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

**Cost Mitigation<sup>1</sup>**

- Miscellaneous savings of \$52 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

**Other Pressures<sup>2</sup>**

- Removal of phased-in Interest Costs - In 2020, the debt funding for Seniors’ Health and Wellness Village was replaced with that from internal reserves. This amount represents reversal of the phase-in interest costs budgeted in previous years.

**Other Pressures<sup>3</sup>**

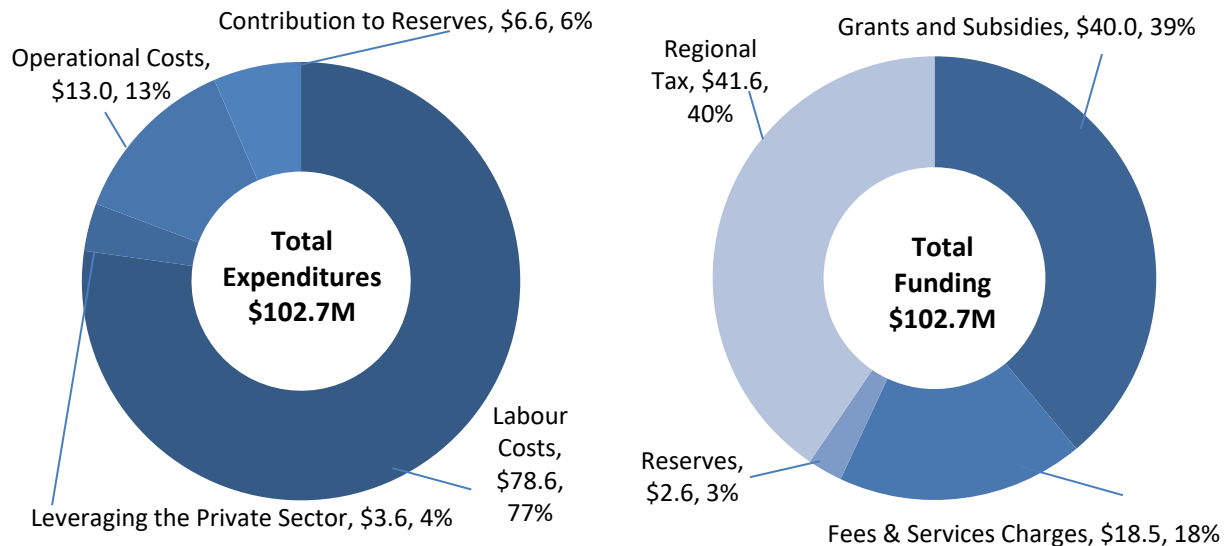
- Contract staff resources are required to carry out prevention and containment activities for COVID-19 pandemic in all five Regional Long Term Care homes. These costs are fully funded from the Phase 1 Safe Restart Fund.

**Staffing Resources to Achieve Level of Service\***

2020	2021
741.73	741.73

\*Regular Positions (Full Time Equivalent, FTE)

**2021 Total Expenditures & Funding Source (In \$M)**



**2021 Budget Risks**

- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic

**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

**2022 – 2024 Operating Forecast**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	98,343	102,725	4.5%	107,531	4.6%	107,717	0.2%	110,185	2.3%
<b>Total Revenue</b>	(58,096)	(61,078)	5.1%	(61,490)	0.7%	(59,674)	(3.0%)	(60,443)	1.3%
<b>Net Expenditure</b>	40,247	41,647	3.5%	46,041	10.6%	48,043	4.3%	49,742	3.5%

Note: May not add up due to rounding

- Forecast year increases related to maintaining current level of service
- In 2022, incremental staff resources (10 FTEs) and building operations costs are added for operating Seniors' Health and Wellness Village.
- In 2022, implementing two Butterfly households (14 FTEs) at Seniors' Health and Wellness Village at Peel Manor, currently under development.

**Total Expenditures: \$120.8million** **Net Expenditures: \$63.7 million**

### 2021 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>117,628</b>	<b>55,559</b>	<b>62,069</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour Costs	2,471	-	2,471	
Goods and Services	483	-	483	
<b>Base Subsidy/Recoveries</b>				
Increase in Provincial funding	-	1,467	(1,467)	
<b>Cost Mitigation<sup>1</sup></b>				
Miscellaneous Savings	(161)	-	(161)	
<b>Base Budget Changes Subtotal</b>	<b>2,793</b>	<b>1,467</b>	<b>1,326</b>	
<b>Service Level Demand<sup>2</sup></b>				
• 2.0 FTE Psychological Health and Safety	264	-	264	
• 1.0 FTE Community Paramedicine (100% provincially funded, \$132K)	132	132	-	
• 1.0 FTE Logistic Technician Supervisor (contract conversion)	-	-	-	
<b>Service Level Changes Subtotal</b>	<b>396</b>	<b>132</b>	<b>264</b>	
<b>Total 2021 Budget Change</b>	<b>3,189</b>	<b>1,599</b>	<b>1,590</b>	
<b>2021 Proposed Budget</b>	<b>120,817</b>	<b>57,157</b>	<b>63,659</b>	<b>2.6%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

#### **Cost Mitigation<sup>1</sup>**

- Miscellaneous savings of \$161 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

#### **Service Level Demand<sup>2</sup>**

- An additional 2 Psychological Health and Safety staff to support mental wellness and psychological support to help Paramedic Services continue to provide high quality pre-hospital care to Peel residents and visitors.
- In 2019, A community paramedicine pilot (100% funded by the Province) in select Peel Living seniors' buildings was designed to try to keep people with lower-priority medical concerns from calling paramedics and out of emergency rooms. In 2020, the funding was made permanent and one complement is added to implement the Community paramedicine program.

- Through previous budgets, Council approved funding to provide service levels which utilized one Logistic Technician Supervisor contract staff for delivery. The 2021 budget reflects this position becoming regular complement to sustain the approved service level.

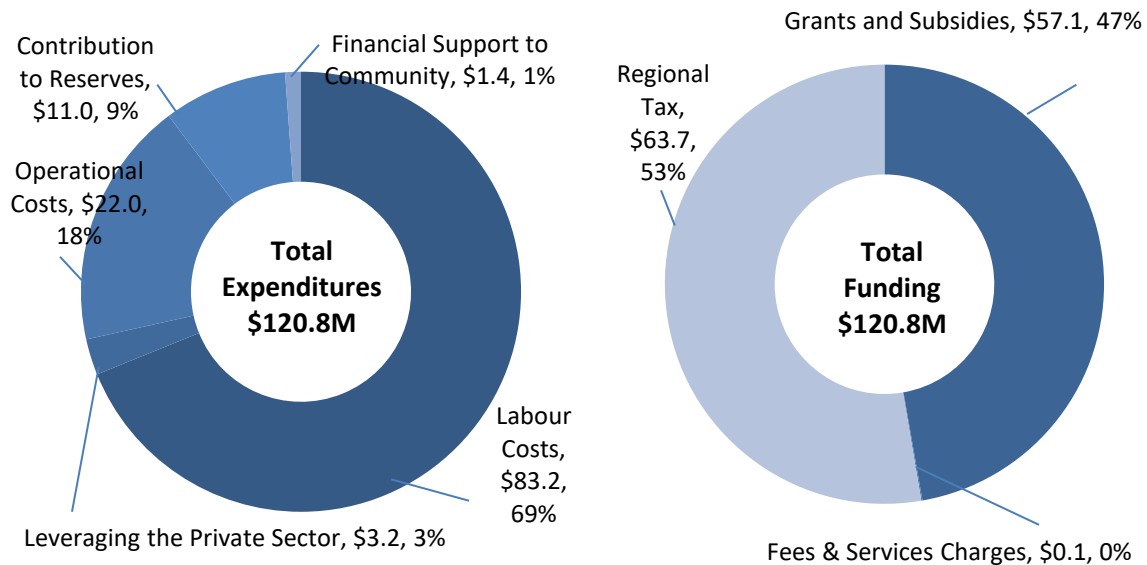
**Staffing Resources to Achieve Level of Service\***

2020	2021
634.08	638.08

\*Regular Positions (Full Time Equivalent, FTE)

- See proposed staffing requests as described in “Service Level Demand” section above for change between 2020 and 2021 FTEs.

**2021 Total Expenditures & Funding Source (In \$M)**



**2021 Budget Risks**

- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic.
- 2020 Provincial funding announcements for Ambulance Services in Ontario indicated increases in funding for the sector, however details were not provided for Peel Paramedics. Also, there is continued lag in inflation and growth funding by one year. It creates uncertainty about the Provincial funding methodology and approved funding may be lower than assumed amounts.
- 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 this 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

**2022 – 2024 Operating Forecast**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	117,628	120,817	2.7%	125,168	3.6%	129,628	3.6%	136,455	5.3%
<b>Total Revenue</b>	(55,559)	(57,157)	2.9%	(58,521)	2.4%	(60,856)	4.0%	(63,436)	4.2%
<b>Net Expenditure</b>	62,069	63,659	2.6%	66,647	4.7%	68,772	3.2%	73,019	6.2%

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 for a growing and aging population.



**Total Expenditures: \$31.4 million****Net Expenditures: \$27.4 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>31,231</b>	<b>4,372</b>	<b>26,859</b>	<b>%</b>
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i> Labour costs/Goods and Services, etc.	1,155	(100)	1,255	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries</i> Reduction to Dedicated Gas Tax funding allocation	-	(234)	234	
<i>Cost Mitigation<sup>1</sup></i>				
Miscellaneous Savings	(3)	-	(3)	
Virtual Eligibility Assessments	(40)	-	(40)	
Interactive Voice Response (IVR) System enhancements	(10)	-	(10)	
<i>Other Pressures</i>	-	-	-	
<b>Base Budget Changes Subtotal</b>	<b>1,102</b>	<b>(334)</b>	<b>1,436</b>	
<b>Growth</b>	-	-	-	
<b>Service Level Demand<sup>2</sup></b> Decrease in trip volumes by 35,000	(975)	(119)	(856)	
<b>Subsidy Changes</b>	-	-	-	
<b>Other Pressures</b>	-	-	-	
<b>Service Level Changes Subtotal</b>	<b>(975)</b>	<b>(119)</b>	<b>(856)</b>	
<b>New/Discontinued Services</b>	-	-	-	
<b>New/Discontinued Services Subtotal</b>	-	-	-	
<b>Total 2021 Budget Change</b>	<b>127</b>	<b>(453)</b>	<b>580</b>	
<b>2021 Proposed Budget</b>	<b>31,358</b>	<b>3,919</b>	<b>27,439</b>	<b>2.2%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

**Cost Mitigation<sup>1</sup>**

- Miscellaneous savings of \$3 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels
- \$40 thousand due to change from in person eligibility assessments to virtual
- \$10 thousand due to Interactive Voice Response (IVR) system enhancements

**Service Level Demand<sup>2</sup>**

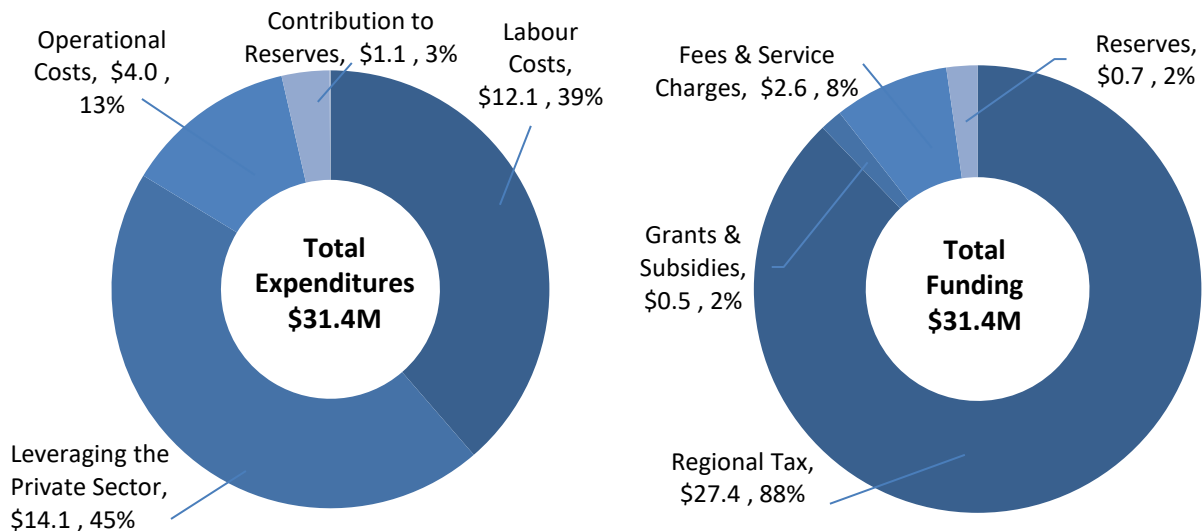
- The Budget is reflective of trends in trip demand in 2018 and 2019 which show slow down after the OADA implementation in 2017. The reduction of 35,000 trips doesn't consider the impact of COVID-19, as sufficient data is not available to assess a permanent impact. Staff will continue monitoring the situation and will reflect further trip adjustments, if justified, in the 2022 Budget.

**Staffing Resources to Achieve Level of Service\***

2020	2021
128.70	128.70

\*Regular Positions (Full Time Equivalent, FTE)

**2021 Total Expenditures & Funding Source (In \$M)**



**2021 Budget Risks**

- The Budget includes a reduction of 35,000 trips based on the statistical data from 2018 and 2019. Actual trip demand and growth could be different than budgeted pending the duration of COVID-19.

**Measuring our Performance**

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

**2022 – 2024 Operating Forecast**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	31,231	31,358	0.4%	32,572	3.9%	33,679	3.4%	34,800	3.3%
<b>Total Revenue</b>	(4,372)	(3,919)	(10.4%)	(4,012)	2.4%	(4,107)	2.4%	(4,205)	2.4%
<b>Net Expenditure</b>	26,859	27,439	2.2%	28,560	4.1%	29,572	3.5%	30,595	3.5%

Note: May not add up due to rounding

- Forecast reflects 1.6% in trip growth between 2022 and 2024

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: \$40.0 million****Net Expenditures: \$13.8 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>38,173</b>	<b>27,097</b>	<b>11,076</b>	<b>%</b>
<b>Annualization</b>				
<b>Cost of Living/Inflation<sup>1</sup></b> Labour costs & Goods and Services	1,327	(393)	1,720	
<b>Economic Factors</b>	-	-	-	
<b>Base Subsidy/Recoveries<sup>2</sup></b> Ontario Cannabis Legislation Implementation (OCLIF)	(42)	(42)	-	
<b>Cost Mitigation<sup>3</sup></b> Expenditure reduction identified through line-by-line reviews	(14)	-	(14)	
<b>Other Pressures<sup>4</sup></b> To Support the Community Safety and Wellbeing Plan as per Bill 175 (Resolution# 2020-864)	457	(524)	981	
Vector-Borne Disease Laboratory costs	15	-	15	
<b>Base Budget Changes Subtotal</b>	<b>1,743</b>	<b>(959)</b>	<b>2,702</b>	
<b>Service Level Demand<sup>5</sup></b> 1/3 of 2 FTE's (PHI) to maintain adequate delivery of critical public health programs	69	-	69	
<b>Subsidy Changes</b>				
<b>Other Pressures</b>				
<b>Service Level Changes Subtotal</b>	<b>69</b>	<b>-</b>	<b>69</b>	
<b>New/Discontinued Services</b>	-	-	-	
<b>New/Discontinued Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2021 Budget Change</b>	<b>1,812</b>	<b>(959)</b>	<b>2,771</b>	
<b>2021 Proposed Budget</b>	<b>39,987</b>	<b>26,139</b>	<b>13,848</b>	<b>25.0%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

**Cost of Living/Inflation<sup>1</sup>**

- Cost of Living increase in staffing costs.

**Base Subsidy/Recoveries<sup>2</sup>**

- Ontario Cannabis Legislation Implementation costs reduced in the second funding year (OCLIF) of \$42,000 - Council Resolution #2019-1146

**Cost Mitigation<sup>3</sup>**

- Staff identified various process improvements through line-by-line reviews of the expenditures. This resulted in \$14,000 in one-time savings.

**Other Pressures<sup>4</sup>**

- Support the Community Safety and Wellbeing Plan as per Bill 175 \$981,000 (Council Resolution #2020-864)
- Vector-Borne Disease laboratory costs of \$15,000, a portion resides in Infectious Disease Prevention for a total of \$44,000

**Service Level Demand<sup>5</sup>**

- Request two permanent full-time Public Health Inspector positions to maintain adequate delivery of critical public health programs \$69,000 is 1/3 of the costs

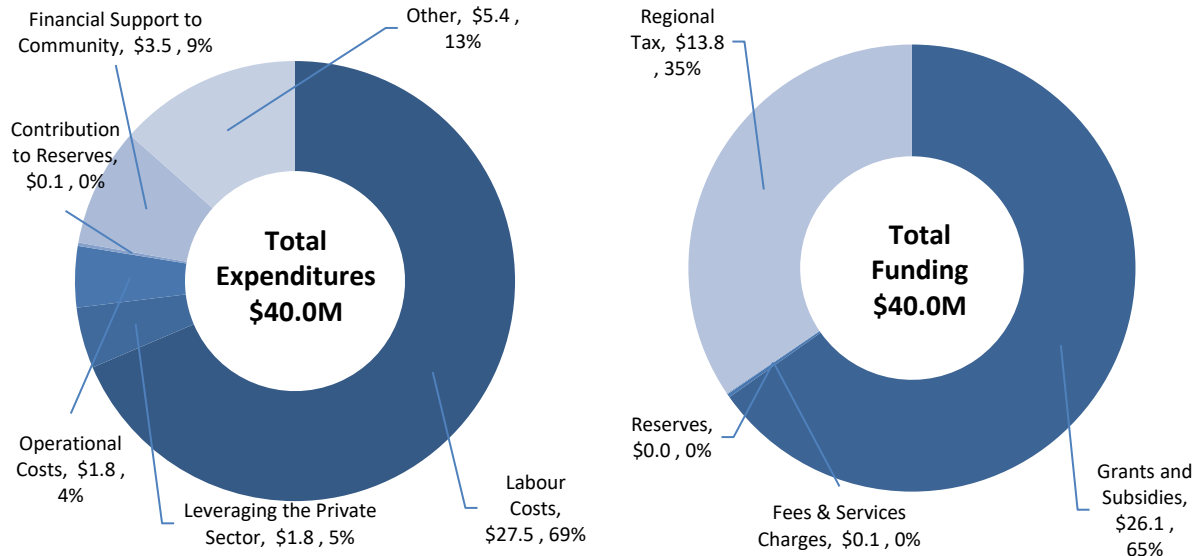
**Staffing Resources to Achieve Level of Service\***

2020	2021
270.31	270.98

\*Regular Positions (Full Time Equivalent, FTE)

- Requesting one-third of two permanent full-time Public Health Inspector positions

**2021 Total Expenditures & Funding Source (In \$M)**



Note: May not add up due to rounding

**2021 Budget Risks**

- COVID-19 will entail adaptation costs to provide services. For instance, limited access to children in schools and the need for personal protective equipment could require alternative forms of service delivery that may result in additional costs and uncertainty in performance measures.
- 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 60/40 ratio. The Province has indicated continuation of 2020 funding levels; however, no confirmation will be received on the approved amounts until mid-2021.
- The Province has announced a public health modernization which will have significant cost implications during and after transition. Consultation process has been paused due to the ongoing coronavirus outbreak.

**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



## 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	38,173	39,987	4.7%	40,957	2.4%	41,850	2.2%	42,759	2.2%
<b>Total Revenue</b>	(27,097)	(26,139)	(3.5%)	(26,111)	(0.1%)	(26,112)	0.0%	(26,113)	0.0%
<b>Net Expenditure</b>	11,076	13,848	25.0%	14,846	7.2%	15,738	6.0%	16,646	5.8%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.
- We have assumed a 70/30 cost share assumption is still in place for 2021 expenditures as the Province has indicated continuation of 2020 funding levels. No confirmation of this funding will be received until mid-2021.
- To be conservative, the 2022 forecast includes an increase for a potential funding shift **to 60/40 based on the preliminary funding announcement from the Province in April 2019**. Council will be provided with an update as more information is received from the Province.

**Total Expenditures: \$23.2 million****Net Expenditures: \$6.8 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>22,686</b>	<b>16,088</b>	<b>6,598</b>	<b>%</b>
<i>Annualization</i>				
<i>Cost of Living/Inflation<sup>1</sup></i> Labour costs & Goods and Services	534	335	199	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries</i>	-	-	-	
<i>Cost Mitigation<sup>2</sup></i> Expenditure reduction identified through line-by-line reviews	(10)	-	(10)	
<i>Other Pressures</i>	-	-	-	
<b>Base Budget Changes Subtotal</b>	<b>524</b>	<b>335</b>	<b>189</b>	
<b>Other Pressures</b>	-	-	-	
<b>Service Level Changes Subtotal</b>	-	-	-	
<b>New/Discontinued Services</b>	-	-	-	
<b>New/Discontinued Services Subtotal</b>	-	-	-	
<b>Total 2021 Budget Change</b>	<b>524</b>	<b>335</b>	<b>189</b>	
<b>2021 Proposed Budget</b>	<b>23,210</b>	<b>16,423</b>	<b>6,787</b>	<b>2.9%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:****Cost of Living/Inflation<sup>1</sup>**

- Cost of Living increase in staffing costs.

**Cost Mitigation<sup>2</sup>**

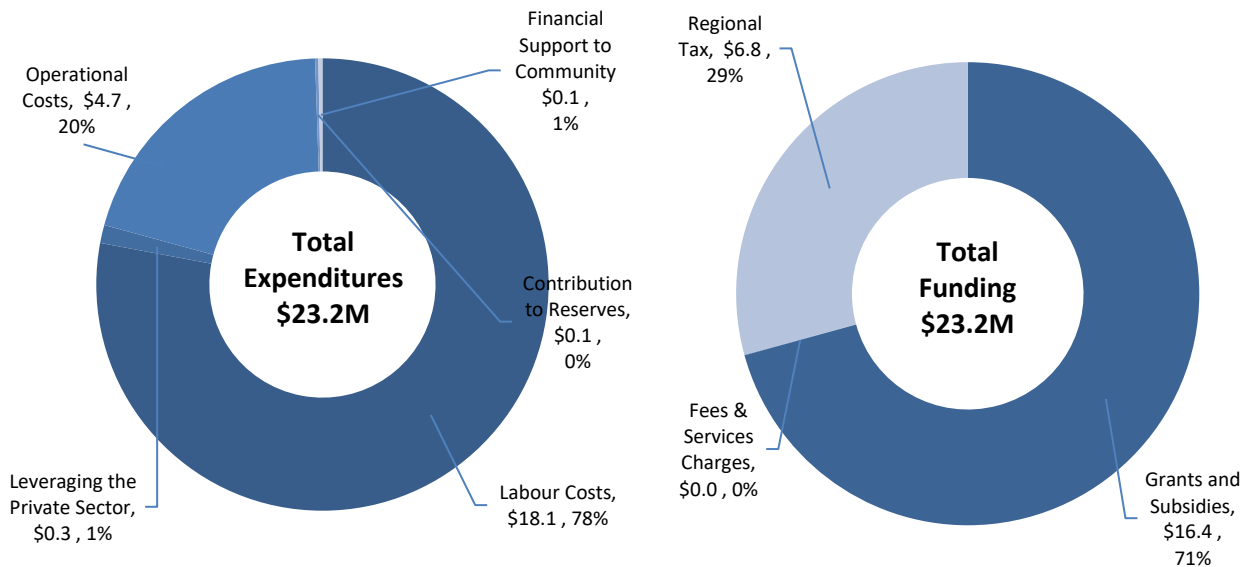
- Staff identified various process improvements through line by line reviews of the expenditures. This resulted in \$10,000 in one-time savings.

**Staffing Resources to Achieve Level of Service\***

2020	2021
168.30	168.30

\*Regular Positions (Full Time Equivalent, FTE)

**2021 Total Expenditures & Funding Source (In \$M)**



Note: May not add up due to rounding

**2021 Budget Risks**

- Home and in person service delivery for breastfeeding and Healthy Baby Healthy Children will need to be modified at an additional cost and uncertainty of outcomes during the remaining of the COVID-19 pandemic.
- With Provincial authorization, a high percentage of staff from Healthy Babies Healthy Children have been redeployed until further notice to be able to assist with the scale and magnitude of the COVID-19 response in Peel.
- 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 60/40 ratio. The Province has indicated continuation of 2020 funding levels; however, no confirmation will be received on the approved amounts until mid-2021.
- The Province has announced a public health modernization which will have significant cost implications during and after transition. Consultation process has been paused due to the ongoing coronavirus outbreak.

### Measuring our Performance

- Number of Healthy Babies Healthy Children home and virtual visits to vulnerable families
- Number of home and virtual visits to support infant feeding

### 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	22,686	23,210	2.3%	23,896	3.0%	24,519	2.6%	25,154	2.6%
<b>Total Revenue</b>	(16,088)	(16,422)	2.1%	(16,423)	0.0%	(16,423)	0.0%	(16,423)	0.0%
<b>Net Expenditure</b>	6,598	6,787	2.9%	7,473	10.1%	8,096	8.3%	8,731	7.8%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.
- We have assumed a 70/30 cost share assumption is still in place for 2021 expenditures as the Province has indicated continuation of 2020 funding levels. No confirmation of this funding will be received until mid-2021.
- To be conservative, the 2022 forecast includes an increase for a potential funding shift to 60/40 based on the preliminary funding announcement from the Province in April 2019. Council will be provided with an update as more information is received from the Province.

**Total Expenditures: \$5.7 million****Net Expenditures: \$5.3 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>5,598</b>	<b>364</b>	<b>5,235</b>	<b>%</b>
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i>	93	-	93	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries</i>	-	-	-	
<i>Cost Mitigation<sup>1</sup></i> Miscellaneous savings resulting from the ongoing review of budgets	(66)	(36)	(29)	
<i>Other Pressures</i>	-	-	-	
<b>Base Budget Changes Subtotal</b>	<b>28</b>	<b>(36)</b>	<b>64</b>	
<b>Other Pressures<sup>2</sup></b>				
• COVID-19 impact funded by Phase 1 Safe Restart Funding	80	80	-	
<b>Service Level Changes Subtotal</b>	<b>80</b>	<b>80</b>	<b>-</b>	
<b>New/Discontinued Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2021 Budget Change</b>	<b>109</b>	<b>44</b>	<b>64</b>	
<b>2021 Proposed Budget</b>	<b>5,707</b>	<b>408</b>	<b>5,299</b>	<b>1.2%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:****Cost Mitigation<sup>1</sup>**

- Miscellaneous savings of \$29 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

**Other Pressures<sup>2</sup>**

- Increase in janitorial services as a result of the COVID-19 pandemic will be funded by Phase 1 Safe Restart Funding.

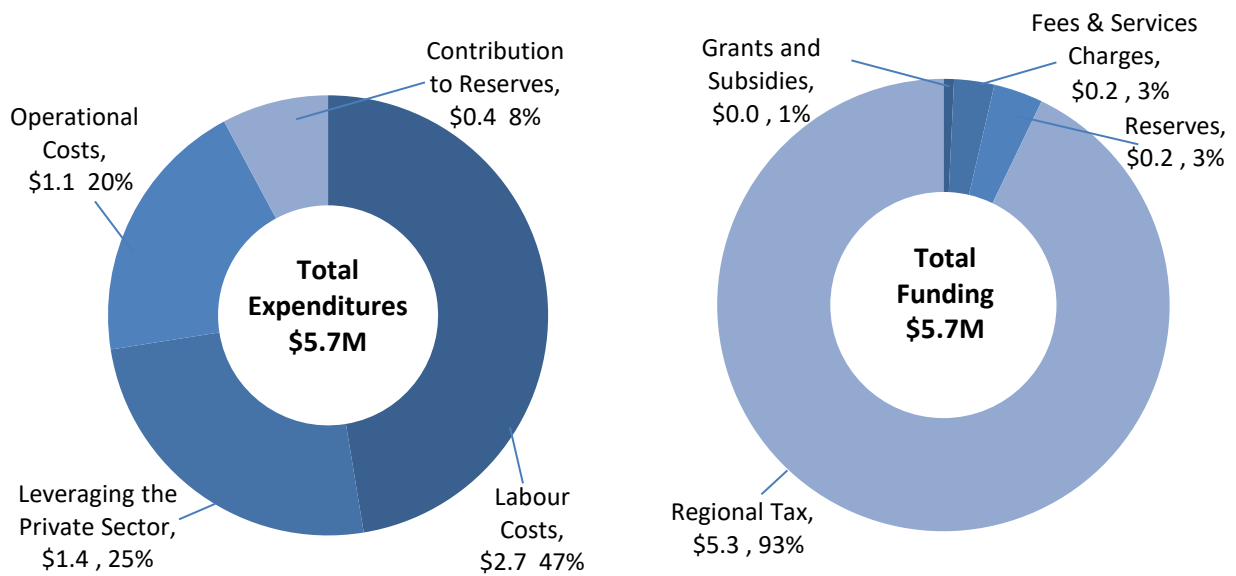
**Staffing Resources to Achieve Level of Service\***

2020	2021
22.00	22.00

\*Regular Positions (Full Time Equivalent, FTE)

- No change to staffing levels in 2021

**2021 Total Expenditures & Funding Source (In M)**



**2021 Budget Risks**

- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic

**Measuring our Performance**

- Visitor satisfaction using a “Net Promoter Score”
- Annual increases to digital and in-person visitor engagement
- Earned Media (newspaper stories, word of mouth, social media re-posting)
- Active community partnerships (new and continuing)

## 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	5,598	5,707	1.9%	5,838	2.3%	5,948	1.9%	6,059	1.9%
<b>Total Revenue</b>	(364)	(408)	12.1%	(411)	0.7%	(415)	1.0%	(418)	0.7%
<b>Net Expenditure</b>	5,235	5,299	1.2%	5,427	2.4%	5,534	2.0%	5,641	1.9%

Note: May not add up due to rounding

- Forecast assumes increase in managed service and licence fee for the new booking system in 2022

**Total Expenditures: \$43.2 million****Net Expenditures: \$13.4 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>35,145</b>	<b>23,801</b>	<b>11,344</b>	<b>%</b>
<b>Annualization</b>				
<b>Cost of Living/Inflation<sup>1</sup></b>				
Labour costs & Goods and Services	1,824	10	1,814	
<b>Base Subsidy/Recoveries<sup>2</sup></b>				
32 contract positions to respond to COVID-19 funded from Phase 1 Safe Restart fund (Council Resolution #2020-924)	2,440	2,440	-	
Ontario Cannabis Legalization Implementation Fund (OCLIF)	(83)	(83)	-	
<b>Cost Mitigation<sup>3</sup></b>				
Expenditure reduction through line-by-line reviews	(18)	-	(18)	
<b>Other Pressures<sup>4</sup></b>				
Vector-Borne Disease Laboratory costs	29	-	29	
<b>Base Budget Changes Subtotal</b>	<b>4,192</b>	<b>2,367</b>	<b>1,825</b>	
<b>Service Level Demand<sup>5</sup></b>				
64 School-Focused Nurses funded until July 2021 by Province	3,346	3,346	-	
Five9 cloud software funded by Phase 1 Safe Restart Funding	230	230	-	
2/3 of 2 FTE's (PHI) + 1 FTE (PHN) to maintain adequate delivery of critical public health programs	244	-	244	
<b>Service Level Changes Subtotal</b>	<b>3,820</b>	<b>3,576</b>	<b>244</b>	
<b>New/Discontinued Services</b>	-	-	-	
<b>New/Discontinued Services Subtotal</b>	-	-	-	
<b>Total 2021 Budget Change</b>	<b>8,012</b>	<b>5,943</b>	<b>2,069</b>	
<b>2021 Proposed Budget</b>	<b>43,158</b>	<b>29,743</b>	<b>13,414</b>	<b>18.3%</b>

Note: May not add up due to rounding



**Operating budget pressure notes:**

**Cost of Living/Inflation<sup>1</sup>**

- Cost of Living increase in staffing costs.

**Base Subsidy/Recoveries<sup>2</sup>**

- Ontario Cannabis Legalization Implementation costs reduced in the second funding year (OCLIF) of \$83,000 - Council Resolution #2019-1146

**Cost Mitigation<sup>3</sup>**

- Staff identified various process improvements through line-by-line reviews of the expenditures. This resulted in \$18,000 in one-time savings.

**Other Pressures<sup>4</sup>**

- Vector-Borne Disease laboratory costs of \$29,000, a portion resides in Chronic Disease Prevention for a total of \$44,000

**Service Level Demand<sup>5</sup>**

- Province announced Ontario’s plan for Safe Reopening of Schools investing in 64 School-Focused Nurses in Peel to provide rapid-response support and provided one-time 100 per cent funding.
- \$230,000 Five9 cloud contact center software to allow staff to work remote due to COVID-19
- Request two permanent full-time Public Health Inspector positions \$140,000 is 2/3 of the costs and one permanent full-time Public Health Nurse position \$104,000 to maintain adequate delivery of critical public health programs

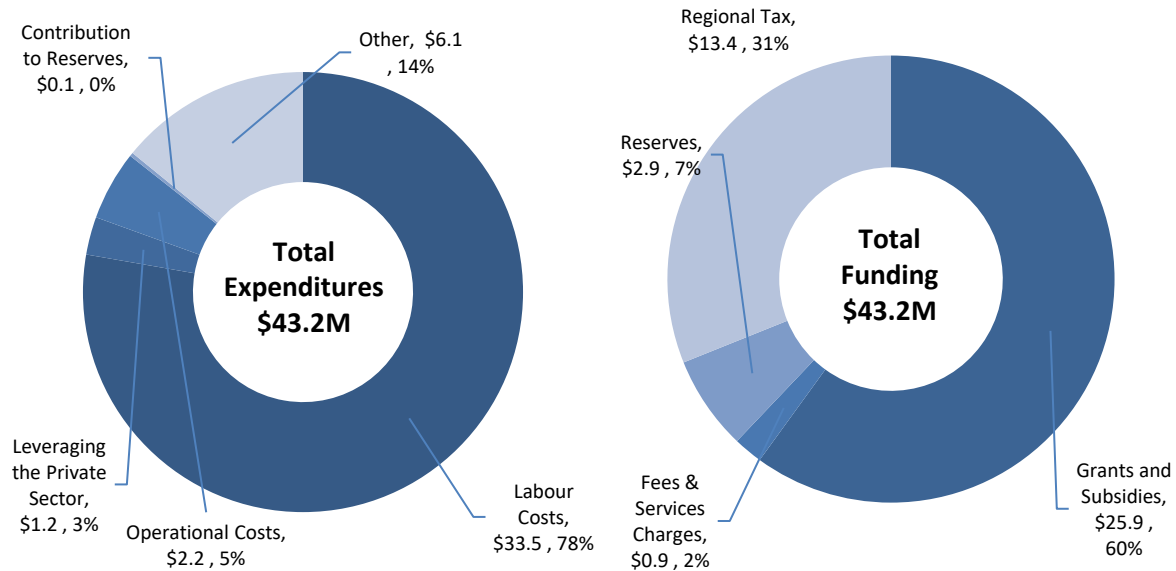
**Staffing Resources to Achieve Level of Service\***

2020	2021
245.54	247.87

\*Regular Positions (Full Time Equivalent, FTE)

- Request two-thirds of two permanent full-time Public Health Inspector positions

**2021 Total Expenditures & Funding Source (In \$M)**



Note: May not add up due to rounding

**2021 Budget Risks**

- The COVID-19 response has resulted in increased service pressures with the redeployment of a high percentage of staff to maintain the response.
- The pandemic has also increased risks in traditional service delivery with the need to adapt our service delivery (e.g. planning for food inspections to an increasing number of takeout kitchens instead of traditional restaurants).
- 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 60/40 ratio. The Province has indicated continuation of 2020 funding levels; however, no confirmation will be received on the approved amounts until mid-2021.
- The Province has announced a public health modernization which will have significant cost implications during and after transition. Consultation process has been paused due to the ongoing coronavirus outbreak.

**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

## 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	35,145	43,158	22.8%	36,312	(15.9%)	36,632	0.9%	37,562	2.5%
<b>Total Revenue</b>	(23,801)	(29,743)	25.0%	(21,904)	(26.4%)	(21,331)	(2.6%)	(21,350)	0.1%
<b>Net Expenditure</b>	11,344	13,414	18.2%	14,408	7.4%	15,301	6.2%	16,212	6.0%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services
- 2022 forecast includes seven temporary full-time staff will result in a total expected cost of \$592,000 to continue the COVID-19 response in 2022 Council Resolution #2020-924
- We have assumed a 70/30 cost share assumption is still in place for 2021 expenditures as the Province has indicated continuation of 2020 funding levels. No confirmation of this funding will be received until mid-2021.
- To be conservative, the 2022 forecast includes an increase for a potential funding shift to 60/40 based on the preliminary funding announcement from the Province in April 2019. Council will be provided with an update as more information is received from the Province.

**Total Expenditures: \$7.3 million****Net Expenditures: \$3.8 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>7,046</b>	<b>3,478</b>	<b>3,568</b>	<b>%</b>
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i>	214	-	214	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries</i>	-	31	(31)	
User Fee Revenue				
<i>Cost Mitigation<sup>1</sup></i>	(3)	-	(3)	
<i>Other Pressures</i>	-	-	-	
Legal Fees	55		55	
<b>Base Budget Changes Subtotal</b>	<b>266</b>	<b>31</b>	<b>235</b>	
<b>Growth</b>	-	-	-	
<b>Service Level Demand</b>	-	-	-	
<b>Subsidy Changes</b>	-	-	-	
<b>Other Pressures</b>	-	-	-	
<b>Service Level Changes Subtotal</b>	-	-	-	
<b>New/Discontinued Services</b>	-	-	-	
<b>New/Discontinued Services Subtotal</b>	-	-	-	
<b>Total 2021 Budget Change</b>	<b>266</b>	<b>31</b>	<b>235</b>	
<b>2021 Proposed Budget</b>	<b>7,312</b>	<b>3,509</b>	<b>3,803</b>	<b>6.6%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

- The 2021 Budget includes 50% of the proposed increases in user fees, effective July 1, 2021 as a result of User Fee Review as well as the full decrease

**Cost Mitigation<sup>1</sup>**

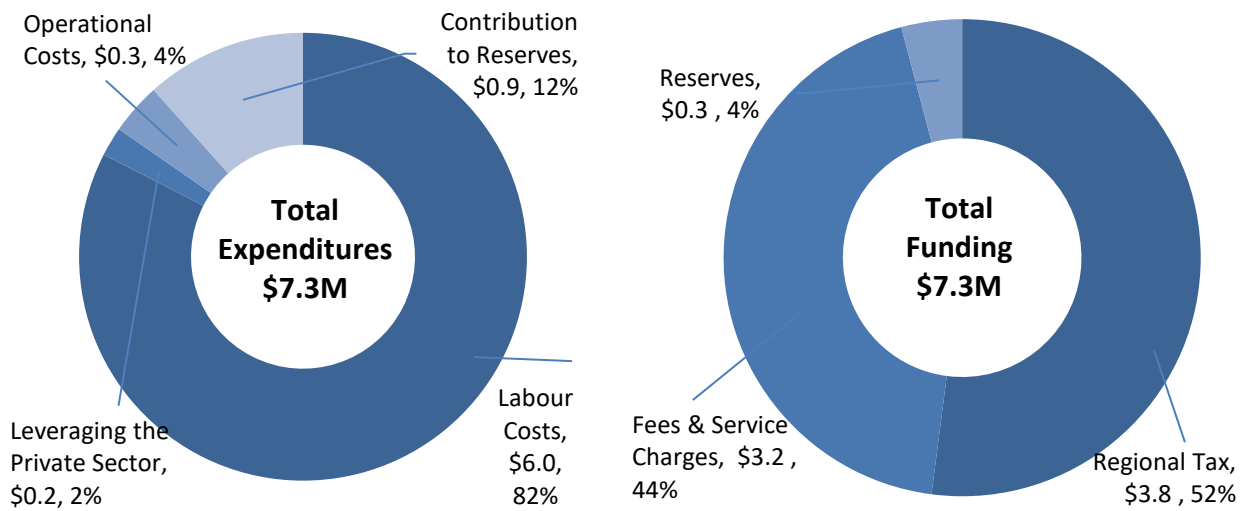
- \$3 thousand to reduce spending on travel expenditures

**Staffing Resources to Achieve Level of Service\***

2020	2021
50.50	50.50

\*Regular Positions (Full Time Equivalent, FTE)

**2021 Total Expenditures & Funding Source (In \$M)**



### 2021 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 have been updated to reflect the updated 2051 forecast numbers from the Province. The content and scope of further Provincial and stakeholder input could affect resources required to complete the current planning work.

### Measuring our Performance

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

### 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	7,046	7,312	3.8%	7,455	2.0%	7,602	2.0%	7,753	2.0%
<b>Total Revenue</b>	(3,478)	(3,509)	0.9%	(3,974)	13.2%	(4,048)	1.9%	(4,124)	1.9%
<b>Net Expenditure</b>	3,568	3,803	6.6%	3,481	(8.5%)	3,554	2.1%	3,629	2.1%

Note: May not add up due to rounding

- 2022 includes implementation of balance of the user fee increase as per User Fee Review

**Total Expenditures: \$94.6 million****Net Expenditures: \$90.7 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>				
				%
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i> Labour costs/Goods and services, etc.	1,471	338	1,083	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries</i>	-	-	-	
<i>Cost Mitigation<sup>1</sup></i> Miscellaneous Savings	(25)	-	(25)	
<i>Other Pressures</i>				
• Reduction to Active Transportation programs	(115)	-	(115)	
• Increased cost for summer maintenance	154	-	154	
<b>Base Budget Changes Subtotal</b>	<b>1,485</b>	<b>388</b>	<b>1,097</b>	
<b>Growth</b>	-	-	-	
<b>Service Level Demand</b>	-	-	-	
<b>Subsidy Changes</b>	-	-	-	
<b>Other Pressures</b>	-	-	-	
<b>Service Level Changes Subtotal</b>	-	-	-	
<b>New/Discontinued Services<sup>2</sup></b>				
• Automated Speed Enforcement Pilot Program offset by working fund reserves	300	300	-	
• Reduction in cost for Emerald Ash Borer program and reduction to working fund reserves	(294)	(250)	(44)	
<b>New/Discontinued Services Subtotal</b>	<b>6</b>	<b>50</b>	<b>(44)</b>	
<b>Total 2021 Budget Change</b>	<b>1,491</b>	<b>438</b>	<b>1,053</b>	
<b>2021 Proposed Budget</b>	<b>94,621</b>	<b>3,872</b>	<b>90,749</b>	<b>1.2%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

- Summer maintenance cost increase in grass cutting, weed control, landscaping and flower bed maintenance are partly offset by reductions in line painting contract

**Cost Mitigation<sup>1</sup>**

- \$25 thousand to reduce miscellaneous office and travelling expenditures

**New/Discontinued Services<sup>2</sup>**

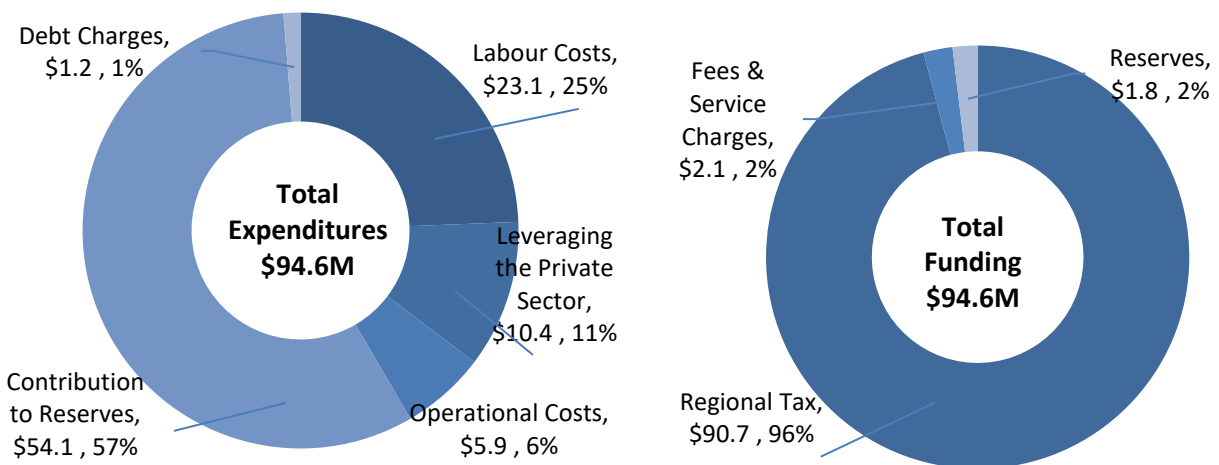
- 2021 Budget includes Automated Speed Enforcement Program. As this program is new and the full extent of the costs is yet to be determined, the Program is funded from working fund reserves.
- The Emerald Ash Borer program is continuing to address the remaining emerald ash borer (EAB) trees through treatment or removal program, there are limited Ash trees left in the Urban forest and therefore costs are reduced for 2021, which resulted in a reduction to the working fund reserves.

**Staffing Resources to Achieve Level of Service\***

2020	2021
191.30	191.30

\*Regular Positions (Full Time Equivalent, FTE)

**2021 Total Expenditures & Funding Source (In \$M)**





**2021 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. Winter Maintenance Working funds can be utilized to mitigate the risk.

**Measuring our Performance**

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

**2022 – 2024 Operating Forecast**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	93,130	94,621	1.6%	96,496	2.0%	98,478	2.1%	99,407	0.9%
<b>Total Revenue</b>	(3,434)	(3,872)	12.8%	(3,913)	1.1%	(3,956)	1.1%	(3,999)	1.1%
<b>Net Expenditure</b>	89,696	90,749	1.2%	92,583	2.0%	94,522	2.1%	95,408	0.9%

Note: May not add up due to rounding

**Total Expenditures: \$160.0 million****Net Expenditures: \$128.9 million****2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>157,425</b>	<b>27,949</b>	<b>129,476</b>	<b>%</b>
<b>Annualization</b>				
<b>Cost of Living/Inflation</b>				
Labour costs/Goods and services, etc.	1,155	206	949	
<b>Economic Factors</b>				
Higher Material Recovery Facility Cost	580	-	580	
<b>Base Subsidy/Recoveries</b>				
Higher Extended Producer Responsibility funding	-	1,500	(1,500)	
Higher commodity revenue and user fee	-	559	(559)	
<b>Cost Mitigation<sup>1</sup></b>				
Process improvement	(375)	-	(375)	
<b>Other Pressures</b>				
<b>Base Budget Changes Subtotal</b>	<b>1,360</b>	<b>2,265</b>	<b>(905)</b>	
<b>Growth</b>				
• Manage increased tonnage of waste collection and processing	365	-	365	
<b>Service Level Demand</b>	-	-	-	
<b>Subsidy Changes</b>	-	-	-	
<b>Other Pressures<sup>2</sup></b>				
• Increase in Organics tonnage / Phase 1 Safe Restart Fund	880	880	-	
<b>Service Level Changes Subtotal</b>	<b>1,245</b>	<b>880</b>	<b>365</b>	
<b>New/Discontinued Services</b>	-	-	-	
<b>New/Discontinued Services Subtotal</b>	-	-	-	
<b>Total 2021 Budget Change</b>	<b>2,605</b>	<b>3,145</b>	<b>(540)</b>	
<b>2021 Proposed Budget</b>	<b>160,030</b>	<b>31,094</b>	<b>128,936</b>	<b>(0.4%)</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

**Cost Mitigation<sup>1</sup>**

- \$0.4M in savings related to education and outreach going online to reduce touch points.

**Other Pressures<sup>2</sup>**

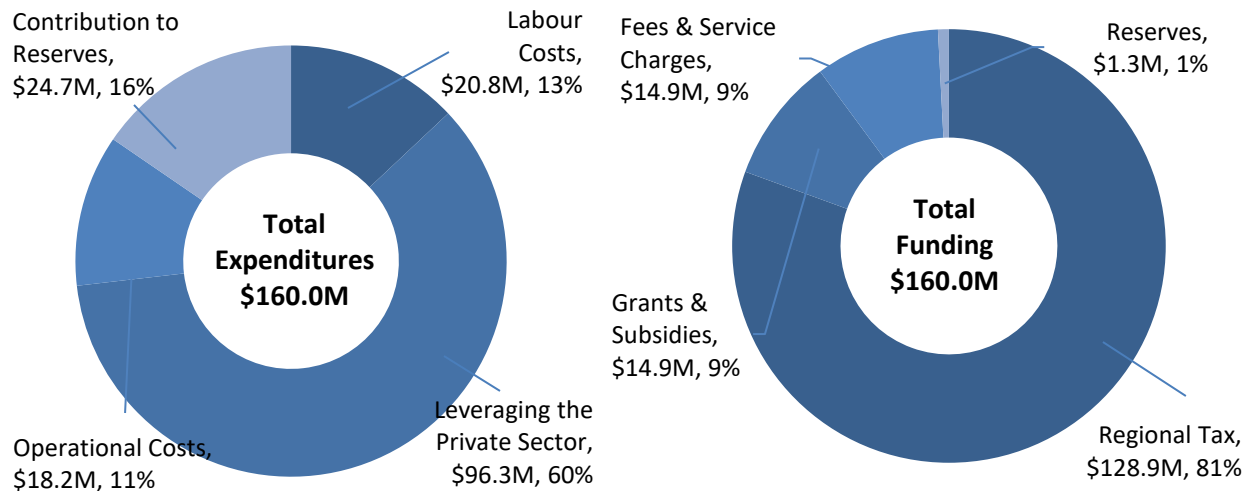
- Waste Management has been experiencing significant increase in organics tonnage resulting from impacts of COVID-19. As a result, 2021 Budget includes cost related to collection and processing of organics material in the amount of \$0.9M offset by Phase 1 Safe Restart Fund. Staff will continue monitoring and assessing impacts.

**Staffing Resources to Achieve Level of Service\***

2020	2021
194.80	194.80

\*Regular Positions (Full Time Equivalent, FTE)

**2021 Total Expenditures & Funding Source (In \$M)**



### 2021 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 2021 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

### 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	157,425	160,030	1.7%	163,087	1.9%	165,734	1.6%	159,792	(3.6%)
<b>Total Revenue</b>	(27,949)	(31,094)	11.3%	(30,756)	(1.1%)	(30,859)	0.3%	(25,921)	(16.0%)
<b>Net Expenditure</b>	129,476	128,936	(0.4%)	132,331	2.6%	134,879	1.9%	133,871	(0.7%)

Note: May not add up due to rounding

**Net Expenditures Before Billings: \$187.9 million**      **Peel Required Billings: \$167.3 million**

### 2021 Operating Budget Pressures

\$'000	Net Expenditures Before Other Billings	Other Billings	Peel Required Billings 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>178,791</b>	<b>20,457</b>	<b>158,334</b>	<b>%</b>
<b>Annualization</b>				
<b>Cost of Living/Inflation</b>				
• Other (Good Services/Labour Etc.)	1040	-	1040	
<b>Base Subsidy/Recoveries</b>				
• External billing adjustments	115	115	-	
<b>Cost Mitigation<sup>1</sup></b>				
• Reduction on OCWA fixed contract costs	(88)	-	(88)	
<b>Other Pressures</b>				
• Electricity rate increase (reflects the 2020 Provincial Budget reduction in electricity of \$1.5M)	(1,141)	-	(1,141)	
• Ontario Clean Water Agency (OCWA) contract cost & chemicals	1,031	-	1,031	
• Reduction in tax support of utility operations	1,368	-	1,368	
• Managing risk to declining consumption	(1,047)	-	(1,047)	
<b>Base Budget Changes Subtotal</b>	<b>1,278</b>	<b>115</b>	<b>1,163</b>	
<b>Service Demand<sup>2</sup></b>				
• Infrastructure levy – 5%	7,800	-	7,800	
• Inflow and Infiltration Mitigation Strategy	-	-	-	
• Wastewater Capital Project Management	-	-	-	
<b>Other Pressures</b>				
• COVID-19 response at Wastewater facilities – PPE and enhanced cleaning (\$0.206M funded by Phase 1 Safe Restart Fund draw)	-	-	-	
<b>Service Level Changes Subtotal</b>	<b>7,800</b>	<b>-</b>	<b>7,800</b>	
<b>New/Discontinued Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2021 Budget Change</b>	<b>9,078</b>	<b>115</b>	<b>8,963</b>	
<b>2021 Proposed Budget</b>	<b>187,869</b>	<b>20,572</b>	<b>167,297</b>	<b>5.7%</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

**Cost Mitigation<sup>1</sup>**

- Reducing OCWA base fee fixed costs by \$88K through effective negotiation with OWCA in light of COVID-19

**Service Demand<sup>2</sup>**

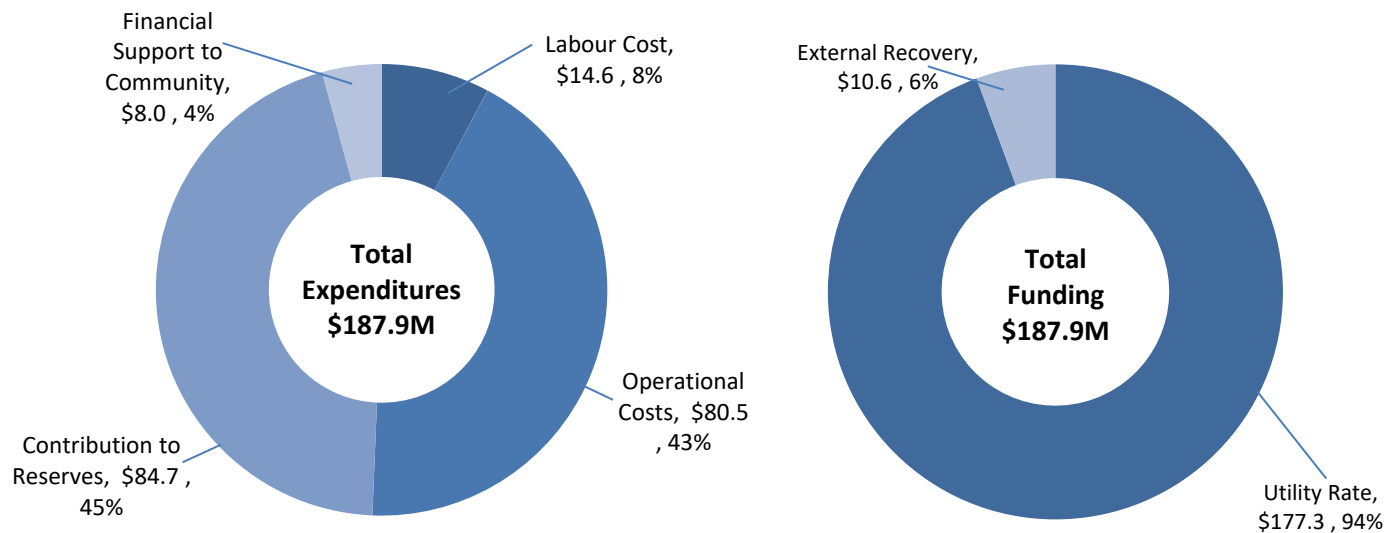
- No significant changes in service level
- Continuation of the 5% increase to reserve contributions to maintain condition and performance of infrastructure
- 1 Regular Complement (contract conversion) to improve Inflow and Infiltration Mitigation Strategy with full capital recovery
- 1 Regular complement (contract conversion) to enhance wastewater pumping station capital project management with full capital recovery

**Staffing Resources to Achieve Level of Service\***

2020	2021
241.73	243.73

\*Regular Complement

**2021 Total Expenditures & Funding Source (In \$M)**



## 2021 Budget Risks

- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic
- Wastewater billings are a proxy of water consumption. Budgeted billable volume for 2021 has decreased based on actual trends, however, unpredictable weather conditions and recovery from COVID-19 impact 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

## 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024*	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	178,761	187,869	5.0%	202,042	7.5%	214,858	6.3%	218,056	1.5%
<b>Other Revenue</b>	(20,457)	(20,572)	0.6%	(20,829)	1.2%	(21,072)	1.2%	(21,290)	1.0%
<b>Peel Billings</b>	158,334	167,297	5.7%	181,213	8.3%	193,786	6.9%	196,766	1.5%
<b>Average Rate Increase</b>			5.5%		7.6%		5.7%		TBD

Note: May not add up due to rounding

\*The 2024 forecast will be reassessed upon the completion of the long term financial sustainability plan.

Overall, the utility rate programs are forecasting an average combined annual rate increase of 6.3% for the years 2021-2023. 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 2023.

Net Expenditures Before Billings: \$281.0 million

Peel Required Billings: \$260.0 million

**2021 Operating Budget Pressures**

\$'000	Net Expenditures Before Other Billings	Other Billings	Peel Required Billings 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>266,622</b>	<b>19,386</b>	<b>247,236</b>	<b>%</b>
<b>Annualization</b>				
<b>Cost of Living/Inflation</b>				
• Other (Good Services/Labour Etc.)	1088	-	1088	
<b>Base Subsidy/Recoveries</b>				
• External billings adjustment	1,660	1,660	-	
<b>Cost Mitigation<sup>1</sup></b>				
• Moving public education to virtual	(400)	-	(400)	
• Reduction on OCWA fixed contract costs	(88)	-	(88)	
<b>Other Pressures</b>				
• Electricity rate increase (reflects the 2020 Provincial Budget reduction in electricity of \$3.9M)	387	-	387	
• Ontario Clean Water Agency (OCWA) contract cost	750	-	750	
• Reduction in tax support of utility operations	226	-	226	
• Managing risk to declining consumption	(1,562)	-	(1,562)	
<b>Base Budget Changes Subtotal</b>	<b>2,061</b>	<b>1,660</b>	<b>401</b>	
<b>Service Level Demand<sup>2</sup></b>				
• Infrastructure levy – 5%	12,200	-	12,200	
• Improve water account management	126	-	126	
<b>Other Pressures</b>				
• COVID-19 response at Water facilities – PPE and enhanced cleaning (\$2.261M funded by Phase 1 Safe Restart Fund draw)	-	-	-	
<b>Service Level Changes Subtotal</b>	<b>12,326</b>	<b>-</b>	<b>12,326</b>	
<b>New/Discontinued Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2021 Budget Change</b>	<b>14,387</b>	<b>1,660</b>	<b>12,727</b>	
<b>2021 Proposed Budget</b>	<b>281,008</b>	<b>21,046</b>	<b>259,962</b>	<b>5.1%</b>

Note: May not add up due to rounding



**Operating budget pressure notes:**

**Cost Mitigation<sup>1</sup>**

- Anticipating a gross benefit of \$0.6M (\$0.4M cost savings and \$0.2M cost avoidance) in 2021 by shifting public education to online and shortening water festival duration
- Reducing OCWA base fee fixed costs by \$88K through effective negotiation with OWCA in light of COVID-19

**Service Level Demand<sup>2</sup>**

- No significant changes in service level
- Continuation of the 5% infrastructure levy to maintain condition and performance of water infrastructure
- Two Regular Complement requests to improve water customer account management due to the increasing transactions in the property resale market

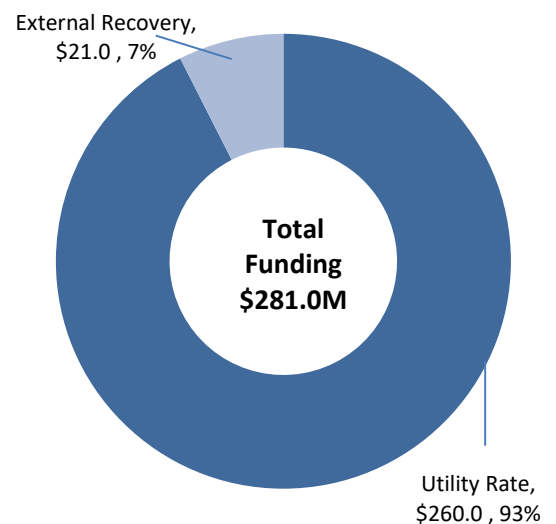
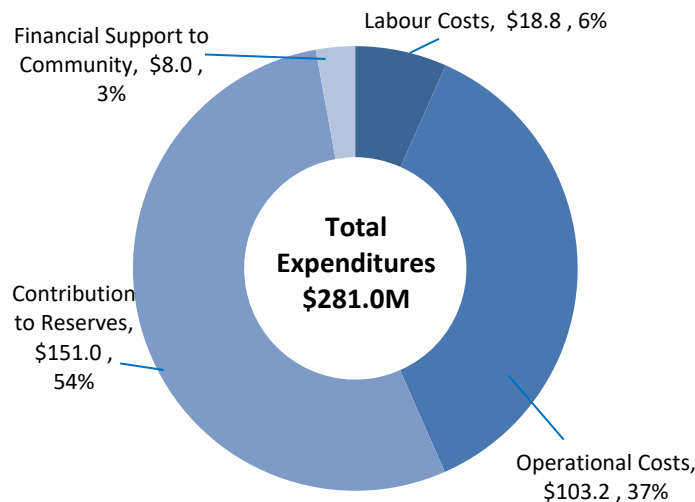
**Staffing Resources to Achieve Level of Service\***

2020	2021
293.73	295.73

\*Regular Complement

Through previous budgets, Council approved funding to provide one contract GIS technician staff to support the operations and maintenance of new business asset areas primarily related to storm and roads and ensure compliance with Ontario regulations as to asset data and records. The 2021 Budget reflects these becoming regular complements to sustain the approved service level.

**2021 Total Expenditures & Funding Source (In \$M)**



### 2021 Budget Risks

- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic
- 2021 budgeted billable volume has been adjusted to align with the current trend but unpredictable weather conditions and recovery from COVID-19 impact have a significant impact on actual consumption.

### Measuring our Performance

- Water System capacity and reliability
- Compliance with drinking water regulations and standards
- Customer satisfaction

### 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	266,622	281,008	5.4%	300,217	6.8%	318,577	6.1%	322,371	1.2%
<b>Other Revenue</b>	(19,386)	(21,046)	8.5%	(21,767)	3.4%	(22,491)	3.3%	(23,214)	3.2%
<b>Peel Billings</b>	247,236	259,962	5.1%	278,450	7.1%	296,086	6.3%	299,157	1.0%
<b>Average Rate Increase</b>			5.5%		7.6%		5.7%		TBD

Note: May not add up due to rounding

\*The 2024 forecast will be reassessed upon the completion of the long term financial sustainability plan.

Overall, the utility rate programs are forecasting an average combined annual rate increase of 6.3% for the years 2021-2023. 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 2023.

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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: \$164.4 million

Net Expenditures: \$51.8 million

## 2021 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	<b>157,357</b>	<b>105,945</b>	<b>51,413</b>	<b>%</b>
<b>Annualization</b>	-	-	-	
<b>Cost of Living/Inflation</b>				
Labour	3,185	-	3,185	
Goods and Services	854	-	854	
<b>Economic Factors</b>				
Increased non-airport related payments in lieu of taxes (PILTs) and supplemental taxes net of tax appeals	-	1,496	(1,496)	
Increase in Federal Gas Tax program	3,487	3,487	-	
<b>Base Subsidy/Recoveries</b>				
Updated allocation to services and Peel Living	(5,440)	(8)	(5,432)	
Provincial budget impact on electricity	(974)	-	(974)	
<b>Cost Mitigation<sup>1</sup></b>				
Savings from various continuous improvement initiatives	(183)	-	(183)	
Adjustments from the ongoing review of budgets	(2,369)	112	(2,481)	
<b>Other Pressures</b>				
Reduction in debt payments for 7120 Hurontario	(1,023)	(400)	(623)	
Remove reserve funding for temporary IT initiatives	(250)	(250)	-	
Reduced property tax support of utility operations	(1,594)	-	(1,594)	
Software licences and support	1,924	-	1,924	
Late payment fees for Brampton stormwater billing	-	115	(115)	
DC exemptions policy change	250	-	250	
Resources to support Community Safety and Wellbeing Plan	123	-	123	
<b>Base Budget Changes Subtotal</b>	<b>(2,010)</b>	<b>4,552</b>	<b>(6,562)</b>	
<b>Service Level Demand<sup>2</sup></b>				
• Secure and well-managed digital solutions	419	-	419	
• Increased demand from Community for direct connection through digital platforms	213	-	213	
• Increased demand for internal legal support	161	-	161	
• Address anti-racism and systemic discrimination	137	-	137	

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<ul style="list-style-type: none"> <li>Resources to support Housing Master Plan</li> <li>Temporary resource to support Long Term Care COVID-19 response</li> </ul>	298 100	- -	298 100	
<b>Subsidy Changes<sup>2</sup></b>				
<ul style="list-style-type: none"> <li>Additional allocation to services and Peel Living related to Service Level Demand</li> </ul>	(1,192)	-	(1,192)	
<b>Other Pressures<sup>3</sup></b>				
<ul style="list-style-type: none"> <li>COVID-19 impact funded by Phase 1 Safe Restart Funding</li> <li>Community Connections remote agent set up</li> </ul>	2,119 57	2,119 57	- -	
<b>Service Level Changes Subtotal</b>	<b>2,313</b>	<b>2,176</b>	<b>137</b>	
<b>New/Discontinued Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Changes Before Infrastructure Levy</b>	<b>303</b>	<b>6,728</b>	<b>(6,425)</b>	
<b>Infrastructure Levy – Tax Supported<sup>3</sup></b>	<b>6,780</b>	<b>-</b>	<b>6,780</b>	
<b>Total 2021 Budget Change</b>	<b>7,083</b>	<b>6,728</b>	<b>355</b>	
<b>2021 Proposed Budget</b>	<b>164,440</b>	<b>112,673</b>	<b>51,768</b>	<b>0.7%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

#### Cost Mitigation<sup>1</sup>

- Miscellaneous savings of \$2.7M resulting from the ongoing review of budgets; these reductions will not impact service levels.

#### Service Level Demand and Subsidy Changes<sup>2</sup>

- Staffing resource requests are described under “Staffing Resources to Achieve Level of Service” with 90 per cent offset by additional allocations to services and Peel Living.

#### Other Pressures<sup>3</sup>

- \$2.1M in additional resources (staffing, PPE, cleaning) is to support COVID-19 response and will be funded by Phase 1 Safe Restart Funding.
- \$57K is to enable additional Community Connections agents working remotely.
- The infrastructure levy of \$6.8M is to maintain tax-supported infrastructure and contributes to the overall financial health of the Region of Peel.

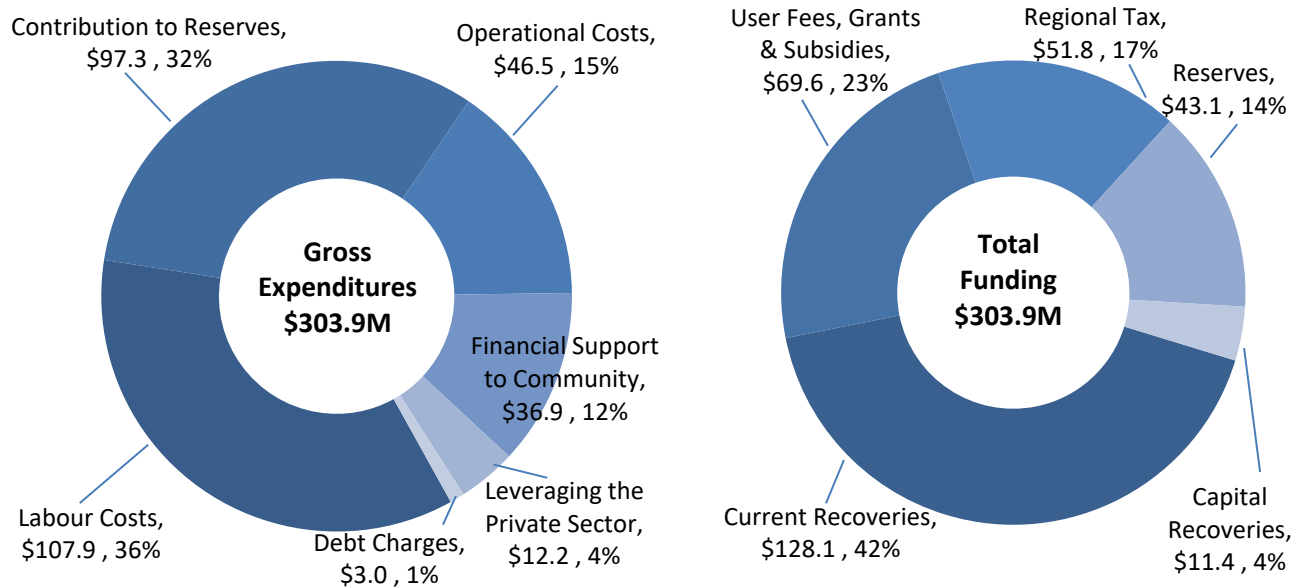
**Staffing Resources to Achieve Level of Service\***

2020	2021
788.56	797.56

\*Regular Positions (Full Time Equivalent, FTE)

- At a cost of \$419K add 3 FTE to provide secure and well-managed digital solutions
- At a cost of \$213K add 2 FTE to address increased demand from the community for direct connection through digital platforms
- At a cost of \$161K add 1 FTE to address increased demand for internal legal support, primarily driven by Peel Living and the *Construction Act* requirements
- At a cost of \$137K add 1 FTE to address anti-racism and systemic discrimination
- At a cost of \$298K add 2 FTE to provide communications and legal support to the Housing Master Plan
- At a cost of \$100K add 1 human resources contract to support Long Term Care’s COVID-19 response

**2021 Gross Expenditures & Funding Source (In \$M)**





## 2021 Budget Risks

- Increasing pressure on the insurance industry worldwide to significantly increase premiums and COVID-19 will add additional pressure to insurance costs
- Legislative changes could have a significant impact on the budget in areas such as energy costs and facility standards
- Higher demand for digital presence and increasing complexity in service delivery creates resource pressures
- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic

## 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 survey score on "Peel conducts its business in an open and accountable manner"

## 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	157,357	164,440	4.5%	170,160	3.5%	175,914	3.4%	177,743	1.0%
<b>Total Revenue</b>	(105,944)	(112,673)	6.4%	(101,530)	(9.9%)	(105,323)	3.7%	(105,638)	0.3%
<b>Net Expenditure</b>	51,413	51,768	0.7%	68,630	32.6%	70,592	2.9%	72,105	2.1%

Note: May not add up due to rounding

Major drivers of the forecast are:

- 2022
  - A return to an infrastructure levy of 1%.
  - An anticipated decrease of \$7M in the Greater Toronto Airports Authority payment in lieu of taxes revenue resulting from drop in 2020 passenger volume; based on funding model caps, this revenue will not return to pre-COVID levels in the short-term.
  - Complete phase in of the remaining \$3.65M WSIB actuarial study adjustment.
- 2023
  - As per the Association of Municipalities of Ontario, an increase in Federal Gas Tax program of \$3.5M.

**2021 Capital Budget - Sources of Financing**  
(\$'000)

	Development Charges	Reserves & Reserve Funds*	External Funding	Debt Funding	Total Financing	% of Total
<b>Property Tax Supported</b>						
TransHelp	-	1,008	1,122	-	2,130	0.2%
Adult Day	-	-	-	-	-	-
Early Years and Child Care	-	3,318	-	-	3,318	0.3%
Community Investment	-	-	-	-	-	-
Employment Support	-	-	-	-	-	-
Homelessness Support	-	-	-	-	-	-
Housing Support	-	48,329	67,505	21,413	137,247	13.7%
Income Support	-	-	-	-	-	-
Long Term Care	-	5,028	-	-	5,028	0.5%
Paramedics	500	27,609	-	-	28,109	2.8%
<b>Living</b>	<b>500</b>	<b>85,292</b>	<b>68,627</b>	<b>21,413</b>	<b>175,832</b>	<b>17.6%</b>
Chronic Disease Prevention	-	250	-	-	250	0.03%
Early Growth and Development	-	-	-	-	-	-
Heritage Arts and Culture	-	456	-	-	456	0.05%
Infectious Disease Prevention	-	100	-	-	100	0.01%
Land Use Planning	1,440	6,070	-	-	7,510	0.8%
Roads and Transportation	37,450	66,054	6,807	-	110,312	11.0%
Waste Management	-	6,822	-	-	6,822	0.7%
<b>Thriving</b>	<b>38,890</b>	<b>79,752</b>	<b>6,807</b>	<b>-</b>	<b>125,450</b>	<b>12.6%</b>
Corporate Services	-	15,009	-	-	15,009	1.5%
Finance	370	3,530	-	-	3,900	0.4%
Digital and Information Services	-	24,833	-	-	24,833	2.5%
<b>Leading</b>	<b>370</b>	<b>43,372</b>	<b>-</b>	<b>-</b>	<b>43,742</b>	<b>4.4%</b>
<b>Regionally Controlled Tax Supported</b>	<b>39,760</b>	<b>208,416</b>	<b>75,435</b>	<b>21,413</b>	<b>345,024</b>	<b>34.5%</b>
<b>External Organizations - Thriving</b>						
Police Services	5,000	50,754	2,182	-	57,936	5.8%
Conservation Authorities	-	5,933	-	-	5,933	0.6%
<b>Region Financed External Organizations</b>	<b>5,000</b>	<b>56,687</b>	<b>2,182</b>	<b>-</b>	<b>63,869</b>	<b>6.4%</b>
<b>Total Property Tax Supported</b>	<b>44,760</b>	<b>265,103</b>	<b>77,617</b>	<b>21,413</b>	<b>408,892</b>	<b>40.9%</b>
<b>Utility Rate Supported - Thriving</b>						
Water Supply	21,656	149,347	14,357	-	185,360	18.6%
Wastewater	266,623	138,007	-	-	404,630	40.5%
<b>Total Utility Rate Supported Services</b>	<b>288,279</b>	<b>287,354</b>	<b>14,357</b>	<b>-</b>	<b>589,990</b>	<b>59.1%</b>
<b>Total Region</b>	<b>333,039</b>	<b>552,457</b>	<b>91,973</b>	<b>21,413</b>	<b>998,882</b>	<b>100.0%</b>

Note: May not add up due to rounding

\*Includes contribution from Federal Gas Tax Reserve Fund

**2021 vs 2020 Capital Budget Summary**  
**(\$'000)**

	2021 Capital Budget	2020 Capital Budget	Change from 2020	
			\$	%
<b>Property Tax Supported</b>				
TransHelp	2,130	1,760	370	21%
Adult Day	-	-	-	-
Early Years and Child Care	3,318	114	3,205	2811%
Community Investment	-	12,000	(12,000)	(100%)
Employment Support	-	-	-	-
Homelessness Support	-	497	(497)	(100%)
Housing Support	137,247	14,121	123,126	872%
Income Support	-	-	-	-
Long Term Care	5,028	1,966	3,062	156%
Paramedics	28,109	12,509	15,600	125%
<b>Living</b>	<b>175,832</b>	<b>42,967</b>	<b>132,865</b>	<b>309%</b>
Chronic Disease Prevention	250	250	-	-
Early Growth and Development	-	-	-	-
Heritage, Arts and Culture	456	276	180	65%
Infectious Disease Prevention	100	100	-	-
Land Use Planning	7,510	1,910	5,600	293%
Roads and Transportation	110,312	204,452	(94,140)	(46%)
Waste Management	6,822	9,067	(2,245)	(25%)
<b>Thriving (Tax Supported)</b>	<b>125,450</b>	<b>216,054</b>	<b>(90,605)</b>	<b>(42%)</b>
Corporate Services	15,009	15,331	(322)	(2%)
Finance	3,900	7,100	(3,200)	(45%)
Digital and Information Services	24,833	11,067	13,766	124%
<b>Leading</b>	<b>43,742</b>	<b>33,498</b>	<b>10,244</b>	<b>31%</b>
<b>Regionally Controlled Tax Supported Services</b>	<b>345,024</b>	<b>292,519</b>	<b>52,504</b>	<b>18%</b>
<b>External Organizations - Thriving</b>				
Police Services	57,936	43,015	14,921	35%
Conservation Authorities	5,933	5,799	134	2%
<b>Region Financed External Organizations</b>	<b>63,869</b>	<b>48,814</b>	<b>15,055</b>	<b>31%</b>
<b>Total Property Tax Supported</b>	<b>408,892</b>	<b>341,333</b>	<b>67,559</b>	<b>20%</b>
<b>Utility Rate Supported - Thriving</b>				
Water Supply	185,360	287,478	(102,117)	(36%)
Wastewater	404,630	429,684	(25,054)	(6%)
<b>Total Utility Rate Supported Services</b>	<b>589,990</b>	<b>717,161</b>	<b>(127,171)</b>	<b>(18%)</b>
<b>Total Region</b>	<b>998,882</b>	<b>1,058,495</b>	<b>(59,612)</b>	<b>(6%)</b>

Note: May not add up due to rounding

**2021 to 2030 Capital Plan - Sources of Financing**  
**(\$'000)**

	Development Charges	Reserves & Reserve Funds*	External Funding	Debt Funding	Total Financing	% of Total
<b>Property Tax Supported</b>						
TransHelp	-	8,610	6,435	-	15,045	0.1%
Adult Day	-	-	-	-	-	-
Early Years and Child Care	-	11,019	-	-	11,019	0.1%
Community Investment	-	-	-	-	-	-
Employment Support	-	-	-	-	-	-
Homelessness Support	-	-	-	-	-	-
Housing Support	-	541,394	384,660	118,095	1,044,149	10.0%
Income Support	-	-	-	-	-	-
Long Term Care	17,000	110,293	-	-	127,293	1.2%
Paramedics	7,098	186,620	-	-	193,718	1.9%
<b>Living</b>	<b>24,098</b>	<b>857,937</b>	<b>391,095</b>	<b>118,095</b>	<b>1,391,225</b>	<b>13.3%</b>
Chronic Disease Prevention	-	3,250	-	-	3,250	0.03%
Early Growth and Development	-	-	-	-	-	-
Heritage Arts and Culture	-	9,145	-	-	9,145	0.1%
Infectious Disease Prevention	6,000	1,860	-	-	7,860	0.1%
Land Use Planning	13,600	15,500	-	-	29,100	0.3%
Roads and Transportation	1,060,200	638,509	89,518	-	1,788,226	17.1%
Waste Management	-	166,934	-	122,015	288,949	2.8%
<b>Thriving</b>	<b>1,079,800</b>	<b>835,198</b>	<b>89,518</b>	<b>122,015</b>	<b>2,126,530</b>	<b>20.4%</b>
Corporate Services	-	92,155	-	-	92,155	0.9%
Finance	2,080	10,120	-	-	12,200	0.1%
Digital and Information Services	-	118,611	-	-	118,611	1.1%
<b>Leading</b>	<b>2,080</b>	<b>220,886</b>	<b>-</b>	<b>-</b>	<b>222,966</b>	<b>2.1%</b>
<b>Regionally Controlled Tax Supported</b>	<b>1,105,978</b>	<b>1,914,021</b>	<b>480,613</b>	<b>240,110</b>	<b>3,740,721</b>	<b>35.9%</b>
<b>External Organizations - Thriving</b>						
Police Services	159,687	421,339	17,956	-	598,982	5.7%
Conservation Authorities	-	12,040	-	-	12,040	0.1%
<b>Region Financed External Organizations</b>	<b>159,687</b>	<b>433,379</b>	<b>17,956</b>	<b>-</b>	<b>611,021</b>	<b>5.9%</b>
<b>Total Property Tax Supported</b>	<b>1,265,664</b>	<b>2,347,399</b>	<b>498,569</b>	<b>240,110</b>	<b>4,351,742</b>	<b>41.7%</b>
<b>Utility Rate Supported - Thriving</b>						
Water Supply	827,116	1,272,944	34,827	-	2,134,888	20.5%
Wastewater	2,513,800	1,419,773	11,783	-	3,945,356	37.8%
<b>Total Utility Rate Supported Services</b>	<b>3,340,916</b>	<b>2,692,718</b>	<b>46,610</b>	<b>-</b>	<b>6,080,244</b>	<b>58.3%</b>
<b>Total Region</b>	<b>4,606,580</b>	<b>5,040,117</b>	<b>545,179</b>	<b>240,110</b>	<b>10,431,986</b>	<b>100.0%</b>

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 million

Ten Year Plan: \$0 million

**2021 Capital Plan Overview**

The following table provides a summary of Community Investment's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	9,000	-	9,000
<b>Total Expenditures</b>	<b>9,000</b>	<b>-</b>	<b>9,000</b>
<b># of Projects</b>	<b>1</b>	<b>-</b>	<b>9,000</b>

**Existing Capital Projects - \$9M**

- Community Hub Development - City of Brampton and City of Mississauga

**2021 Capital Budget - \$0.0M****Key highlights:**

- None

**2021 Budget Risks**

- None

**Operating Impact of 2021 Capital Budget**

- None

**2021 – 2030 10-Year Capital Plan - \$0.0M****By Project Classification:**

State of Good Repair \$-M	DC Funded Growth \$-M	Non-DC Funded Growth & Other \$-M
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**Key Highlights:**

- None



**Capital Budget: \$3.3 million****Ten Year Plan: \$11.0 million****2021 Capital Plan Overview**

The following table provides a summary of Early Years and Child Care's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	261	3,318	3,579
<b>Total Expenditures</b>	<b>261</b>	<b>3,318</b>	<b>3,579</b>
<b># of Projects</b>	<b>3</b>	<b>1</b>	<b>4</b>

**Existing Capital Projects - \$0.3M**

- \$0.1 million for Early Learning and Child Care for GovGrants; an enterprise technology system
- \$0.2 million for two Child Care facilities repairs capital projects (Brampton West, Chinguacousy, Collegesside, Ernest Majury and Streetsville)

**2021 Capital Budget - \$3.3M****Key highlights:**

- \$3.3 million increase for the next phase of the existing GovGrants capital project to deliver, manage and distribute multiple Human Services funding investments and grants to providers
- \$0.07 million for Child Care facilities capital projects (Brampton West, Chinguacousy, Collegesside, Ernest Majury and Streetsville)

See Appendix I for details.

**2021 Budget Risks**

- None

**Operating Impact of 2021 Capital Budget**

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

**2021 – 2030 10-Year Capital Plan - \$11.0M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$7.5M</b>	<b>DC Funded Growth</b> <b>\$-M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$3.5M</b>
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**Key Highlights:**

- Child care facilities maintenance and replacements of \$7.8 million projected over the next 10 years of which \$7.5 million for state of good repair and \$0.3 million for other repairs
- \$3.3 million increase for the next phase of the existing GovGrants capital project to deliver, manage and distribute multiple Human Services funding investments and grants to providers

See Appendix II for details.

Appendix I

Service : Early Years and Child Care

2021 Financing Sources and Funding Status(\$'000)

2021				
Total Expense	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding

<u>Project</u>	<u>Name</u>	<u>Description</u>		
180305	GovGrants		3,253	3,253
210302	Renovations to Child Care Centre	Child Care Centre Renovations	65	65
Early Years and Child Care			3,318	3,318

Service: Early Years and Child Care

2021 Ten Year Combined Capital Program (\$'000)

			2021	2022	2023	2024	2025	Yrs 6-10	Gross
<b><u>Project</u></b>	<b><u>Name</u></b>	<b><u>Description</u></b>							
180305	GovGrants		3,253	0	0	0	0	0	3,253
210302	Renovations to Child Care Centre	Child Care Centre Renovations	65	375	733	942	915	4,737	7,766
Early Years and Child Care			3,318	375	733	942	915	4,737	11,019

**Capital Budget: \$137.2 million**

**Ten Year Plan: \$1,044.1 million**

### 2021 Capital Plan Overview

The following table provides a summary of 2021's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	6,195	-	6,195
Externally Funded	35,516	67,505	103,021
Non-DC Internal	188,398	69,742	258,140
<b>Total Expenditures</b>	<b>230,109</b>	<b>137,247</b>	<b>367,356</b>
<b># of Projects</b>	<b>17</b>	<b>5</b>	<b>22</b>

### Existing Capital Projects - \$230.1M

- \$213.5M is related to housing development projects, mainly from the Housing Master Plan
- \$15.4M investments in State of Good Repair including capital loans to Housing Providers including Peel Living
- \$1.2M is for Housing Technology

### 2021 Capital Budget - \$137.2M

#### Key highlights:

- \$120.0M related to the Housing Master Plan
- \$10.8M capital loans to Community Housing Providers, including Peel Living
- \$4.2M for other capital projects such as Housing Technology and Building Condition Assessment audits
- \$2.2M State of Good Repair for Region owned housing and shelters

See Appendix I for details.

### 2021 Budget Risks

- Current 10-year Housing Master plan does not include Development Charges funded growth
- Reserves funding the Housing Master Plan and Housing Provider State of Good Repair Capital loans are at risk of a significant shortfall

**Operating Impact of 2021 Capital Budget**

- \$0.1M for Housing Technology license fees

**2021 – 2030 10-Year Capital Plan - \$1,044.1M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$356.0M</b>	<b>DC Funded Growth</b> <b>\$-M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$688.1M</b>
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**Key Highlights:**

- \$356.1M State of Good Repair
  - \$342.3M is for Housing Providers, including Peel Living, requests for loans to assist with capital repairs to maintain State of Good Repair
  - \$13.7M is for Region owned buildings, condominium units and shelters
- \$688.1M 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
  - \$1.8M for Housing Technology
  - \$2.4M for Housing Providers Building Condition Assessment Audits

See Appendix II for details.

Appendix I

2021 Financing Sources and Funding Status(\$'000)

Project	Name	Description	2021				
			Total Expense	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding
075040	Providers' Capital Loan- Other	Capital loan relating to reserve shortfall for housing providers (non Peel Living ) for SOGR	756		756		
195031	Provider Capital Loan- Peel Living	Capital Loan relating to reserve shortfall for Peel Living SOGR	10,061		10,061		
210100	Shelters Capital Repair	Shelters capital repairs	636		636		
215030	Housing Master Plan	Affordable Housing Initiatives	120,020		31,101	67,505	21,413
215032	Housing Technology	Housing Technology	1,778		1,778		
215034	Region Housing Capital Repairs	SOGR repairs to Region owned Buildings	1,572		1,572		
215036	Housing Providers BCA Audit	Housing Providers BCA Audit	2,424		2,424		
Housing Support			137,247		48,329	67,505	21,413

Appendix II  
Service: Housing Support

2021 Ten Year Combined Capital Program (\$'000)

Project	Name	Description	2021	2022	2023	2024	2025	Yrs 6-10	Gross
			075040	Providers' Capital Loan- Other	Capital loan relating to reserve shortfall for housing providers (non Peel Living )	756	10,670	2,160	3,282
195031	Provider Capital Loan- Peel Living	Capital Loan relating to reserve shortfall for Peel Living SOGR	10,061	32,783	48,068	46,792	50,854	107,135	295,694
210100	Shelters Capital Repair	Shelters capital repairs	636	818	715	643	405	1,755	4,971
215030	Housing Master Plan	Affordable Housing Initiatives	120,020	101,318	64,899	0	313,808	83,854	683,899
215032	Housing Technology	Housing Technology	1,778	0	0	0	0	0	1,778
215034	Region Housing Capital Repairs	SOGR repairs to Region owned Buildings	1,572	524	568	591	469	4,744	8,467
215035	Condo Capital Repairs	SOGR repairs to Region owned Condo's	0	20	0	0	220	0	240
215036	Housing Providers BCA Audit	Housing Providers BCA Audit	2,424	0	0	0	0	0	2,424
Housing Support			137,247	146,133	116,410	51,308	372,048	221,003	1,044,149

Capital Budget: \$0 million

Ten Year Plan: \$0 million

**2021 Capital Plan Overview**

The following table provides a summary of Income Support's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth			
Externally Funded	550	-	550
Non-DC Internal			
<b>Total Expenditures</b>	<b>550</b>	<b>-</b>	<b>550</b>
<b># of Projects</b>	<b>1</b>		<b>1</b>

**Existing Capital Projects - \$0.6M**

- The Case Management System for Income Support is on hold, as we await provincial direction on their implementation of a province wide system

**2021 Capital Budget - \$0.0M****Key highlights:**

- None

See Appendix I for details.

**2021 Budget Risks**

- None

**Operating Impact of 2021 Capital Budget**

- None

**2021 – 2030 10-Year Capital Plan - \$0.0M****By Project Classification:**

State of Good Repair \$-M
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DC Funded Growth \$-M
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Non-DC Funded Growth & Other \$ -M
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**Key Highlights:**

- None



**Capital Budget: \$5.0 million**

**Ten Year Plan: \$127.3 million**

### 2021 Capital Plan Overview

The following table provides a summary of Long Term Care's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	1,789	-	1,789
Externally Funded	-	-	-
Non-DC Internal	77,673	5,028	82,701
<b>Total Expenditures</b>	<b>79,462</b>	<b>5,028</b>	<b>84,490</b>
<b># of Projects</b>	<b>17</b>	<b>2</b>	<b>19</b>

#### Existing Capital Projects - \$79.5M

- There are 17 projects underway in the five Long Term Care centres. They are either continuously running or in the various stages of completion
- Net remaining budget (\$66.9M) for the Senior Health and Wellness Village at Peel Manor is expected to be spent in the period of 2021-2022

#### 2021 Capital Budget - \$5.0M

##### Key highlights:

- \$2.6M for various facility maintenance and equipment replacement projects at all homes
- \$0.6M for asphalt replacement and parking lot expansion at Malton Village
- \$0.5M for replacement of chillers at Tall Pines
- \$0.4M for backflow prevention at all homes
- \$0.3M for replacement of full parking lot at Davis Centre
- \$0.3M for replacement of lifts at all homes
- \$0.2M for phase-in of replacement of resident beds at all homes
- \$0.1M for replacement of domestic water storage tanks at Tall Pines

See Appendix I for details.

#### 2021 Budget Risks

- Implementation of capital projects may be impacted by COVID-19.

#### Operating Impact of 2021 Capital Budget

- None

**2021 – 2030 10-Year Capital Plan - \$127.3M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$57.2M</b>	<b>DC Funded Growth</b> <b>\$17.0M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$53.1M</b>
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**Key Highlights:**

- State of Good Repair for next ten years is \$57.2M to replace Long Term Care building structures, flooring, roofing, windows, elevator components, parking lots, call system, and heating and cooling systems for maintaining services to residents
- Remaining amount of \$70.1M will provide funding for:
  - Equipment replacement such as kitchen equipment, resident lifting equipment, major appliances, beds and furnishings in amount of \$5.9M
  - Placeholder for building a new Long Term Care home in 2030 in amount of \$60M
  - Interior renovations and alterations to improve and enhance services to residents in amount of \$4.2M

See Appendix II for details.

2021 Financing Sources and Funding Status (\$'000)

			2021				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
215400	LTC Major Facility Maintenance	To address state of good repair or improvements required for building infrastructure	3,167	0	3,167	0	0
<b>LTC BLDG</b>			<b>3,167</b>	<b>0</b>	<b>3,167</b>	<b>0</b>	<b>0</b>
215401	LTC Equipment Replacement	To address state of good repair or improvements required for equipment to support direct care	1,861	0	1,861	0	0
<b>LTCEQPRPLC</b>			<b>1,861</b>	<b>0</b>	<b>1,861</b>	<b>0</b>	<b>0</b>
<b>Seniors Services</b>			<b>5,028</b>	<b>0</b>	<b>5,028</b>	<b>0</b>	<b>0</b>

2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
215400	LTC Major Facility Maintenance	To address state of good repair or improvements required for building infrastructure	3,167	3,117	6,089	6,198	1,755	20,484	40,810
LTC BLDG			<b>3,167</b>	<b>3,117</b>	<b>6,089</b>	<b>6,198</b>	<b>1,755</b>	<b>20,484</b>	<b>40,810</b>
215401	LTC Equipment Replacement	To address state of good repair or improvements required for equipment to support direct care	1,861	343	748	2,623	2,382	18,526	26,483
LTCEQPRPLC			<b>1,861</b>	<b>343</b>	<b>748</b>	<b>2,623</b>	<b>2,382</b>	<b>18,526</b>	<b>26,483</b>
305402	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
LTC - New Building			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	<b>60,000</b>
<b>Seniors Services</b>			<b>5,028</b>	<b>3,460</b>	<b>6,837</b>	<b>8,821</b>	<b>4,137</b>	<b>99,010</b>	<b>127,293</b>

**Capital Budget: \$28.1 million**

**Ten Year Plan: \$193.7 million**

### 2021 Capital Plan Overview

The following table provides a summary of Paramedic's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	1,107	500	1,607
Externally Funded	-	-	-
Non-DC Internal	12,577	27,609	40,186
<b>Total Expenditures</b>	<b>13,684</b>	<b>28,109</b>	<b>41,793</b>
<b># of Projects</b>	<b>24</b>	<b>5</b>	<b>29</b>

#### Existing Capital Projects - \$13.7M

- \$7.0M for the development of two future paramedic satellite stations
- \$3.4M in net remaining budget to be spent in 2021 to maintain state of good repair of ambulance fleet, support vehicles and equipment;
- \$2.0M for final completion of work of stations under the current Divisional Model;
- \$1.1M to maintain state of good repair on existing Paramedic stations.

#### 2021 Capital Budget - \$28.1M

##### Key highlights:

- \$19.5M to support the first phase of costs related to the development of a new paramedic reporting station;
- \$8.6M to maintain state of good repair;
  - \$4.6M for equipment
  - \$2.9M for ambulance fleet and support vehicles
  - \$0.9M for technology and
  - \$0.3M for buildings

See Appendix I for details.

#### 2021 Budget Risks

- Implementation of capital projects may be impacted by COVID-19.

**Operating Impact of 2021 Capital Budget**

- General operating costs of \$0.5M and staffing costs of \$1.7M for the new reporting station, beginning in 2024. Paramedic Services will continue to review operating efficiencies to inform staffing needs required in 2024.

**2021 – 2030 10-Year Capital Plan - \$193.7M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$60.8M</b>	<b>DC Funded Growth</b> <b>\$7.1M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$125.8M</b>
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**Key Highlights:**

- Growth-related satellite (5) and reporting stations (3) for \$120.0M.
- New ambulances for growth and replacement of vehicles reaching the end of their useful life for \$44.0M.
- 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 \$20.7M.
- Various IT initiatives are projected over the next 10 years for \$5.4M.
- Major facility maintenance for current buildings for \$3.6M.

See Appendix II for details.

2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
217801	Defibrillators and Medical Equipment	Purchase of Defibrillators and Medical Equipment for replacement and growth.	4,603	0		4,603	
217803	Ambulance Fleet and Support Vehicles	Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services program.	2,870	0		2,870	
217807	IT Initiatives	IT related Capital Projects	854			854	
217809	Ambulance Facilities - Growth	New satellite stations to address growth	19,500	500		19,000	
217810	Major Facility Maintenance	Based on improvements for refined 10 year plan for existing Ambulance facilities.	283			283	
<b>Outcomes</b>			<b>28,109</b>	<b>500</b>		<b>27,609</b>	

2021 Ten Year Combined Capital Program (\$'000)

			2021	2022	2023	2024	2025	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
217801	Defibrillators and Medical Equipment	Purchase of Defibrillators and Medical Equipment for replacement and growth.	4,603	431	3,115	1,462	613	10,520	20,744
217803	Ambulance Fleet and Support Vehicles	Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services program.	2,870	2,803	5,431	6,541	3,301	23,069	44,014
217807	IT Initiatives	IT related Capital Projects	854	476	432	712	528	2,387	5,388
217809	Ambulance Facilities - Growth	New satellite stations to address growth	19,500	18,500	6,000	38,000	0	38,000	120,000
217810	Major Facility Maintenance	Based on improvements for refined 10 year plan for existing Ambulance facilities.	283	75	75	109	82	2,948	3,572
<b>Outcomes</b>			<b>28,109</b>	<b>22,285</b>	<b>15,052</b>	<b>46,823</b>	<b>4,524</b>	<b>76,924</b>	<b>193,718</b>



**Capital Budget: \$2.1 million**

**Ten Year Plan: \$15.0 million**

### 2021 Capital Plan Overview

The following table provides a summary of TransHelp's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	-	-	-
Externally Funded	-	1,122	1,122
Non-DC Internal	11,400	1,008	12,408
<b>Total Expenditures</b>	<b>11,400</b>	<b>2,130</b>	<b>13,530</b>
<b># of Projects</b>	<b>15</b>	<b>3</b>	<b>18</b>

#### Existing Capital Projects - \$11.4M

- There are 15 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.

#### 2021 Capital Budget - \$2.1M

##### Key highlights:

- \$1.5M for Automatic Fare Payment on TransHelp buses and contracted vehicles to support transit integration
- \$0.3M for implementation of Accessible Transportation Master Plan
- \$0.3M for TransHelp bus modification and TransHelp vehicles

See Appendix I for details.

#### 2021 Budget Risks

- None

#### Operating Impact of 2021 Capital Budget

- None

**2021 – 2030 10-Year Capital Plan - \$15.0M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$9.3M</b>	<b>DC Funded Growth</b> <b>\$-M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$5.7M</b>
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**Key Highlights:**

- \$11.1M for TransHelp bus modification and TransHelp vehicles
- \$1.5M for Automatic Fare Payment on TransHelp buses and contracted vehicles
- \$1.3M for Accessible Transportation Master Plan implementation including education and outreach

See Appendix II for details.

2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
160230	Accessible Transportation Master Plan - Implementation, Phase 2	Support of the Accessible Transportation Master Plan including executing the education and outreach strategy and implementation of various service improvement initiatives to improve the client experience.	270	0	270	0	0
210248	TransHelp Vehicle Purchase	Purchase of new Vehicles to meet business demands.	115	0	115	0	0
210249	TransHelp Bus Modifications	Modifications to older vehicles to meet standards	215	0	215	0	0
210270	Automatic Fare Payment Solution	Deployment of contactless (smartcard) technology on TransHelp buses and contracted vehicles to support transit integration.	1,530	0	408	1,122	0
TransHelp			2,130	0	1,008	1,122	0
<b>TransHelp</b>			<b>2,130</b>	<b>0</b>	<b>1,008</b>	<b>1,122</b>	<b>0</b>

Service: TransHelp

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
150290	Technology Investment to Enhance Service Delivery	Implementation of various technologies that enhance service delivery and support recommendations of the Council approved Accessible Transportation Master Plan service model.	0	150	150	150	150	0	600
160230	Accessible Transportation Master Plan - Implementation, Phase 2	Support of the Accessible Transportation Master Plan including executing the education and outreach strategy and implementation of various service improvement initiatives to improve the client experience.	270	250	250	250	250	0	1,270
190280	Travel Training	Development, design and delivery of Travel Training program to assist clients on traveling on conventional transit	0	300	0	0	0	0	300
210248	TransHelp Vehicle Purchase	Purchase of new Vehicles to meet business demands.	115	115	165	115	115	625	1,250
210249	TransHelp Bus Modifications	Modifications to older vehicles to meet standards	215	115	115	115	0	0	560
210270	Automatic Fare Payment Solution	Deployment of contactless (smartcard) technology on TransHelp buses and contracted vehicles to support transit integration.	1,530	0	0	0	0	0	1,530
230245	TransHelp Vehicle Replacement	Replacement of TransHelp buses at end of life.	0	0	1,725	1,955	0	3,565	7,245
250260	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	0	0	110	110	220
270245	TransHelp Vehicle Replacement	Replacement of TransHelp buses at end of life.	0	0	0	0	0	2,070	2,070
TransHelp			2,130	930	2,405	2,585	625	6,370	15,045
<b>TransHelp</b>			<b>2,130</b>	<b>930</b>	<b>2,405</b>	<b>2,585</b>	<b>625</b>	<b>6,370</b>	<b>15,045</b>

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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: \$0.3 million**

**Ten Year Plan: \$3.3 million**

### 2021 Capital Plan Overview

The following table provides a summary of Chronic Disease Prevention's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	-	-	-
Externally Funded	885	-	885
Non-DC Internal	1,097	250	1,347
<b>Total Expenditures</b>	<b>1,982</b>	<b>250</b>	<b>2,232</b>
<b># of Projects</b>	<b>4</b>	<b>1</b>	<b>5</b>

### Existing Capital Projects - \$1.9M

- \$0.8M Electronic Medical Records is on-going in the implementation phase
- \$0.3M Public Health Information Management Improvements
- \$0.9M Mobile Dental Clinic is for Ontario Seniors Dental Care Program funded by Ministry of Health was delayed in 2020 due to COVID-19

### 2021 Capital Budget - \$0.3M

#### Key highlights:

- \$0.3M Public Health Information Management Improvements

See Appendix I for details.

### 2021 Budget Risks

- None

### Operating Impact of 2021 Capital Budget

- None



**2021 – 2030 10-Year Capital Plan - \$3.3M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$0.8M</b>	<b>DC Funded Growth</b> <b>\$ -</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$2.5M</b>
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**Key Highlights:**

- None
  - \$2.5M Public Health Information Management Improvements
  - \$0.8M for the Mobile Dental Clinics bus replacement

See Appendix II for details.

2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
215306	Public Health Information Management Improvements	Public Health Information Improvements		250		250	
Chronic Disease Prevention			250		250		

2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
215306	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: \$0.5 million      Ten Year Plan: \$9.1 million**

**2021 Capital Plan Overview**

The following table provides a summary of Heritage Arts and Culture’s planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	1,961	456	2,417
<b>Total Expenditures</b>	<b>1,961</b>	<b>452</b>	<b>2,417</b>
<b># of Projects</b>	<b>15</b>	<b>2</b>	<b>17</b>

**Existing Capital Projects - \$2.0M**

- There are 15 active facility projects that are on-going in various stages
- Projects include state of good repair to maintain the PAMA facility

**2021 Capital Budget - \$0.5M**

**Key highlights:**

- \$0.4M for investment in state of good repair throughout PAMA facilities
- \$0.1M for a study to determine the long term needs and business requirements of the Region’s Archives

See Appendix I for details.

**2021 Budget Risks**

- Implementation of capital projects may be impacted by COVID-19

**Operating Impact of 2021 Capital Budget**

- None

**2021 – 2030 10-Year Capital Plan - \$9.1M**

**By Project Classification:**

<b>State of Good Repair \$9.0M</b>	<b>DC Funded Growth \$-M</b>	<b>Non-DC Funded Growth &amp; Other \$0.1M</b>
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**Key Highlights:**

- \$9.0M for SOGR maintenance of PAMA facilities
- \$0.1M for a study to determine the long term needs and business requirements of the Region’s Archives

See Appendix II for details.

2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
215170	PAMA Complex - Major Maintenance	Major maintenance of existing PAMA facilities	336		336		
215181	PAMA Archives Study	To identify the long term needs and business requirements of the Region's archives and to establish a plan for future growth.	120		120		
Heritage, Arts and Culture			456		456		

Appendix II

2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
215170	PAMA Complex - Major Maintenance	Major maintenance of existing PAMA facilities	336	1,159	1,239	906	379	5,006	9,025
215181	PAMA Archives Study	To identify the long term needs and business requirements of the Region's archives and to establish a plan for future growth.	120	0	0	0	0	0	120
Heritage, Arts and Culture			456	1,159	1,239	906	379	5,006	9,145

**Capital Budget: \$0.1 million** **Ten Year Plan: \$7.9 million**

**2021 Capital Plan Overview**

The following table provides a summary of Infectious Disease Prevention’s planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	466	100	566
<b>Total Expenditures</b>	<b>466</b>	<b>100</b>	<b>566</b>
<b># of Projects</b>	<b>2</b>	<b>1</b>	<b>3</b>

**Existing Capital Projects - \$0.5M**

- \$0.4M upgrade of Public Health Inspection software completed and closed
- \$0.1M Public Health Clinics and Facilities for leasehold improvements

**2021 Capital Budget - \$0.1M**

**Key highlights:**

- \$0.1M Public Health Clinics and Facilities for leasehold improvements
- See Appendix I for details.

**2021 Budget Risks**

- None

**Operating Impact of 2021 Capital Budget**

- None

**2021 – 2030 10-Year Capital Plan - \$7.9M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$2.5M</b>	<b>DC Funded Growth</b> <b>\$ -</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$5.4M</b>
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**Key Highlights:**

- \$5.4M for leasing Public Health clinics
  - \$2.2M for Public Health clinics and facilities leasehold improvements
  - \$0.3M for needle exchange vans (2) replacement costs
- See Appendix II for details.

2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
215308	Public Health Clinics and Facilities - Leasehold Improvements	Fund for leasehold improvements for clinics		100		100	
Infectious Disease Prevention			100			100	

2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
215307	Public Health Clinics and Facilities	Fund for leasing public health clinics related to growth	0	1,800	0	0	0	3,600	5,400
215308	Public Health Clinics and Facilities - Leasehold Improvements	Fund for leasehold improvements for clinics	100	100	100	100	300	1,500	2,200
285305	Needle Exchange Vans	Needle Exchange Vans Replacement	0	0	0	0	0	260	260
Infectious Disease Prevention			100	1,900	100	100	300	5,360	7,860



**Capital Budget: \$7.5 million****Ten Year Plan: \$29.1 million****2021 Capital Plan Overview**

The following table provides a summary of Land Use Planning's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	2,810	1,400	4,210
Externally Funded	-	-	-
Non-DC Internal	4,990	6,110	11,100
<b>Total Expenditures</b>	<b>7,800</b>	<b>7,510</b>	<b>15,310</b>
<b># of Projects</b>	<b>12</b>	<b>3</b>	<b>15</b>

**Existing Capital Projects – \$7.8M**

- 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.

**2021 Capital Budget – \$7.5M****Key Highlights:**

- \$5.0M - For Affordable Housing Incentive Pilot Initiative to incentivize affordable rental housing in the Region
- \$1.0M – To conduct review of the Official Plan and to retain legal counsel to assist in defencing Ontario Municipal Board (OMB)
- \$0.8M – Greenlands Securement, for preservation of key natural heritage features, functions and attributes

See Appendix I for details.

**2021 Budget Risks**

- Legal and technical costs associated with Local Planning Appeal Tribunal (LPAT) proceedings are best estimates at this time. Costs may need to be reassessed as LPAT processes unfold.
- New growth forecasts from the Province have increased Official Plan review costs, these costs could increase pending scope and content of further Provincial and stakeholder input.

**Operating Impact of 2021 Capital Budget**

- None

**2021 – 2030 10-Year Capital Plan - \$29.1M**

**By Project Classification:**

<p><b>State of Good Repair</b> \$-M</p>	<p><b>DC Funded Growth</b> \$13.1M</p>	<p><b>Non-DC Funded Growth &amp; Other</b> \$16.0M</p>
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**Key Highlights:**

- \$9.0M – To conduct review of the Official Plan and to retain legal counsel to assist in defending Ontario Municipal Board (OMB)
- \$7.5M – For Greenlands Securement to preserve key natural heritage features, functions and attributes
- \$5.0M - For Affordable Housing Incentive Pilot Initiative to incentivize affordable rental housing in the Region
- \$4.0M – To support ongoing integration of planning infrastructure and financial management of growth through technical support, business intelligence and data management.

## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; 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	750	0	750	0	0
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	500	400	100	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)	500	400	100	0	0
207709	Long Range Studies-Community	Studies to address issues related to infrastructure, population, housing and employment, density and regional structure	160	80	80	0	0
217250	Growth Management Program Support	To support ongoing integration of planning, infrastructure and financial management of growth through technical support, business intelligence and data management. May include such costs as business intelligence capacity building, data development, consultant expertise, logistics, communication with stakeholders and contract staff	400	400	0	0	0
217709	Long Range Studies-Growth	Land use policy and infrastructure studies or peer review work to address growth issues related to infrastructure, population, demographics, housing, employment, environment, climate change, density and regional structure	200	160	40	0	0
217750	Affordable Housing Incentive Pilot Program	Affordable Housing Incentives Pilot Program Project is created with a total budget of \$5 million for the purpose of incentivizing affordable rental housing in Peel Region	5,000	0	5,000	0	0
Regional Planning & Growth Management			7,510	1,440	6,070	0	0
<b>Land Use Planning</b>			<b>7,510</b>	<b>1,440</b>	<b>6,070</b>	<b>0</b>	<b>0</b>

## Service: Land Use Planning

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
183310	Greenlands Securement	Funding for the protection of key natural heritage features, functions, and attributes	750	750	750	750	750	3,750	7,500
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	500	500	500	500	500	3,000	5,500
207708	Regional Official Plan Amendments (ROPAs) Appeals	To retain external legal counsel and other expert advice to assist in defending Ontario Municipal Board (OMB)	500	300	300	300	300	1,800	3,500
207709	Long Range Studies-Community	Studies to address issues related to infrastructure, population, housing and employment, density and regional structure	160	160	160	160	160	800	1,600
217250	Growth Management Program Support	To support ongoing integration of planning, infrastructure and financial management of growth through technical support, business intelligence and data management. May include such costs as business intelligence capacity building, data development, consultant expertise, logistics, communication with stakeholders and contract staff	400	400	400	400	400	2,000	4,000
217709	Long Range Studies-Growth	Land use policy and infrastructure studies or peer review work to address growth issues related to infrastructure, population, demographics, housing, employment, environment, climate change, density and regional structure	200	200	200	200	200	1,000	2,000

Service: Land Use Planning

**2021 Ten Year Combined Capital Program (\$'000)**

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b> 217750	<b>Name</b> Affordable Housing Incentive Pilot Program	<b>Description</b> Affordable Housing Incentives Pilot Program Project is created with a total budget of \$5 million for the purpose of incentivizing affordable rental housing in Peel Region	5,000	0	0	0	0	0	5,000
Regional Planning & Growth Management			7,510	2,310	2,310	2,310	2,310	12,350	29,100
<b>Land Use Planning</b>			<b>7,510</b>	<b>2,310</b>	<b>2,310</b>	<b>2,310</b>	<b>2,310</b>	<b>12,350</b>	<b>29,100</b>

**Capital Budget: \$110.3 million**

**Ten Year Plan: \$1,788.2 million**

### 2021 Capital Plan Overview

The following table provides a summary of Roads and Transportation's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	343,810	37,450	381,260
Externally Funded	37,600	6,807	44,407
Non-DC Internal	155,790	66,054	221,844
<b>Total Expenditures</b>	<b>537,200</b>	<b>110,311</b>	<b>647,511</b>
<b># of Projects</b>	<b>302</b>	<b>37</b>	<b>339</b>

### Existing Capital Projects - \$537.2M

- There are 286 active, ongoing capital projects in various stages of completion and 16 capital projects under maintenance

### 2021 Capital Budget - \$110.3M

#### Key highlights:

- **\$48.2M** for road widenings, improvement of intersections and other corridor improvements to accommodate growth. Some examples include:
  - widening of Mayfield Road from Bramalea Road to Airport Road
  - widening of Mississauga Road from Bovaird Road to Mayfield Road
  - addition of new turning lanes to key intersections to improve capacity and operational efficiency
- **\$54.7M** for road reconstruction, resurfacing and to maintain infrastructure in a state of good repair. Some examples include:
  - reconstruction of Winston Churchill Boulevard and Olde Base Line Road from Bush Street to Mississauga Road
  - structure replacement on Highway 50 over Canadian Pacific Railway
  - pavement rehabilitation projects at several locations throughout Peel
  - storm water rehabilitation projects including retrofits of Low Impact Development (LID) features to increase the resiliency of our infrastructure to climate change

- **\$ 7.4M** for sustainable and active transportation, goods movement and safety initiatives in support of Vision Zero
  - various AT improvements to be coordinated with pavement rehabilitation project at locations throughout Peel

**2021 Budget Risks**

- None

See Appendix I for details.

**Operating Impact of 2021 Capital Budget**

- The capital impact to operating budget is driven by system growth and newly programmed infrastructure assets which will impact the operating budget for routine maintenance activities.

**2021 – 2030 10-Year Capital Plan - \$1,788.2M**

**By Project Classification:**

<p><b>State of Good Repair</b> <b>\$487.0M</b></p>	<p><b>DC Funded Growth</b> <b>\$1,216.9M</b></p>	<p><b>Non-DC Funded Growth &amp; Other</b> <b>\$84.3M</b></p>
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**Key Highlights:**

- **\$1,227.6M** for construction and widening, improvement of intersections and corridor improvement to accommodate growth. Some examples include:
  - widening of Highway 50 from Castlemore Road to Mayfield Road and Mayfield Road from Coleraine Drive to Highway 50
  - new A2 Road extending Mayfield Road southerly to connect with Highway 50/Major Mackenzie Drive and future Highway 427 extension
  - new North-South Road from Bovaird Drive to future Sandalwood Parkway and future BramWest Parkway to Bovaird Drive
  - corridor improvements on Britannia Rd from Hurontario St to Mississauga Rd, Erin Mills Parkway from Britannia Rd to Highway 407, Derry Rd from Mclaughlin Rd to Tomken Rd and Highway 407 to Millcreek Dr
- **\$430.0M** for road reconstruction, resurfacing and to maintain infrastructure in a state of good repair. Some examples include:
  - reconstruction of Mississauga Road and Bush Street from Winston Churchill Boulevard to Olde Base Line Road
  - bridge rehabilitation/replacement projects at various locations throughout Peel
  - pavement rehabilitation projects at several locations throughout Peel
  - upgrades to Finch Stormwater Pumping Station

- storm water rehabilitation projects including retrofits of Low Impact Development (LID) features to increase the resiliency of our infrastructure to climate change
- **\$ 130.6M** for sustainable and active transportation, goods movement and safety initiatives in support of Vision Zero
  - various AT improvements to be coordinated with pavement rehabilitation project at locations throughout Peel
  - centralized traffic control system upgrades and intelligent transportation system initiatives
  - implementation of traffic safety initiatives and enhancements as identified by traffic safety audits

See Appendix II for details.



## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
054045	QUEEN STREET WEST - Mississauga Road to Chinguacousy Road	Two (2) to four (4) lane widening from Mississauga Road to Chinguacousy Road	2,050	1,743	308	0	0
064040	MAYFIELD ROAD - Bramalea Road to Airport Road	Two (2) to five (5) lane widening from Bramalea Road to Airport Road.	9,337	7,936	1,401	0	0
074030	THE GORE ROAD - Castlemore Road to Mayfield Road	Two (2) to four (4) lane widening from Castlemore Road to Mayfield Road.	3,000	2,550	450	0	0
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.	6,437	5,471	966	0	0
114008	GPS/AVL System for Road Patrol and Winter Maintenance Vehicles	Replacement of existing Operations and Maintenance Global Positioning System/Automatic vehicle locating (GPS/AVL) tracking system	300	0	300	0	0
134007	Snow Storage Facility	Construction of a facility to store and treat snow removed from Regional Roads.	1,061	531	531	0	0
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.	19,285	0	13,196	6,088	0
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.	200	0	200	0	0
164070	WINSTON CHURCHILL BOULEVARD - Highway 401 to Steeles Avenue	Four (4) to six (6) lane widening from Highway 401 to Steeles Avenue.	888	377	67	444	0
174290	King Street/Albion Vaughn Road	Northbound Right Turn Lane	550	264	11	275	0
184860	Culvert Replacements on Highway 50	Replacement of 17 entrance culverts on Highway 50 from McEwan Drive to Mayfield Road.	1,950	0	1,950	0	0
194105	School Bike Racks for Community Based Programs	Purchase and install school bike racks - to implement the Sustainable Transportation Strategy as approved by Council (Resolution 2018-121)	150	0	150	0	0

## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
194230	Erin Mills Parkway/Fowler Drive	Westbound Right Turn Lane and extension of Eastbound Left Turn Lane	706	671	35	0	0
194345	Monitoring for Permit Requirements	Compliance with the Endangered Species Act, the Environmental Protection Act and the Ontario Water Resources Act.	756	582	174	0	0
194755	At-Grade Rail Safety Enhancements	To implement safety enhancements at each of the Region's 14 At-Grade Railway Crossings.	600	0	600	0	0
194860	The Gore Road over Lindsay Creek Tributary	Rehabilitation of structure # RR008-1850 - The Gore Road, 2.8 km north of King Street.	531	0	531	0	0
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	5,853	5,853	0	0	0
204260	Kennedy Road/Vodden Street	Northbound Right Turn Lane	421	400	21	0	0
204290	Erin Mills Parkway - Britannia Road to Highway 407	Environmental Assessment to determine road corridor improvements.	531	451	80	0	0
204340	Archeological Assessments - Stage 3 and 4	Funding for stage 3 and 4 Archeological Assessments.	100	50	50	0	0
204520	Permanent Count Stations	Installation and maintenance of Permanent Count Stations	300	0	300	0	0
204860	Highway 50 over Canadian Pacific Railway	Replacement of structure #RR050-1460E and repair of structure #RR050-1460W including Active Transportation infrastructure on east side 0.4km north of Healey Road	7,958	0	7,958	0	0
213015	Storm Sewer Remediation	Allocations for future repair, replacement and relining of Region owned storm sewers.	5,000	0	5,000	0	0
214000	Unallocated Funding	Unforeseen and Emergency Works.	1,000	0	1,000	0	0
214003	Active Transportation Infrastructure Improvements	Implementation of Active Transportation Infrastructure as outlined in the Active Transportation Plan.	350	0	350	0	0
214005	Restoration Works	Investigation and Remediation Works	100	0	100	0	0
214009	Road Weather Information System (RWIS)	Enhancements to the existing Road Weather Information System (RWIS) network, by adding new technology equipment.	100	0	100	0	0

## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
214020	MISSISSAUGA ROAD - Queen Street to Bovaird Drive and BOVAIRD DR - James Potter Road/Creditview Road to Mississauga Road	Four (4) to six (6) lane widening from Queen Street to Bovaird Drive and from James Potter Road/Creditview Road to Mississauga Road	3,425	2,912	514	0	0
214030	MAYFIELD ROAD - Heart Lake Road to Hurontario Street	Four (4) to six (6) lane widening from Heart Lake Road to Hurontario Street.	2,647	2,250	397	0	0
214040	COLERAINE DR - Highway 50 to Mayfield Road	Two (2) to four (4) lane widening from Highway 50 to Mayfield Road	531	451	80	0	0
214103E	Under Maintenance Envelope	Funds for the purpose of funding outstanding deficiencies in a roads capital project during the warranty period.	1,000	700	300	0	0
214195	Sustainable Transportation Strategy Implementation	Implementation of Sustainable Transportation Strategy through various projects in Peel.	1,327	1,128	199	0	0
214200	Pre-Engineering and Design	Funding for Pre-Engineering and Design of required works scheduled for the following year.	115	0	115	0	0
214225	Queen Street East/McVean Drive	Eastbound Dual Left Turn Lane	318	302	16	0	0
214300	Traffic Engineering Studies	Various traffic engineering studies related to evaluation of intersections and improvements.	1,380	690	690	0	0
214310	Road Program Planning and Studies	Capital Programming and Studies.	400	200	200	0	0
214321	Development Charges Update	Funding for the preparation of the Regional Transportation Development Charges Update	100	100	0	0	0
214330	Charleston Sideroad - Kennedy Road to McLaren Road	Environmental Assessment to determine road corridor improvements.	300	255	45	0	0
214360	Britannia Road - Hurontario Street to Mississauga Road	Environmental Assessment to determine road corridor improvements.	600	510	90	0	0
214370	Highway 50- Queensgate Boulevard to Columbia Way	Environmental Assessment to determine corridor improvements.	1,200	0	1,200	0	0
214400	Annual Installation of Traffic Signals	Annual installations of traffic signals in Peel.	1,100	0	1,100	0	0
214405	Various Signal Phasing & Accessibility for Ontarians with Disabilities Act (AODA) Updates	Installation of new advance green phases, traffic and pedestrian warning and control signals throughout Peel.	255	128	128	0	0

## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
214415	Light-Emitting Diode (LED) Traffic Signal Relamping Program	Relamping all the Region of Peel's Traffic Signals in the City of Mississauga	600	0	600	0	0
214425	Street Lighting Improvements	Upgrade of existing lighting for roadways and/or intersections to current standards	300	0	300	0	0
214435	Traffic Data Collection and Analysis	Collection and analysis of traffic data related to growth.	290	145	145	0	0
214517	Private Noise Wall Conversion	Design and construction of new Regional Noise Walls to replace existing private noise walls.	5,000	0	5,000	0	0
214525	Accessibility for Ontarians with Disabilities Act (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	0	160	0	0
214600	Pavement Management	Funding for the purpose of maintaining Regional road pavement in State of Good Repair.	16,050	0	16,050	0	0
214700	Roadside Safety Barriers	Upgrades/replacement and new installation of road side safety barriers.	100	0	100	0	0
214710	New Pavement Markings and Signs	Implementation of new pavement marking materials and signs throughout Peel.	200	0	200	0	0
214750	Traffic Safety Initiatives	Implementation of traffic safety initiatives and enhancements as identified by Traffic Safety Audits	300	0	300	0	0
214801	Minor Culverts	Replacement of minor culverts	250	0	250	0	0
214810	Detailed Structure Feasibility Study	Detailed feasibility study related to structures identified for rehabilitation or replacement.	100	0	100	0	0
214815	Structure Condition Assessment Program	Inspection of structures and updates to the bridge management system.	150	0	150	0	0
214820	Retaining Wall Program	Replacements and Major Repairs.	1,000	0	1,000	0	0
217702	Transportation Data Collection Program	Collection and analysis of information and statistics on travel patterns in the GTHA using Transportation Tomorrow Survey	280	140	140	0	0
217711	Transportation Planning Studies	Transportation planning studies intended to develop transportation policies and plans in Peel Region.	350	175	175	0	0

2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
217712	Transportation Demand Management Initiatives	Funding for Transportation Demand Management (TDM)/Smart Commute Program.	100	50	50	0	0
217720	Goods Movement Program	Implementation of a Goods Movement program.	870	435	435	0	0
Transportation			110,312	37,450	66,054	6,807	0
<b>Roads and Transportation</b>			<b>110,312</b>	<b>37,450</b>	<b>66,054</b>	<b>6,807</b>	<b>0</b>

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
054045	QUEEN STREET WEST - Mississauga Road to Chinguacousy Road	Two (2) to four (4) lane widening from Mississauga Road to Chinguacousy Road	2,050	0	0	0	0	0	2,050
064040	MAYFIELD ROAD - Bramalea Road to Airport Road	Two (2) to five (5) lane widening from Bramalea Road to Airport Road.	9,337	0	0	0	0	0	9,337
074030	THE GORE ROAD - Castlemore Road to Mayfield Road	Two (2) to four (4) lane widening from Castlemore Road to Mayfield Road.	3,000	0	0	0	0	0	3,000
094245	Airport Road/Williams Parkway	Northbound Right Turn Lane and Eastbound Right Turn Lane	0	7,769	0	0	0	0	7,769
104020	DIXIE ROAD - Queen Street to Bovaird Drive	Four (4) to six (6) lane widening from Queen Street East to Bovaird Drive.	0	0	4,038	0	29,364	0	33,402
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.	6,437	0	0	0	0	0	6,437
114008	GPS/AVL System for Road Patrol and Winter Maintenance Vehicles	Replacement of existing Operations and Maintenance Global Positioning System/Automatic vehicle locating (GPS/AVL) tracking system	300	100	100	0	0	0	500
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.	0	0	25,053	0	0	0	25,053
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	0	0	30,513	0	0	0	30,513
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.	0	0	10,638	36,633	0	0	47,271

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
114295	Derry Road/Argentia Road	Northbound Dual Left Turn Lanes and Eastbound Right Turn Lane	0	0	0	3,975	0	0	3,975
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	10,655	0	0	0	0	10,655
134007	Snow Storage Facility	Construction of a facility to store and treat snow removed from Regional Roads.	1,061	1,061	2,061	2,592	0	0	6,775
134055	MAYFIELD ROAD - Hurontario Street to Chinguacousy Road	Two (2) to six (6) lane widening from Hurontario Street to Chinguacousy Road.	0	23,403	0	0	0	0	23,403
134065	MAYFIELD ROAD - The Gore Road to Coleraine Drive	Two (2) to four (4) lane widening from The Gore Road to Coleraine Drive.	0	3,024	0	20,177	0	0	23,201
144020	DIXIE ROAD - Bovaird Drive to Countryside Drive	Four (4) to six (6) lane widening from Bovaird Drive to Countryside Drive.	0	0	21,281	0	0	0	21,281
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.	0	0	0	19,440	0	0	19,440
144035	STEELES AVENUE - Chinguacousy Road to Mississauga Road	Four (4) to six (6) lane widening from Chinguacousy Road to Mississauga Road.	0	0	18,614	0	0	0	18,614
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.	19,285	16,460	0	0	0	0	35,745
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.	200	0	18,877	0	0	0	19,077
154070	MAYFIELD ROAD - Chinguacousy Road to Mississauga Road	Two (2) to five (5) lane widening from Chinguacousy Road to Mississauga Road.	0	3,016	17,178	0	0	0	20,194
154080	THE GORE ROAD - Queen Street East to Castlemore Road	Corridor Improvements from Queen Street East to Castlemore Road.	0	4,644	0	23,903	0	0	28,547

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
164014	Finch Stormwater Pumping Station	Upgrades to the Finch Avenue Stormwater Pumping Station.	0	4,761	0	0	0	0	4,761
164020	STEELES AVENUE - Mississauga Road to Winston Churchill Boulevard	Four (4) to six (6) lane widening from Mississauga Road to Winston Churchill Boulevard.	0	0	3,024	20,534	0	0	23,558
164060	MISSISSAUGA ROAD - Financial Drive to Queen Street	Four (4) to six (6) lane widening from Financial Drive to Queen Street.	0	0	0	0	0	20,077	20,077
164070	WINSTON CHURCHILL BOULEVARD - Highway 401 to Steeles Avenue	Four (4) to six (6) lane widening from Highway 401 to Steeles Avenue.	888	0	0	0	830	5,817	7,535
164850	Charleston Sideroad Over Credit River Bridge	Replacement of structure #RR024-1120-Charleston Sideroad over Credit River-0.35 km west of McLaren	0	0	809	0	0	5,500	6,309
174020	MAYFIELD ROAD - Dixie Road to Bramalea Road	Five (5) to six (6) lane widening from Dixie Road to Bramalea Road.	0	0	756	4,981	0	0	5,737
174030	MAYFIELD ROAD - Mississauga Road to Winston Churchill Boulevard	Two (2) to four (4) lane widening from Mississauga Road to Winston Churchill Boulevard.	0	3,000	16,549	5,671	0	0	25,220
174070	CAWTHRA ROAD - Eastgate Parkway to Queen Elizabeth Way	Corridor and Intersection Improvements from Eastgate Parkway to Queen Elizabeth Way.	0	0	5,000	220	25,165	0	30,385
174290	King Street/Albion Vaughn Road	Northbound Right Turn Lane	550	0	0	0	0	0	550
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	6,016	0	0	0	0	6,016
184860	Culvert Replacements on Highway 50	Replacement of 17 entrance culverts on Highway 50 from McEwan Drive to Mayfield Road.	1,950	0	0	0	0	0	1,950
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	1,737	22,088	0	27,991
194060	AIRPORT ROAD - King Street to Huntsmill Drive	Corridor Improvements from King Street to Huntsmill Drive.	0	0	7,668	6,279	0	22,017	35,964



## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
194105	School Bike Racks for Community Based Programs	Purchase and install school bike racks - to implement the Sustainable Transportation Strategy as approved by Council (Resolution 2018-121)	150	150	0	0	0	0	300
194230	Erin Mills Parkway/Fowler Drive	Westbound Right Turn Lane and extension of Eastbound Left Turn Lane	706	0	0	0	0	0	706
194265	Dixie Road/Aimco Boulevard	Westbound Right and Westbound Left Turn Lanes	0	0	800	0	0	0	800
194315	North/South Arterial Road (6 lanes) – Future Sandalwood Parkway to Future Bramwest Parkway	Environmental Assessment to determine road corridor improvements.	0	0	0	1,379	0	0	1,379
194345	Monitoring for Permit Requirements	Compliance with the Endangered Species Act, the Environmental Protection Act and the Ontario Water Resources Act.	756	774	632	510	448	424	3,544
194755	At-Grade Rail Safety Enhancements	To implement safety enhancements at each of the Region's 14 At-Grade Railway Crossings.	600	0	0	0	0	0	600
194860	The Gore Road over Lindsay Creek Tributary	Rehabilitation of structure # RR008-1850 - The Gore Road, 2.8 km north of King Street.	531	0	0	0	0	0	531
194880	Charleston Side Road over Credit River Tributary	Rehabilitation of structure #RR024-1650 - Charleston Sideroad, 0.06 km east of Winston Churchill Boulevard.	0	0	0	0	1,100	0	1,100
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	5,853	0	0	22,000	440	46,342	74,635
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.	0	0	1,600	3,564	0	20,949	26,113
204260	Kennedy Road/Vodden Street	Northbound Right Turn Lane	421	0	0	0	0	0	421
204290	Erin Mills Parkway - Britannia Road to Highway 407	Environmental Assessment to determine road corridor improvements.	531	0	0	0	0	0	531

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
204340	Archeological Assessments - Stage 3 and 4	Funding for stage 3 and 4 Archeological Assessments.	100	0	0	0	0	0	100
204520	Permanent Count Stations	Installation and maintenance of Permanent Count Stations	300	0	0	0	0	0	300
204860	Highway 50 over Canadian Pacific Railway	Replacement of structure #RR050-1460E and repair of structure #RR050-1460W including Active Transportation infrastructure on east side 0.4km north of Healey Road	7,958	0	0	0	0	0	7,958
213015	Storm Sewer Remediation	Allocations for future repair, replacement and relining of Region owned storm sewers.	5,000	5,500	5,500	6,500	6,500	34,500	63,500
214000	Unallocated Funding	Unforeseen and Emergency Works.	1,000	1,000	1,000	1,000	1,000	5,000	10,000
214003	Active Transportation Infrastructure Improvements	Implementation of Active Transportation Infrastructure as outlined in the Active Transportation Plan.	350	350	350	350	350	1,750	3,500
214005	Restoration Works	Investigation and Remediation Works	100	100	100	100	100	500	1,000
214009	Road Weather Information System (RWIS)	Enhancements to the existing Road Weather Information System (RWIS) network, by adding new technology equipment.	100	100	100	53	62	24	439
214020	MISSISSAUGA ROAD - Queen Street to Bovaird Drive and BOVAIRD DR - James Potter Road/Creditview Road to Mississauga Road	Four (4) to six (6) lane widening from Queen Street to Bovaird Drive and from James Potter Road/Creditview Road to Mississauga Road	3,425	0	0	1,300	0	31,935	36,660
214030	MAYFIELD ROAD - Heart Lake Road to Hurontario Street	Four (4) to six (6) lane widening from Heart Lake Road to Hurontario Street.	2,647	0	3,359	0	2,170	19,635	27,811
214040	COLERAINE DR - Highway 50 to Mayfield Road	Two (2) to four (4) lane widening from Highway 50 to Mayfield Road	531	0	0	0	8,106	43,420	52,057
214103E	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

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
214195	Sustainable Transportation Strategy Implementation	Implementation of Sustainable Transportation Strategy through various projects in Peel.	1,327	2,315	7,510	13,434	7,399	51,074	83,059
214200	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
214225	Queen Street East/McVean Drive	Eastbound Dual Left Turn Lane	318	0	997	0	0	0	1,315
214300	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
214310	Road Program Planning and Studies	Capital Programming and Studies.	400	400	400	400	400	2,000	4,000
214321	Development Charges Update	Funding for the preparation of the Regional Transportation Development Charges Update	100	0	0	200	0	300	600
214330	Charleston Sideroad - Kennedy Road to McLaren Road	Environmental Assessment to determine road corridor improvements.	300	0	0	0	0	0	300
214360	Britannia Road - Hurontario Street to Mississauga Road	Environmental Assessment to determine road corridor improvements.	600	0	0	0	0	0	600
214370	Highway 50-Queensgate Boulevard to Columbia Way	Environmental Assessment to determine corridor improvements.	1,200	0	0	0	0	0	1,200
214400	Annual Installation of Traffic Signals	Annual installations of traffic signals in Peel.	1,100	1,100	1,100	825	825	4,125	9,075
214405	Various Signal Phasing & Accessibility for Ontarians with Disabilities Act (AODA) Updates	Installation of new advance green phases, traffic and pedestrian warning and control signals throughout Peel.	255	255	175	175	175	875	1,910
214415	Light-Emitting Diode (LED) Traffic Signal Relamping Program	Relamping all the Region of Peel's Traffic Signals in the City of Mississauga	600	0	0	0	0	0	600
214425	Street Lighting Improvements	Upgrade of existing lighting for roadways and/or intersections to current standards	300	300	300	300	300	1,200	2,700
214435	Traffic Data Collection and Analysis	Collection and analysis of traffic data related to growth.	290	290	290	290	290	1,190	2,640

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
214517	Private Noise Wall Conversion	Design and construction of new Regional Noise Walls to replace existing private noise walls.	5,000	5,000	5,000	8,000	8,000	29,000	60,000
214525	Accessibility for Ontarians with Disabilities Act (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	640	1,440
214600	Pavement Management	Funding for the purpose of maintaining Regional road pavement in State of Good Repair.	16,050	15,550	15,550	16,050	16,050	80,250	159,500
214700	Roadside Safety Barriers	Upgrades/replacement and new installation of road side safety barriers.	100	100	100	100	100	500	1,000
214710	New Pavement Markings and Signs	Implementation of new pavement marking materials and signs throughout Peel.	200	200	200	200	200	0	1,000
214750	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
214801	Minor Culverts	Replacement of minor culverts	250	250	250	250	250	1,250	2,500
214810	Detailed Structure Feasibility Study	Detailed feasibility study related to structures identified for rehabilitation or replacement.	100	100	100	100	100	500	1,000
214815	Structure Condition Assessment Program	Inspection of structures and updates to the bridge management system.	150	200	150	200	150	900	1,750
214820	Retaining Wall Program	Replacements and Major Repairs.	1,000	250	250	250	250	1,250	3,250
217702	Transportation Data Collection Program	Collection and analysis of information and statistics on travel patterns in the GTHA using Transportation Tomorrow Survey	280	280	190	335	970	945	3,000
217711	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
217712	Transportation Demand Management Initiatives	Funding for Transportation Demand Management (TDM)/Smart Commute Program.	100	700	700	700	700	3,500	6,400

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
217720	Goods Movement Program	Implementation of a Goods Movement program.	870	700	700	450	450	900	4,070
224030	AIRPORT ROAD - Braydon Boulevard to Countryside Drive	Four (4) to six (6) lane widening from Braydon Boulevard to Countryside Drive.	0	1,132	0	1,240	8,349	0	10,721
224040	ERIN MILLS PARKWAY - Britannia Rd to Hwy 407	Corridor and Intersection Improvements from Britannia Road to Highway 407	0	934	687	4,509	0	0	6,130
224060	CHARLESTON SIDEROAD - Kennedy Road to McLaren Road	Corridor Improvements - Charleston Sideroad - Kennedy Road to McLaren Road	0	250	0	0	0	0	250
224210	Coleraine Drive/George Bolton Parkway	Signalization of fourth leg	0	451	0	0	0	0	451
224212	Coleraine Drive/Parr Boulevard	Signalization of fourth leg	0	223	0	0	0	0	223
224320	Derry Road - 250m west of McLaughlin Road to Tomken Road	Environmental Assessment to determine road corridor improvements.	0	600	0	0	0	0	600
224510	Regional Noise Attenuation Walls	Replacements and Major Repairs.	0	1,000	500	500	500	2,500	5,000
224830	Olde Base Line Road over Credit River	Rehabilitation of structure #RR012-1000-0.5 km west of McLaughlin Road	0	106	0	407	0	0	513
224840	Charleston Sideroad over Caledon Tributary	Replacement of structure #RR024-0700-1.25km east of Highway 10.	0	164	0	721	0	0	885
224850	King Street over Credit River Tributary	Rehabilitation of structure RR009-2720 - King Street over the Credit River, 0.45km east of Winston Churchill Boulevard west of Brick Lane	0	159	0	626	0	0	785
224860	King Street over Salt Creek	Rehabilitation of structure RR009-1183-1 km west of Airport Road	0	265	0	531	0	0	796
224900	Streetscaping	Retrofit and major maintenance	0	200	0	200	200	1,000	1,600
234040	BRITANNIA ROAD - Hurontario Street to Mississauga Road	Corridor Improvements - Britannia Road - Hurontario Street to Mississauga Road	0	0	628	250	0	4,511	5,389
234235	Highway 50/George Bolton Parkway	Contribution to the Town of Caledon's intersection improvements at Highway 50 and George Bolton	0	0	257	0	0	0	257
234290	Steeles Avenue/Finch Avenue Gorewood Drive	Westbound Dual Left Turn Lane	0	0	108	0	743	0	851

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
234310	Winston Churchill Boulevard Study - Four to Six Lane Widening from North Sheridan Way to Dundas Street per Long Range Transportation Plan (LRTP)	Environmental Assessment to determine road corridor improvements	0	0	1,061	0	0	0	1,061
234330	Derry Road - Highway 407 to Millcreek Drive	Environmental Assessment to determine road corridor improvements.	0	0	600	0	0	0	600
234410	Centralized Traffic Control System Upgrades and Intelligent Transportation Systems Initiatives	Upgrades to the Centralized Traffic Systems and Intelligent Transportation Systems Initiatives.	0	0	965	960	0	0	1,925
234515	Noise Attenuation Wall Condition Assessment Program	Inspections and evaluations of noise attenuation walls	0	0	200	100	0	300	600
234820	Charleston Sideroad Bridge Over Orangeville Brampton Railway	Replacement of structure RR024-1160, Charleston Sideroad- 0.7Km west of McLaren Road	0	0	1,500	0	0	7,800	9,300
234850	Bovaird Drive over Etobicoke Creek	Rehabilitation of structure #RR107-1252 - Bovaird Drive over Etobicoke Creek, 0.64 km east of Hurontario Street.	0	0	159	0	477	0	636
244020	MAYFIELD ROAD - Airport Road to Clarkway Drive	Five (5) to six (6) lane widening from Airport Road to Clarkway Drive	0	0	0	4,221	0	32,613	36,834
244040	NEW NORTH/SOUTH ROAD (4) - Bovaird Drive to Future Sandalwood Parkway	New six (4) lane construction from Bovaird Drive to future Sandalwood Parkway.	0	0	0	4,553	30,888	26,522	61,963
244050	DERRY ROAD - 250M west of McLaughlin Road to Tomken Road	Corridor Improvements - Derry Rd - 250m west of McLaughlin Rd to Tomken Rd	0	0	0	1,273	0	2,653	3,926
244220	Highway 50/Columbia Way	Contribution to the Town of Caledon's intersection improvements at Highway 50 and Columbia Way	0	0	0	1,061	0	0	1,061
244285	Embleton Road/New Street East of Heritage Road	A new 4-way signalized intersection east of Heritage Road in conjunction with new development.	0	0	0	852	0	0	852
244825	Coleraine Drive over Canadian National Railway	Grade Separation on Coleraine Drive over the Canadian Pacific Railway.	0	0	0	3,183	0	25,587	28,770

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
244870	Queensway Avenue over Etobicoke Creek	Rehabilitation of structures RR020-0000N & RR020-0000S 1 km east of Dixie Road	0	0	0	902	0	3,857	4,759
254030	WINSTON CHURCHILL BOULEVARD - 2 km South of Embleton Road to Embleton Road	Four (4) to six (6) lane widening from 2 km South of Embleton Road to Embleton Road	0	0	0	0	1,606	12,489	14,095
254050	WINSTON CHURCHILL BOULEVARD - North Sheridan Way to Dundas Street	Four (4) to Six (6) lane widening from North Sheridan Way to Dundas Street	0	0	0	0	2,553	20,244	22,797
254060	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	0	9,596	96,863	106,459
254070	DERRY ROAD - Highway 407 to Millcreek Drive	Corridor Improvements - Derry Rd - Highway 407 to Millcreek Drive	0	0	0	0	997	7,796	8,793
254220	Mayfield Road/McVean Drive	Contribution to Brampton for the intersection improvements at Mayfield Rd and McVean Dr	0	0	0	0	1,000	0	1,000
254230	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
254240	Dixie Road/Clark Boulevard	Contribution to the City of Brampton in conjunction with the (4-6) widening on Clark Boulevard	0	0	0	0	1,832	0	1,832
254250	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
254260	Charleston Sideroad/Mississauga Road	Eastbound Left Turn Lane and Westbound Left Turn Lane	0	0	0	0	400	0	400
254810	Queen St East over Canadian National Railway (CNR) Bridge	Rehabilitation of structures RR107-0415N & RR107-0415S-0.7km east of Airport Road	0	0	0	0	125	249	374
264010	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	19,510	19,510
264205	Future Intersections	Allocations for future intersection improvement projects	0	0	0	0	0	41,434	41,434

2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
264305	Future Environmental Assessments	Allocations for future projects.	0	0	0	0	0	2,000	2,000
264420	Growth Related Traffic Signal Installations	Installation of traffic signals due to growth.	0	0	0	0	0	825	825
264800	Future Structural Rehabilitation Projects	Allocations for future structure rehabilitation projects.	0	0	0	0	0	65,444	65,444
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	23,342	23,342
287701	Transportation Initiatives	Construction of a commuter parking lot in Peel.	0	0	0	0	0	750	750
Roads and Transportation			110,312	132,828	239,531	254,550	198,703	852,301	1,788,226



**Capital Budget: \$6.8 million**
**Ten Year Plan: \$289.0 million**

### 2021 Capital Plan Overview

The following table provides a summary of Waste Management's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	14,100	-	14,100
Externally Funded	-	-	-
Non-DC Internal	157,040	6,822	163,862
<b>Total Expenditures</b>	<b>171,140</b>	<b>6,822</b>	<b>177,962</b>
<b># of Projects</b>	<b>57</b>	<b>4</b>	<b>61</b>

#### Existing Capital Projects - \$171.1M

- 57 existing, active capital projects totalling \$171.1M for building new infrastructure such as an Anaerobic Digestion facility to increase Peel's diversion rate and maintaining existing infrastructure and equipment in a state of good repair.

#### 2021 Capital Budget - \$6.8M

##### Key highlights:

- \$3.4M to maintain Waste facilities in a state of good repair
- \$1.7M to purchase carts for new households
- \$1.3M to monitor and maintain closed landfill sites

See Appendix I for details.

#### Operating Impact of 2021 Capital Budget

- None

**2021 – 2030 10-Year Capital Plan - \$289.0M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$41.0M</b>	<b>DC Funded Growth</b> <b>\$-M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$247.9M</b>
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**Key Highlights:**

- \$195.0M – New infrastructure to support 75% diversion target, Mixed Waste Processing Facility
- \$41.0M – To maintain current infrastructure in a state of good repair, including equipment repairs/replacements in all Waste Management facilities
- \$17.5M – Carts related to Peel’s household growth
- \$17.6M – Costs for monitoring and remediation at all landfill sites
- \$8.4M – Site enhancements at Peel Curing Facility for processing composted material

See Appendix II for details.

2021 Financing Sources and Funding Status (\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
216390	Waste Facilities State of Good Repair Envelope (SOGR)	To maintain all Waste Management facilities in a state of good repair. Including Peel Curing Core covers and site improvement in all Waste facilities	3,372	0	3,372	0	0
216510	Landfill Management Abatement	To address capital expenditures at landfill sites and waste operation's sites in Peel.	500	0	500	0	0
216580	Landfill Monitoring and Remediation	Administration and studies related to enviromental monitoring at Regional Landfill sites.	1,300	0	1,300	0	0
216630	Waste Collection Containers	Purchase of garbage, blue, green and kitchen carts for auto collection at 2% growth	1,650	0	1,650	0	0
Waste Management			6,822	0	6,822	0	0
<b>Waste Management</b>			<b>6,822</b>	<b>0</b>	<b>6,822</b>	<b>0</b>	<b>0</b>

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
186360	Mixed Waste Processing Facility	Design and Construction of facility for processing garbage material and recovering Reduce, Reuse and Recycle (3Rs) material from 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
216390	Waste Facilities State of Good Repair Envelope (SOGR)	To maintain all Waste Management facilities in a state of good repair. Including Peel Curing Core covers and site improvement in all Waste facilities	3,372	5,462	2,284	1,767	2,383	25,781	41,049
216510	Landfill Management Abatement	To address capital expenditures at landfill sites and waste operation's sites in Peel.	500	450	450	450	450	2,250	4,550
216580	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
216630	Waste Collection Containers	Purchase of garbage, blue, green and kitchen carts for auto collection at 2% growth	1,650	1,650	1,700	1,700	1,750	9,000	17,450
236340	Enhancement of Peel Curing Facility	Obtain approvals from Ministry of the Environment, Conservation and Parks (MOE) to enhance the site for processing composted material.	0	0	0	8,400	0	0	8,400
246581	North Sheridan Leachate Collection System	Installation of a Leachate Collection system at the North Sheridan Landfill	0	0	0	5,000	0	0	5,000
266380	Britannia Sanitary Landfill Site (BSLS) 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			6,822	10,362	5,734	18,617	5,883	241,531	288,949

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**Capital Budget: \$404.6 million****Ten Year Plan: \$3,945.4 million****2021 Capital Plan Overview**

The following table provides a summary of Wastewater's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	538,442	266,623	805,064
Externally Funded	41,857	-	41,857
Non-DC Internal	297,385	138,007	435,392
<b>Total Expenditures</b>	<b>877,684</b>	<b>404,630</b>	<b>1,282,314</b>
<b># of Projects</b>	<b>269</b>	<b>26</b>	<b>295</b>

**Existing Capital Projects - \$877.7M**

- 2020 spending driven by Local Wastewater Collection System Repairs, Sewage Pumping Station Rehabilitation and G.E Booth Construction
- 2021 spending driven by Local Wastewater Collection System Repairs, Sewage Pumping Station Rehabilitation, G.E Booth Wastewater Treatment Plant Construction, with East-to-West Diversion Sanitary Trunk Sewer and West Trunk Sewer Twinning
- Some projects have been adjusted to align with the regional growth projection and DC revenue outlook

**2021 Capital Budget - \$404.6M****Key highlights:**

- \$180M – East-West Diversion Sanitary Trunk Sewer
- \$86M – Investment in the Region's linear wastewater infrastructure to maintain a state of good of repair
- \$20M – Centre View Sanitary Trunk Sewer
- \$19M – G.E. Booth Wastewater Treatment Plant major maintenance
- \$15M – G.E. Booth Wastewater Treatment Plant odour control improvements
- \$15M – Lining of the West Sanitary Trunk sewer twinning

See Appendix I for details.

**2021 Budget Risks**

- Implementation of capital projects may be impacted by COVID-19

**Operating Impact of 2021 Capital Budget**

- OCWA operations and maintenance fee increase as new facilities are brought on line
- Additional resources may be required in 2022 and beyond as capital projects are delivered

**2021 – 2030 10-Year Capital Plan - \$3,945.4M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$1,100.0M</b>	<b>DC Funded Growth</b> <b>\$2,513.8M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$331.6M</b>
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**Key Highlights:**

- \$1,554M – Expansion of the wastewater treatment plants and sewage pumping stations to service growth
- \$956M – Construction of other new sanitary sewers to service growth
- \$974M – Investment in the Region’s linear wastewater infrastructure to maintain a state of good of repair
- \$314M – Improvements and upgrades at the wastewater treatment plants
- \$81M – Rehabilitation of sewage pumping stations
- \$33M – Related to external pressures such as accommodating 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.

## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
152153	1200-mm Sanitary Trunk Sewer - Kennedy Road North/Conservation Drive	Construction of a 1200-mm sanitary trunk sewer on Kennedy Road North and Conservation Drive. Additional funds.	13,500	13,500	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.	180,000	180,000	0	0	0
162300	Linear Infrastructure Remediation and Upgrades	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	15,800	0	15,800	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.	3,000	1,500	1,500	0	0
182300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	15,400	0	15,400	0	0
182394	Queens Elizabeth Way Widening (Cawthra to Etobicoke Creek) - Wastewater Impacts	Replacement or relocation of sanitary sewers in conjunction with the widening of the Queens Elizabeth Way from the Etobicoke Creek to Cawthra Road.	2,000	0	2,000	0	0
182441	East Sanitary Trunk Sewer Energy Dissipation Chamber	Rehabilitation of the energy dissipation chamber and associated length of sewer on the old East Sanitary Trunk Sewer south of Dundas Street East.	3,000	1,500	1,500	0	0
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.	5,000	2,500	2,500	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.	3,000	0	3,000	0	0
182976	McVean Sewage Pumping Station Expansion	Expansion of the McVean Sewage Pumping Station to a firm capacity of 2100 L/s.	4,000	4,000	0	0	0



## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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.	15,000	15,000	0	0	0
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.	2,000	1,800	200	0	0
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.	2,000	1,800	200	0	0
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.	4,000	0	4,000	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.	5,000	0	5,000	0	0
192592	Wastewater Long-Term Financial Plan	Development of a long-term financial plan for the wastewater system, including a review of the rate structure and stakeholder engagement.	700	0	700	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.	19,705	19,705	0	0	0
202393	Hurontario Light Rail Transit - Wastewater Infrastructure	Replacement or relocation of sanitary sewers in conjunction with the Hurontario Light Rail Transit.	325	0	325	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.	4,000	0	4,000	0	0

## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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.	1,000	500	500	0	0
202443	Queensway West and Confederation Sanitary Trunk Sewers - Rehabilitation	Rehabilitation of the Queensway West and Confederation Sanitary Trunk Sewers.	6,000	0	6,000	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.	3,000	3,000	0	0	0
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.	15,000	14,250	750	0	0
202992	Clarkson Wastewater Treatment Plant - CoGen Facility Expansion	Twinning of the CoGen facility at the Clarkson Wastewater Treatment Plant. Design in 2020.	2,250	0	2,250	0	0
212000	Unallocated Funds for the Wastewater Program	Funding available for unforeseen, unplanned or emergency wastewater-related works.	1,000	0	1,000	0	0
212002	Easement Acquisition for Existing Wastewater Infrastructure	Funding for the acquisition of easements for existing wastewater infrastructure.	100	0	100	0	0
212015	Wastewater Enterprise Asset Management Implementation Program	Funding the implementation of the wastewater enterprise asset management system and other costs related to asset management maturity.	1,500	0	1,500	0	0
212100	Flow Monitoring Program for New Subdivisions	Program to install flow monitors at the sanitary sewer outlets of new subdivisions.	150	150	0	0	0
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.	6,000	3,000	3,000	0	0

## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
212300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	21,007	0	21,007	0	0
212302	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
212303	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
212307	Sanitary Maintenance Hole Rehabilitation Program	Funding to rehabilitate sanitary maintenance holes in the Region's wastewater collection system.	5,000	0	5,000	0	0
212401	Wastewater Flow and Rainfall Monitoring Program	Installation, operation and maintenance of permanent and temporary flow monitors and rainfall gauges in the Region's lake-based wastewater collection system.	1,500	0	1,500	0	0
212402	Sanitary Trunk Sewer Inflow and Infiltration Implementation	Condition assessment and rehabilitation of sanitary trunk sewers and maintenance holes to reduce inflow and infiltration. Assessment and design in 2021.	1,000	500	500	0	0
212405	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
212407	Sanitary Trunk Sewer Rehabilitation Program	Rehabilitation of sanitary trunk sewers in the lake-based primary collection system.	2,000	0	2,000	0	0
212408	Sanitary Trunk Sewer Erosion Remediation	Development and implementation of a program to rehabilitate and protect exposed sanitary trunk sewers within floodplains near watercourses. Assessment and design in 2021.	2,000	0	2,000	0	0
212411	Sawmill Creek and Levi Creek Sanitary Trunk Sewers - Rehabilitation	Rehabilitation of the Sawmill Creek and Levi Creek Sanitary Trunk Sewers. Condition assessment and feasibility study in 2021.	600	0	600	0	0

## 2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
212444	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.	2,500	0	2,500	0	0
212446	Hydro Corridor Inline Storage Chamber	Construction of parallel pipes for in-line storage within an existing hydro corridor west of Haig Boulevard. Design in 2021.	1,500	750	750	0	0
212504	Wastewater Master Servicing Plan Update	Review and update of the Region of Peel's Master Servicing Plan for the lake-based wastewater collection system.	250	250	0	0	0
212512	Inflow and Infiltration Remediation Program	Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system.	2,500	1,250	1,250	0	0
212520	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
212530	Development-Related Wastewater Infrastructure Planning	Funding for wastewater infrastructure planning and studies related to new development.	850	850	0	0	0
212562	Collection System Odour and Corrosion Control Master Plan	Update of the Region's collection system odour and control control Master Plan.	750	375	375	0	0
212906	Clarkson Wastewater Treatment Plant - Major Maintenance	Funding for planned major maintenance and equipment replacement at the Clarkson Wastewater Treatment Plant.	3,500	0	3,500	0	0
212907	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.	9,500	0	9,500	0	0
212908	G.E. Booth Wastewater Treatment Plant - Biosolids Major Maintenance	Funding for planned major maintenance and equipment replacement for the biosolids process at the G.E. Booth Wastewater Treatment Plant.	9,000	0	9,000	0	0
<b>Wastewater</b>			<b>404,187</b>	<b>266,180</b>	<b>138,007</b>	<b>0</b>	<b>0</b>
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.	442	442	0	0	0
<b>Wastewater Development Services</b>			<b>442</b>	<b>442</b>	<b>0</b>	<b>0</b>	<b>0</b>

2021 Financing Sources and Funding Status(\$'000)

2021

<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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<u>Projects</u>	<u>Name</u>	<u>Description</u>					
Wastewater			404,630	266,623	138,007	0	0

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
142920	G.E. Booth Wastewater Treatment Plant Major Capital Improvement - Primary Treatment Plant.	Replacement of the travelling bridges in the primary settling tanks at the G.E. Booth Wastewater Treatment Plant.	0	6,000	0	0	0	0	6,000
142930	Clarkson Wastewater Treatment Plant Major Capital Improvement - Primary Treatment Plant.	Replacement of the travelling bridges in the primary settling tanks at the Clarkson Wastewater Treatment Plant.	0	0	4,000	0	0	0	4,000
152153	1200-mm Sanitary Trunk Sewer - Kennedy Road North/Conservation Drive	Construction of a 1200-mm sanitary trunk sewer on Kennedy Road North and Conservation Drive. Additional funds.	13,500	0	0	0	0	0	13,500
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.	180,000	0	0	0	0	0	180,000
162300	Linear Infrastructure Remediation and Upgrades	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	15,800	0	0	0	0	0	15,800
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.	3,000	78,000	0	0	0	0	81,000
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 2022.	0	7,396	0	69,471	0	0	76,867
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.	0	2,000	0	0	0	0	2,000

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
182300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	15,400	0	0	0	0	0	15,400
182394	Queens Elizabeth Way Widening (Cawthra to Etobicoke Creek) Wastewater Impacts	Replacement or relocation of sanitary sewers in conjunction with the widening of the Queens Elizabeth Way from the Etobicoke Creek to Cawthra Road.	2,000	0	23,500	0	0	0	25,500
182441	East Sanitary Trunk Sewer Energy Dissipation Chamber	Rehabilitation of the energy dissipation chamber and associated length of sewer on the old East Sanitary Trunk Sewer south of Dundas Street East.	3,000	5,000	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.	5,000	0	0	0	0	0	5,000
182905	Sewage Pumping Station Rehabilitation Program (Phase 2)	Rehabilitation, upgrade or replacement of sewage pumping stations in the lake-based wastewater collection system.	3,000	8,000	5,000	15,000	0	0	31,000
182976	McVean Sewage Pumping Station Expansion	Expansion of the McVean Sewage Pumping Station to a firm capacity of 2100 L/s.	4,000	14,000	0	0	0	0	18,000
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.	15,000	0	0	0	0	0	15,000

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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.	2,000	45,000	0	0	0	0	47,000
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.	2,000	45,000	0	0	0	0	47,000
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.	0	66,000	0	0	56,000	0	122,000
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.	4,000	0	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.	0	0	10,000	0	0	0	10,000
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.	5,000	10,000	0	0	0	0	15,000
192592	Wastewater Long-Term Financial Plan	Development of a long-term financial plan for the wastewater system, including a review of the rate structure and stakeholder engagement.	700	250	250	0	0	0	1,200



## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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	83,000	0	0	0	0	83,000
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.	19,705	0	0	0	0	0	19,705
202393	Hurontario Light Rail Transit - Wastewater Infrastructure	Replacement or relocation of sanitary sewers in conjunction with the Hurontario Light Rail Transit.	325	0	0	0	0	0	325
202395	Queen Elizabeth Way Widening (Hurontario to Credit River) - Wastewater Impacts	Replacement or relocation of sanitary sewers in conjunction with the widening of the Queen Elizabeth Way from Hurontario Street to the Credit River.	0	8,000	0	0	0	0	8,000
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.	4,000	0	0	0	0	0	4,000
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.	1,000	0	0	0	0	0	1,000
202443	Queensway West and Confederation Sanitary Trunk Sewers - Rehabilitation	Rehabilitation of the Queensway West and Confederation Sanitary Trunk Sewers.	6,000	0	0	0	0	0	6,000
202450	East Brampton Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the East Brampton Sanitary Trunk Sewer from Queen Street East to west of Torbram Road.	0	10,000	20,000	0	0	0	30,000

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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.	3,000	23,000	0	0	0	0	26,000
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.	15,000	50,000	0	120,000	0	0	185,000
202992	Clarkson Wastewater Treatment Plant - CoGen Facility Expansion	Twinning of the CoGen facility at the Clarkson Wastewater Treatment Plant. Design in 2020.	2,250	7,000	0	0	0	0	9,250
212000	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
212002	Easement Acquisition for Existing Wastewater Infrastructure	Funding for the acquisition of easements for existing wastewater infrastructure.	100	100	100	100	100	500	1,000
212015	Wastewater Enterprise Asset Management Implementation Program	Funding the implementation of the wastewater enterprise asset management system and other costs related to asset management maturity.	1,500	500	500	250	375	0	3,125
212100	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
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.	6,000	26,000	0	0	0	0	32,000

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
212300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	21,007	25,000	25,000	25,000	25,000	125,000	246,007
212302	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
212303	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
212307	Sanitary Maintenance Hole Rehabilitation Program	Funding to rehabilitate sanitary maintenance holes in the Region's wastewater collection system.	5,000	5,000	5,000	5,000	3,000	15,000	38,000
212401	Wastewater Flow and Rainfall Monitoring Program	Installation, operation and maintenance of permanent and temporary flow monitors and rainfall gauges in the Region's lake-based wastewater collection system.	1,500	1,500	1,500	1,500	1,500	7,500	15,000
212402	Sanitary Trunk Sewer Inflow and Infiltration Implementation	Condition assessment and rehabilitation of sanitary trunk sewers and maintenance holes to reduce inflow and infiltration. Assessment and design in 2021.	1,000	0	5,000	0	0	0	6,000
212405	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	1,500	1,500	7,500	18,000
212407	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

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
212408	Sanitary Trunk Sewer Erosion Remediation	Development and implementation of a program to rehabilitate and protect exposed sanitary trunk sewers within floodplains near watercourses. Assessment and design in 2021.	2,000	0	8,000	0	0	0	10,000
212411	Sawmill Creek and Levi Creek Sanitary Trunk Sewers - Rehabilitation	Rehabilitation of the Sawmill Creek and Levi Creek Sanitary Trunk Sewers. Condition assessment and feasibility study in 2021.	600	3,000	10,000	0	0	0	13,600
212444	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.	2,500	0	0	10,000	8,000	0	20,500
212446	Hydro Corridor Inline Storage Chamber	Construction of parallel pipes for in-line storage within an existing hydro corridor west of Haig Boulevard. Design in 2021.	1,500	0	15,000	0	0	0	16,500
212504	Wastewater Master Servicing Plan Update	Review and update of the Region of Peel's Master Servicing Plan for the lake-based wastewater collection system.	250	1,500	0	0	0	1,500	3,250
212512	Inflow and Infiltration Remediation Program	Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system.	2,500	2,500	2,500	2,500	2,500	12,500	25,000
212520	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
212530	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
212562	Collection System Odour and Corrosion Control Master Plan	Update of the Region's collection system odour and control control Master Plan.	750	0	0	0	0	0	750

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
212906	Clarkson Wastewater Treatment Plant - Major Maintenance	Funding for planned major maintenance and equipment replacement at the Clarkson Wastewater Treatment Plant.	3,500	2,500	2,500	2,500	2,500	12,500	26,000
212907	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.	9,500	4,000	4,000	7,000	4,000	20,000	48,500
212908	G.E. Booth Wastewater Treatment Plant - Biosolids Major Maintenance	Funding for planned major maintenance and equipment replacement for the biosolids process at the G.E. Booth Wastewater Treatment Plant.	9,000	6,000	5,000	4,000	4,000	20,000	48,000
222254	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 2022.	0	4,417	0	25,097	0	0	29,513
222261	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 2022.	0	2,430	0	13,806	0	0	16,236
222301	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.	0	3,500	3,500	3,500	3,500	17,500	31,500
222304	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
222305	Force Main Rehabilitation Program	Rehabilitation program for the sanitary force mains.	0	500	500	500	500	2,500	4,500
222904	Sewage Pumping Stations - Condition Assessment Program	Funding for condition assessment of sewage pumping stations in the lake-based wastewater collection system.	0	1,000	1,000	1,000	1,000	5,000	9,000

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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	2,500	2,500	2,500	2,500	12,500	22,500
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	1,000	1,000	1,000	1,000	2,000	6,000
222923	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 2022.	0	3,000	18,000	0	0	0	21,000
222980	Jack Darling 1 Sewage Pumping Station Upgrades	Upgrades to the Jack Darling 1 Sewage Pumping Station to accommodate additional flows from the future Lakeshore West Sanitary Trunk Sewer. Design in 2022.	0	3,000	0	21,000	0	0	24,000
222993	Wastewater Treatment Lighting Replacement Program	Installation of energy efficient LED lighting at the wastewater treatment facilities.	0	250	250	250	250	1,250	2,250
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	746	0	3,351	0	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	3,838	0	16,974	0	20,812
232255	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

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
232256	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	4,239	0	24,083	0	28,321
232270	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 2023.	0	0	874	0	3,925	0	4,799
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	913	0	4,037	0	4,950
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	6,000	0	30,000	30,000	66,000
232465	Spring Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Spring Creek Sanitary Trunk Sewer. Design in 2023.	0	0	2,000	0	5,000	0	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	750	0	0	750	1,500
232920	G.E. Booth Wastewater Treatment Plant - Condition Assessment Program	Condition assessment of the G.E. Booth Wastewater Treatment Plant and development of a maintenance plan.	0	0	150	150	150	750	1,200
232930	Clarkson Wastewater Treatment Plant - Condition Assessment Program	Condition assessment of the Clarkson Wastewater Treatment Plant and development of a maintenance plan.	0	0	100	100	100	500	800
232950	Clarkson Wastewater Treatment Plant Expansion	Expansion of liquids treatment capacity of the Clarkson Wastewater Treatment Plant from 350 to 500 million litres per day. Design in 2023.	0	0	26,100	0	250,000	150,000	426,100

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
232971	Beach Street Sewage Pumping Station - Rehabilitation and Repurposing	Rehabilitation and repurposing of the Beach Street Sewage Pumping Station. Design in 2022.	0	0	7,000	0	0	0	7,000
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	594	0	2,020	2,614
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	538	0	2,378	2,915
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	2,183	0	9,655	11,838
242262	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 2024.	0	0	0	9,678	0	54,990	64,668
242321	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 2022.	0	0	0	2,000	0	10,000	12,000
242323	375-mm Sanitary Sewer - Jack Darling Park	Construction of a 375-mm sanitary sewer from the Jack Darling 2 Sewage Pumping Station to the Jack Darling 1 Sewage Pumping Station.	0	0	0	2,000	0	7,000	9,000



## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
242324	375-mm Sanitary Sewer - Stavebank Road (Port Credit)	Construction of a 375-mm sanitary sewer on Stavebank Road from the former Rosemere Sewage Pumping Station to Lakeshore Road West. Design in 2024.	0	0	0	3,000	0	12,000	15,000
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	5,000	20,000	20,000	45,000
242455	Mississauga Industrial Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Mississauga Industrial Sanitary Trunk Sewer. Design in 2024.	0	0	0	2,000	0	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	2,000	0	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	1,500	0	0	1,500
242593	Fletcher's Creek Sanitary Trunk Sewer - Class Environmental Assessment	Class Environmental Assessment for the twinning of the Fletcher's Creek Sanitary Trunk Sewer.	0	0	0	1,000	0	0	1,000
242917	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	0	1,000	0	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	5,000	0	25,000	30,000
242943	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

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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	5,486	0	9,301	14,787
242994	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.	0	0	0	2,000	1,250	0	3,250
252322	375-mm Sanitary Sewer - Maple Avenue South (Port Credit)	Construction of a 375-mm sanitary sewer on Maple Avenue South from the former Ben Machree Sewage Pumping Station to Lakeshore Road West. Design in 2024.	0	0	0	0	8,000	0	8,000
252447	Little Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Little Etobicoke Creek Sanitary Trunk Sewer. Design in 2025.	0	0	0	0	3,000	8,000	11,000
252448	Little Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Little Etobicoke Creek Sanitary Trunk Sewer. Design in 2025.	0	0	0	0	3,000	8,000	11,000
252502	Hydraulic Wastewater Model Update	Update and calibration of the Region's hydraulic wastewater model.	0	0	0	0	1,750	1,750	3,500
252590	G.E. Booth Wastewater Treatment Plant - New Outfall	Class Environmental Assessment for a new outfall at the G.E. Booth Wastewater Treatment Plant.	0	0	0	0	1,000	0	1,000
252945	G.E. Booth Wastewater Treatment Plant Expansion	Expansion of the liquids treatment capacity at the G.E. Booth Wastewater Treatment Plant from 518 ML/d to 600 ML/d. Design in 2025.	0	0	0	0	42,500	423,500	466,000
262199	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	25,537	25,537

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
262299	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	207,764	207,764
262499	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	64,500	64,500
262599	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
262978	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 2024.	0	0	0	0	0	5,000	5,000
262998	Future Non-Growth-Related Wastewater Treatment Plant Projects	Future non-growth-related wastewater treatment plant projects.	0	0	0	0	0	30,000	30,000
262999	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	140,000	140,000
<b>Wastewater</b>			<b>404,187</b>	<b>578,642</b>	<b>257,143</b>	<b>390,002</b>	<b>673,401</b>	<b>1,586,646</b>	<b>3,890,021</b>
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.	442	0	0	0	0	0	442
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	2,898	0	0	0	0	2,898

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
222133	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
222156	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
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	673	0	0	0	0	673
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	440	0	0	0	0	440
232152	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
232154	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
232157	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

## Service: Wastewater

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
242132	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	0	3,147	0	0	3,147
242135	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	0	2,622	0	0	2,622
242155	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
242175	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	0	3,831	0	0	3,831
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	935	0	0	935
252134	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	0	5,929	0	5,929
262198	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	17,255	17,255
Wastewater Development Services			442	10,852	7,111	13,746	5,929	17,255	55,335
<b>Wastewater</b>			<b>404,630</b>	<b>589,494</b>	<b>264,254</b>	<b>403,747</b>	<b>679,330</b>	<b>1,603,901</b>	<b>3,945,356</b>

**Capital Budget: \$185.4 million****Ten Year Plan: \$2,134.9 million****2021 Capital Plan Overview**

The following table provides a summary of Water's planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	777,463	21,656	799,119
Externally Funded	61,314	14,357	75,671
Non-DC Internal	380,707	149,347	530,054
<b>Total Expenditures</b>	<b>1,219,483</b>	<b>185,360</b>	<b>1,404,844</b>
<b># of Projects</b>	<b>340</b>	<b>36</b>	<b>376</b>

**Existing Capital Projects - \$1,219.5M**

- 2020 spending driven by Non-DC Internal funded Replacement of Watermains projects, DC Growth funded Feedermain Projects and Pumping Station upgrades
- 2021 spending driven by Non-DC Internal funded Replacement of Watermains projects, (increased spending compared to 2020), DC Growth funded Feedermain Projects and Pumping Station upgrades
- Some projects have been adjusted to align with the regional growth projection and DC revenue outlook

**2021 Capital Budget - \$185.4M****Key highlights:**

- \$54M – Watermain replacement projects in Mississauga, Brampton and Caledon
- \$29M – Accommodating MTO highway widenings – 401 and QEW
- \$17M – Water Pumping Station improvements and upgrades
- \$13M – Water Transmission Main rehabilitation
- \$12M – Water Treatment Plant replacements and maintenance
- \$8M – Hurontario Light Rail Transit - Water infrastructure impacts
- \$8M – Water system improvements in Central Erin Mills (Phase 2)
- \$6M – Vehicle and gas-powered equipment

See Appendix I for details.

**2021 Budget Risks**

- Implementation of capital projects may be impacted by COVID-19

**Operating Impact of 2021 Capital Budget**

- OCWA operations and maintenance fee increase as new facilities are brought on-line
- Additional resources may be required in 2022 and beyond as capital projects are delivered

**2021 – 2030 10-Year Capital Plan - \$2,134.9M**

**By Project Classification:**

<p><b>State of Good Repair</b> \$784.8M</p>	<p><b>DC Funded Growth</b> \$827.1M</p>	<p><b>Non-DC Funded Growth &amp; Other</b> \$523.0M</p>
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**Key Highlights:**

- \$511M – Investment in the Region’s linear water infrastructure to maintain good state of repair
- \$459M – Investment in the Region’s water treatment infrastructure to maintain good state of repair
- \$133M – Investment in the Region’s vehicle and gas powered equipment and residential water meter replacement
- \$697M – Construction of new watermains to service growth
- \$68M – Improvements and upgrades at water facilities
- \$62M – New and expanded water facilities to service growth
- \$69M – Related to external pressures such as accommodating 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 water infrastructure, in coordination with GO, GTAA, METROLINX, City of Brampton and City of Mississauga
  - Some water 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.

## 2021 Financing Sources and Funding Status (\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
101983	Meadowvale North Pumping Station - Improvements and Upgrades	Installation of standby power, a new generator set and re-chlorination system at the Meadowvale North Pumping Station.	2,000	0	2,000	0	0
141165	600-mm Water Main - Mayfield Road	Construction of a 600-mm water main on Mayfield Road from Goreway Drive to The Gore Road. Additional funds.	800	800	0	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.	8,334	0	8,334	0	0
151138	600-mm Water Main - Heritage Road (Bram West)	From the Meadowvale North Pumping Station to Steeles Avenue West. Additional funds.	3,000	3,000	0	0	0
161167	400-mm Water Main - The Gore Road	Construction of a 400-mm PZ5E water main from Mayfield Road to 1100 metres southerly. Additional funds.	500	500	0	0	0
161177	600-mm Watermain - Mayfield Road	Construction of a 600-mm water main on Mayfield Road from The Gore Road to Coleraine Drive. Additional funds.	800	800	0	0	0
161841	Inglewood Well 2 - Decommissioning	Decommissioning of the old Inglewood Well 2. Additional funds.	150	0	150	0	0
181310	Replacement of Water Mains in Mississauga	Replacement of water mains, system improvements and looping of dead-end water mains in Mississauga to improve water quality and reliability of the water distribution system. Additional funds.	4,000	0	4,000	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.	4,000	0	4,000	0	0
181394	Queen Elizabeth Way Widening (Cawthra to East Mall) - Water Impacts	Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way.	1,000	0	1,000	0	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.	28,000	0	14,000	14,000	0



## 2021 Financing Sources and Funding Status (\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
191156	600-mm Water Main - Main Street/Centre Street	Construction of a 600-mm water main on Main Street and Centre Street from Williams Parkway to John Street. Design in 2021.	3,963	3,963	0	0	0
191592	Water Long-Term Financial Plan	Development of a long-term financial plan for the water system, including a review of the rate structure and stakeholder engagement.	700	0	700	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. Additional funds.	2,500	0	2,500	0	0
201393	Hurontario Light Rail Transit - Water Impacts	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
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.	3,500	0	3,500	0	0
211000	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
211002	Easement Acquisition for Existing Water Infrastructure	Funding for the acquisition of easements for existing water infrastructure.	100	0	100	0	0
211015	Water Enterprise Asset Management Implementation Program	Funding the implementation of the water enterprise asset management system and other costs related to asset management maturity.	1,500	0	1,500	0	0
211114	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 2021.	350	350	0	0	0
211300	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
211302	Valve Rehabilitation and Replacement Program	Rehabilitation and replacement program for large diameter valves in the lake-based water distribution system.	2,500	0	2,500	0	0

## 2021 Financing Sources and Funding Status (\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
211303	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
211305	Water Distribution System - Condition Assessment Program	Inspection and condition assessment program for the lake-based water distribution system.	250	0	250	0	0
211310	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.	33,406	0	33,406	0	0
211340	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.	4,443	0	4,443	0	0
211370	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.	2,391	0	2,391	0	0
211407	Transmission Main Rehabilitation Program	Rehabilitation program for the lake-based water transmission mains.	3,000	0	3,000	0	0
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.	10,000	10,000	0	0	0
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.	100	0	100	0	0
211504	Water Master Servicing Plan Update	Review and update of the Region of Peel's Master Plan for the lake-based water supply system.	250	250	0	0	0
211520	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
211530	Development-Related Water Infrastructure Planning	Funding for water infrastructure planning and studies related to new development.	850	850	0	0	0
211805	Groundwater Systems - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement for the groundwater systems.	500	0	500	0	0

## 2021 Financing Sources and Funding Status (\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
211810	Groundwater Systems - Condition Assessment Program	Condition assessment of facilities that are part of the groundwater systems and development of a maintenance plan.	100	0	100	0	0
211902	Transmission Facilities - Condition Assessment Program	Installation of a new surge suppression system at the Beckett Sproule Pumping Station. Additional funds.	100	0	100	0	0
211903	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.	2,750	0	2,750	0	0
211906	A.P. Kennedy Water Treatment Plant - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the A.P. Kennedy Water Treatment Plant.	2,200	0	2,200	0	0
211907	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
211908	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
211910	Replacement of Membrane Filters at the Lorne Park Water Treatment Plant	Replacement program for the membrane filters at the Lorne Park Water Treatment Plant.	4,000	0	4,000	0	0
211920	A.P. Kennedy Water Treatment Plant - Condition Assessment Program	Condition assessment of the A.P. Kennedy Water Treatment Plant and development of a maintenance plan.	200	0	200	0	0
211923	A.P. Kennedy Water Treatment Plant - Treated Water Reservoir Expansion	Construction of a new 35-million-litre treated water reservoir at the A.P. Kennedy Water Treatment Plant. Class Environmental Assessment in 2021 and design in 2023.	1,000	1,000	0	0	0
211930	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

## 2021 Financing Sources and Funding Status (\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
211951	Snelgrove Elevated Tank - Decommissioning	Decommissioning of the Snelgrove Elevated Tank after the Victoria Reservoir and Transmission Main are in service. Critical rehabilitation in 2021 and assessment in 2023.	3,500	0	3,500	0	0
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.	500	143	0	357	0
211975	East Brampton Pumping Station - Improvements and Upgrades	Improvements and upgrades at the East Brampton Pumping Station. Design in 2021.	15,000	0	15,000	0	0
211976	North Brampton Reservoir and Pumping Station - Improvements and Upgrades	Improvements and upgrades at the North Brampton Reservoir and Pumping Station. Design in 2021.	1,071	0	1,071	0	0
<b>Water</b>			<b>169,469</b>	<b>21,656</b>	<b>133,456</b>	<b>14,357</b>	<b>0</b>
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.	1,600	0	1,600	0	0
219020	Vehicle and Gas Powered Equipment	Replacement of regional vehicles and equipment and system upgrades.	6,996	0	6,996	0	0
219040	Public Works Facility Repair and Maintenance	Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments.	610	0	610	0	0
219090	Excess Soils Implementation	The project objective is for the Region to manage excess soils, as per the new legislation introduced by the Ontario Ministry of the Environment, Conservation, and Parks (MECP), which clarifies the rules around managing excess soils. This includes identifying and assessing administrative, operating and capital impacts and developing strategies with respect to the new On-site and Excess Soils Management Regulation, Ontario Regulation 406/19.	2,000	0	2,000	0	0

2021 Financing Sources and Funding Status (\$'000)

			2021				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
Operations Support - Tax			11,206	0	11,206	0	0
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	135	0	135	0	0
209820	Public Works Health & Safety Initiative	To implement a Health & Safety program for Public Works department	250	0	250	0	0
217900	Commercial Water Meter Replacement	Replacement of obsolete commercial water meters.	100	0	100	0	0
217910	Residential Water Meter Replacement	Replacement of obsolete residential water meters.	2,700	0	2,700	0	0
Operations Support - Utility			4,685	0	4,685	0	0
<b>Water Supply</b>			<b>185,360</b>	<b>21,656</b>	<b>149,347</b>	<b>14,357</b>	<b>0</b>

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
101983	Meadowvale North Pumping Station - Improvements and Upgrades	Installation of standby power, a new generator set and re-chlorination system at the Meadowvale North Pumping Station.	2,000	0	0	0	0	0	2,000
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	20,000	0	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.	0	16,895	0	0	0	0	16,895
141165	600-mm Water Main - Mayfield Road	Construction of a 600-mm water main on Mayfield Road from Goreway Drive to The Gore Road. Additional funds.	800	0	0	0	0	0	800
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	0	10,000	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.	0	0	0	0	0	64,247	64,247
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	0	8,200	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.	8,334	0	0	0	0	0	8,334
151138	600-mm Water Main - Heritage Road (Bram West)	From the Meadowvale North Pumping Station to Steeles Avenue West. Additional funds.	3,000	2,000	0	0	0	0	5,000

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
151973	Beckett Sproule Pumping Station - Improvements and Upgrades	Construction of improvements and upgrades at the Beckett Sproule Pumping Station. Additional funds.	0	0	10,000	0	0	0	10,000
161167	400-mm Water Main - The Gore Road	Construction of a 400-mm PZ5E water main from Mayfield Road to 1100 metres southerly. Additional funds.	500	0	0	0	0	0	500
161177	600-mm Watermain - Mayfield Road	Construction of a 600-mm water main on Mayfield Road from The Gore Road to Coleraine Drive. Additional funds.	800	0	0	0	0	0	800
161841	Inglewood Well 2 Decommissioning	Decommissioning of the old Inglewood Well 2. Additional funds.	150	0	0	0	0	0	150
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. Additional funds.	0	2,000	0	0	0	0	2,000
181310	Replacement of Water Mains in Mississauga	Replacement of water mains, system improvements and looping of dead-end water mains in Mississauga to improve water quality and reliability of the water distribution system. Additional funds.	4,000	0	0	0	0	0	4,000
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.	4,000	0	0	0	0	0	4,000
181394	Queen Elizabeth Way Widening (Cawthra to East Mall) - Water Impacts	Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way.	1,000	0	9,000	0	0	0	10,000
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.	28,000	28,000	0	0	0	0	56,000

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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	10,537	0	0	0	0	10,537
191156	600-mm Water Main - Main Street/Centre Street	Construction of a 600-mm water main on Main Street and Centre Street from Williams Parkway to John Street. Design in 2021.	3,963	0	20,913	0	0	0	24,876
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. Additional funds.	0	2,500	0	0	0	0	2,500
191592	Water Long-Term Financial Plan	Development of a long-term financial plan for the water system, including a review of the rate structure and stakeholder engagement.	700	250	250	0	0	0	1,200
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.	0	729	0	0	0	0	729
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.	0	1,156	0	0	0	0	1,156
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.	0	2,642	0	0	0	0	2,642
201177	400-mm Water Main - Coleraine Drive	Construction of a 400-mm water main on Coleraine Drive from Mayfield Road to Countryside Drive.	0	1,799	0	0	0	0	1,799



## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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. Additional funds.	2,500	0	0	0	0	0	2,500
201393	Hurontario Light Rail Transit - Water Impacts	Funding to cover the Region's contribution to water main replacements along the future Hurontario Light Rail Transit.	7,612	0	0	0	0	0	7,612
201395	Queen Elizabeth Way Widening (Hurontario to Credit River) - Water Impacts	Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way from Mississauga Road to Hurontario Street.	0	3,000	0	0	0	0	3,000
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.	3,500	0	0	0	0	0	3,500
211000	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
211002	Easement Acquisition for Existing Water Infrastructure	Funding for the acquisition of easements for existing water infrastructure.	100	100	100	100	100	500	1,000
211015	Water Enterprise Asset Management Implementation Program	Funding the implementation of the water enterprise asset management system and other costs related to asset management maturity.	1,500	500	500	250	375	0	3,125
211114	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 2021.	350	0	1,712	0	0	0	2,062
211300	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

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
211302	Valve Rehabilitation and Replacement Program	Rehabilitation and replacement program for large diameter valves in the lake-based water distribution system.	2,500	5,000	5,000	5,000	5,000	25,000	47,500
211303	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
211305	Water Distribution System - Condition Assessment Program	Inspection and condition assessment program for the lake-based water distribution system.	250	250	0	0	0	0	500
211310	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.	33,406	24,000	24,000	24,000	24,000	120,000	249,406
211340	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.	4,443	10,000	10,000	10,000	10,000	50,000	94,443
211370	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.	2,391	1,000	1,000	1,000	1,000	5,000	11,391
211407	Transmission Main Rehabilitation Program	Rehabilitation program for the lake-based water transmission mains.	3,000	3,000	3,000	3,000	3,000	15,000	30,000
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.	10,000	0	0	0	0	0	10,000

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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.	100	0	0	0	0	100	200
211504	Water Master Servicing Plan Update	Review and update of the Region of Peel's Master Plan for the lake-based water supply system.	250	1,500	0	0	0	1,500	3,250
211520	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
211530	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
211805	Groundwater Systems - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement for the groundwater systems.	500	500	500	1,650	1,650	8,250	13,050
211810	Groundwater Systems - Condition Assessment Program	Condition assessment of facilities that are part of the groundwater systems and development of a maintenance plan.	100	100	100	100	100	500	1,000
211902	Transmission Facilities - Condition Assessment Program	Installation of a new surge suppression system at the Beckett Sproule Pumping Station. Additional funds.	100	100	100	100	100	500	1,000
211903	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.	2,750	2,750	2,750	2,750	2,750	13,750	27,500
211906	A.P. Kennedy Water Treatment Plant - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the A.P. Kennedy Water Treatment Plant.	2,200	2,200	2,200	2,200	2,200	11,000	22,000
211907	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

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
211908	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
211910	Replacement of Membrane Filters at the Lorne Park Water Treatment Plant	Replacement program for the membrane filters at the Lorne Park Water Treatment Plant.	4,000	0	0	0	0	8,000	12,000
211915	Reservoir Rehabilitation and Improvement Program	Program to rehabilitate and upgrade various reservoirs in the lake-based water supply system.	0	750	750	750	750	750	3,750
211920	A.P. Kennedy Water Treatment Plant - Condition Assessment Program	Condition assessment of the A.P. Kennedy Water Treatment Plant and development of a maintenance plan.	200	200	200	200	200	1,000	2,000
211923	A.P. Kennedy Water Treatment Plant - Treated Water Reservoir Expansion	Construction of a new 35-million-litre treated water reservoir at the A.P. Kennedy Water Treatment Plant. Class Environmental Assessment in 2021 and design in 2023.	1,000	0	7,500	0	50,000	0	58,500
211930	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
211951	Snelgrove Elevated Tank - Decommissioning	Decommissioning of the Snelgrove Elevated Tank after the Victoria Reservoir and Transmission Main are in service. Critical rehabilitation in 2021 and assessment in 2023.	3,500	0	250	3,000	0	0	6,750
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.	500	6,963	0	0	0	0	7,463

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
211975	East Brampton Pumping Station - Improvements and Upgrades	Improvements and upgrades at the East Brampton Pumping Station. Design in 2021.	15,000	0	0	0	0	0	15,000
211976	North Brampton Reservoir and Pumping Station - Improvements and Upgrades	Improvements and upgrades at the North Brampton Reservoir and Pumping Station. Design in 2021.	1,071	0	7,499	0	0	0	8,570
221112	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 2022.	0	491	0	2,347	0	0	2,838
221113	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 2022.	0	430	0	2,071	0	0	2,501
221160	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 2022.	0	876	0	4,013	0	0	4,889
221161	750-mm Water Main - Goreway Drive	Construction of a 750-mm water main on Goreway Drive from Intermodal Drive to Steeles Avenue East. Design in 2022.	0	1,244	0	5,723	0	0	6,968
221196	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 2022.	0	765	0	3,644	0	0	4,409
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	4,000	8,100	68,343	0	0	80,443
221405	Transmission Main Inspection Program	Inspection and condition assessment program for the lake-based water transmission mains and implementation of real-time monitoring.	0	2,250	2,250	2,250	2,250	11,250	20,250

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
221406	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.	0	1,500	1,500	1,500	0	0	4,500
221566	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
221830	Caledon East - New Groundwater Well	Construction of a new municipal groundwater well in Caledon East to service future development. Design in 2022.	0	1,275	0	8,500	0	0	9,775
221831	Inglewood Village - New Groundwater Well	Construction of a new municipal groundwater well in Inglewood to service future development. Design in 2022.	0	1,500	0	10,000	0	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	150	0	600	0	0	750
221911	A.P. Kennedy Water Treatment Plant - Replacement of Granular Activated Carbon	Replacement program for the granular activated carbon filter media used to mitigate taste and odour at the A.P. Kennedy Water Treatment Plant.	0	4,603	0	0	0	5,000	9,603
221912	Lorne Park Water Treatment Plant - Replacement of Granular Activated Carbon	Replacement program for the granular activated carbon filter media used to mitigate taste and odour at the Lorne Park Water Treatment Plant.	0	3,152	0	0	0	3,179	6,331
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	2,535	0	11,764	0	14,300

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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	527	0	2,588	0	3,116
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	1,528	0	6,977	0	8,505
231171	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 2023.	0	0	746	0	3,570	0	4,316
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	585	0	2,736	0	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	704	0	3,224	0	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	578	0	2,734	0	3,311
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	7,461	0	22,242	0	29,703
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	750	0	0	750	1,500
231909	Replacement of Membrane Filters at the A.P. Kennedy Water Treatment Plant	Replacement program for the membrane filters at the A.P. Kennedy Water Treatment Plant.	0	0	8,798	8,798	0	29,271	46,866

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
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	2,614	0	15,809	0	18,423
231954	East Brampton Reservoir - Improvements and Upgrades	Improvements and upgrades at the East Brampton Reservoir. Design in 2021.	0	0	20,000	0	0	0	20,000
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	1,098	0	5,364	6,462
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	1,370	0	6,421	7,792
241170	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	0	0	1,092	0	5,338	6,430
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	271	0	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	376	0	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	2,613	0	14,311	16,924
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	1,500	0	0	1,500



## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
241843	Groundwater Well Facilities - Ultraviolet Disinfection	Installation of ultraviolet disinfection at six of the groundwater well facilities in Caledon.	0	0	0	3,000	3,000	0	6,000
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	194	920	0	1,114
251115	400-mm Water Main - Centre View Drive (Mississauga City Centre)	Construction of a 400-mm water main on Centre View Drive from Confederation Parkway to Duke of York Boulevard. Design in 2025.	0	0	0	0	133	657	790
251116	400-mm Water Main - Centre View Drive (Mississauga City Centre)	Construction of a 400-mm water main on Centre View Drive from Duke of York Boulevard to Station Gate Road. Design in 2025.	0	0	0	0	85	445	530
251117	400-mm Water Main - Centre View Drive (Mississauga City Centre)	Construction of a 400-mm water main on Centre View Drive from Station Gate Road to Rathburn Road. Design in 2025.	0	0	0	0	203	967	1,170
251124	400-mm Water Main - Camilla Road	Construction of a 400-mm water main on Camilla Road from Dundas Street East to King Street East. Design in 2025.	0	0	0	0	96	494	590
251135	600-mm Water Main - Heritage Road (Huttonville North)	Construction of of a 600-mm water main on Heritage Road from Bovaird Drive northerly to a future street. Design in 2025.	0	0	0	0	511	2,404	2,915
251136	600-mm Water Main - Heritage Road (Huttonville North)	Construction of a 600-mm water main on Heritage Road from the future extension of Sandalwood Parkway southerly to a future street. Design in 2025.	0	0	0	0	475	2,432	2,908
251162	400-mm Water Main - Queen Street East	Construction of a 400-mm water main on Queen Street East from The Gore Road to Highway 50. Design in 2025.	0	0	0	0	291	1,429	1,720
251502	Hydraulic Water Model Update	Update and calibration of the Region's hydraulic water model.	0	0	0	0	1,750	1,750	3,500

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## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
261199	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	64,475	64,475
261299	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	268,477	268,477
261395	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	22,602	22,602
261996	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	45,500	45,500
261998	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	165,940	165,940
261999	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
<b>Water</b>			<b>169,469</b>	<b>183,558</b>	<b>178,580</b>	<b>192,802</b>	<b>210,183</b>	<b>1,035,482</b>	<b>1,970,074</b>
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	1,997	0	0	0	0	1,997
231178	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	2,343	0	0	0	2,343

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
241178	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 Coleraine Drive to the future north-south road.	0	0	0	1,084	0	0	1,084
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	992	0	0	992
251131	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	0	0	3,385	0	3,385
251173	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	4,360	0	4,360
261198	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	9,633	9,633
Water Development Services			0	1,997	2,343	2,076	7,744	9,633	23,794
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.	1,600	0	0	0	0	0	1,600
219020	Vehicle and Gas Powered Equipment	Replacement of regional vehicles and equipment and system upgrades.	6,996	6,432	6,371	3,194	4,187	34,701	61,881
219040	Public Works Facility Repair and Maintenance	Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments.	610	275	1,018	610	1,136	5,565	9,214

## Service: Water Supply

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
219090	Excess Soils Implementation	The project objective is for the Region to manage excess soils, as per the new legislation introduced by the Ontario Ministry of the Environment, Conservation, and Parks (MECP), which clarifies the rules around managing excess soils. This includes identifying and assessing administrative, operating and capital impacts and developing strategies with respect to the new On-site and Excess Soils Management Regulation, Ontario Regulation 406/19.	2,000	0	0	0	0	0	2,000
Operations Support - Tax			11,206	6,707	7,389	3,804	5,323	40,266	74,695
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	135	1,000	980	560	560	0	3,235
209820	Public Works Health & Safety Initiative	To implement a Health & Safety program for Public Works department	250	0	0	0	0	0	250
217900	Commercial Water Meter Replacement	Replacement of obsolete commercial water meters.	100	200	100	200	100	800	1,500
217910	Residential Water Meter Replacement	Replacement of obsolete residential water meters.	2,700	5,200	5,300	5,400	5,500	21,500	45,600
217940	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

Service: Water Supply

**2021 Ten Year Combined Capital Program (\$'000)**

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b> 227930	<b>Name</b> Meter Reading Equipment	<b>Description</b> 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	220	0	0	0	220	440
Operations Support - Utility			4,685	8,220	7,880	7,660	7,760	30,120	66,325
<b>Water Supply</b>			<b>185,360</b>	<b>200,481</b>	<b>196,192</b>	<b>206,342</b>	<b>231,011</b>	<b>1,115,501</b>	<b>2,134,888</b>



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: \$43.7 million****Ten Year Plan: \$223.0 million****2021 Capital Plan Overview**

The following table provides a summary of Enterprise Programs and Services' planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	50	370	420
Externally Funded	-	-	-
Non-DC Internal	90,632	43,372	134,004
<b>Total Expenditures</b>	<b>90,682</b>	<b>43,742</b>	<b>134,424</b>
<b># of Projects</b>	<b>92</b>	<b>16</b>	<b>108</b>

**Existing Capital Projects - \$90.7M**

- There are 92 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.

**2021 Capital Budget - \$43.7M****Key highlights:**

- \$11.3M to ensure that Regional office facilities are kept in a state of good repair.
- \$10.0M to update and maintain information technology applications to remediate technical obsolescence and risk
- \$4.3M for the Workforce Enablement Program which will replace aging personal computer equipment with technology to support workplace modernization and a mobile workforce.
- \$3.3M for network and communications infrastructure hardware and software replacement and upgrades.
- \$2.5M to standardize software quality assurance testing practices
- \$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
- \$2.2M to migrate content to new enterprise content management platform and decommission the old platform
- \$2.0M for procurement and implementation of an Enterprise Asset Management Technology solution to manage \$30 billion in Regional assets.

See Appendix I for details.



**2021 Budget Risks**

- Implementation of capital projects may be impacted by COVID-19
- Estimated shortfall in development charge revenue may impact the Region’s ability to fund growth related work

**Operating Impact of 2021 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; the 2021 technology capital budget is anticipated to have an operating impact of \$0.3M in 2022, \$0.2M in 2023, and \$0.1M in 2024.

**2021 – 2030 10-Year Capital Plan - \$223.0M**

**By Project Classification:**

<b>State of Good Repair</b> <b>\$173.1M</b>	<b>DC Funded Growth</b> <b>\$2.1M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$47.8M</b>
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**Key Highlights:**

- \$173.1M 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 \$2.1M include development charge reviews to ensure compliance to provincial plans and changing legislation.
- Non-DC projects of \$47.8M 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.

2021 Financing Sources and Funding Status(\$'000)

		2021					
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
167113	Corporate Services Processes and Technology	Optimization and renewal of processes and Technology	1,500		1,500		
215215	Corporate Furniture	Purchase of Corporate Furniture to accommodate growth and replace existing inventory	1,100		1,100		
215220	Office Facility Major Maintenance	Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario	8,761		8,761		
215238	Facility Accommodation Program	Costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space requirements	948		948		
217115	Refurbishment of the Council Chambers	Anticipated refurbishment of Council Chambers including audio and video equipment	500		500		
217201	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		
<b>Corporate Services</b>			<b>15,009</b>		<b>15,009</b>		
187336	Integrated Asset Management	Procurement and implementation of an Enterprise Asset Management technology solution to support Regional assets	2,000		2,000		
207131	Development Charge Update	Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence.	300	270	30		
207327	Finance Processes and Technology	Optimization, study and renewal of processes and Technology.	1,500		1,500		
217631	Development Charge Growth Related Fiscal Impact Analysis	To increase the capacity to analyze external impacts, growth scenarios and recommend measures that can lead to growth in fiscal space and enhanced financial and strategic decision-making relating to growth.	100	100			
<b>Finance</b>			<b>3,900</b>	<b>370</b>	<b>3,530</b>		

2021 Financing Sources and Funding Status(\$'000)

			2021				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
217125	Corporate Information Management	Funding for the deployment of Information Management Technology throughout the Region.	695		695		
217514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system replacement.	1,893		1,893		
217533	Data Centre Infrastructure	Data Centre / Application Improvements.	242		242		
217550	Workforce Enablement Program	Desktop/Laptop Replacement	4,320		4,320		
217591	Network & Telephone Infrastructure Enhancement	Growth related network costs.	1,152		1,152		
217605	Service Experience	Implementation of strategy, technologies and processes to ensure residents and businesses receive a consistent and reliable service experience when interacting with Regional programs and services.	783		783		
217606	Electronic Information Management (EIM) Content Migration to Microsoft O365	Content migration from EIM to the Region's official enterprise content management platform Microsoft O365 to ensure information accessibility, protection, quality, accountability and integration.	2,164		2,164		
217608	Quality Management Program for Technology Solutions	To develop a program, processes and platform with supporting tools and practices to standardize the practices for effective Quality Assurance Technology and Requirements Management for information technology (IT) projects.	2,471		2,471		
217609	State of Good Repair Program - IT Applications	To remediate technical obsolescence and risk and to maintain an appropriate State of Good Repair of the existing technology applications portfolio.	10,008		10,008		
217611	Azure Platform Implementation for Business Intelligence (BI)	To provide a unified environment for BI professionals across the organization to ingest data, explore and conduct analytics.	1,105		1,105		
<b>Digital &amp; Information Services</b>			<b>24,833</b>		<b>24,833</b>		
<b>Enterprise Programs and Services Total</b>			<b>43,742</b>	<b>370</b>	<b>43,372</b>	<b>0</b>	<b>0</b>

## 2021 Ten Year Combined Capital Program (\$'000)

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
167113	Corporate Services Processes and Technology	Optimization and renewal of processes and Technology	1,500	0	0	0	0	0	1,500
215215	Corporate Furniture	Purchase of Corporate Furniture to accommodate growth and replace existing inventory	1,100	1,100	400	400	400	2,000	5,400
215220	Office Facility Major Maintenance	Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario	8,761	13,803	3,611	2,523	2,204	26,757	57,659
215238	Facility Accommodation Program	Costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space requirements	948	948	400	400	400	2,000	5,096
217115	Refurbishment of the Council Chambers	Anticipated refurbishment of Council Chambers including audio and video equipment	500	0	0	0	0	0	500
217201	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
<b>Corporate Services</b>			<b>15,009</b>	<b>18,051</b>	<b>6,611</b>	<b>5,523</b>	<b>5,204</b>	<b>41,757</b>	<b>92,155</b>
187336	Integrated Asset Management	Procurement and implementation of an Enterprise Asset Management technology solution to support Regional assets	2,000	500	500	500	500	2,500	6,500
207131	Development Charge Update	Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence.	300	100	100	100	100	500	1,200
207327	Finance Processes and Technology	Optimization, study and renewal of processes and Technology.	1,500	0	0	0	1,000	1,000	3,500
217631	Development Charge Growth Related Fiscal Impact Analysis	To increase the capacity to analyze external impacts, growth scenarios and recommend measures that can lead to growth in fiscal space and enhanced financial and strategic decision-making relating to growth.	100	100	100	100	100	500	1,000
<b>Finance</b>			<b>3,900</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>1,700</b>	<b>4,500</b>	<b>12,200</b>
187116	ERP Implementation	This project will fund costs associated with replacing the existing HRMS & Financial Systems.	0	0	2,300	0	0	0	2,300
217125	Corporate Information Management	Funding for the deployment of Information Management Technology throughout the Region.	695	695	695	695	695	3,475	6,950

			<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
217514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system replacement.	1,893	827	1,446	2,640	2,129	10,777	19,711
217533	Data Centre Infrastructure	Data Centre / Application Improvements.	242	266	292	322	354	2,375	3,850
217550	Workforce Enablement Program	Desktop/Laptop Replacement	4,320	4,340	4,350	4,370	4,380	22,190	43,950
217591	Network & Telephone Infrastructure Enhancement	Growth related network costs.	1,152	1,209	1,006	1,227	1,217	8,438	14,250
217602	PSN Capital	Regional contribution to PSN System.	0	950	1,005	1,066	1,132	6,916	11,069
217605	Service Experience	Implementation of strategy, technologies and processes to ensure residents and businesses receive a consistent and reliable service experience when interacting with Regional programs and services.	783	0	0	0	0	0	783
217606	Electronic Information Management (EIM) Content Migration to Microsoft O365	Content migration from EIM to the Region's official enterprise content management platform Microsoft O365 to ensure information accessibility, protection, quality, accountability and integration.	2,164	0	0	0	0	0	2,164
217608	Quality Management Program for Technology Solutions	To develop a program, processes and platform with supporting tools and practices to standardize the practices for effective Quality Assurance Technology and Requirements Management for information technology (IT) projects.	2,471	0	0	0	0	0	2,471
217609	State of Good Repair Program - IT Applications	To remediate technical obsolescence and risk and to maintain an appropriate State of Good Repair of the existing technology applications portfolio.	10,008	0	0	0	0	0	10,008
217611	Azure Platform Implementation for Business Intelligence (BI)	To provide a unified environment for BI professionals across the organization to ingest data, explore and conduct analytics.	1,105	0	0	0	0	0	1,105
<b>Digital &amp; Information Services</b>			<b>24,833</b>	<b>8,287</b>	<b>11,094</b>	<b>10,320</b>	<b>9,907</b>	<b>54,171</b>	<b>118,611</b>
<b>Enterprise Programs and Services Total</b>			<b>43,742</b>	<b>27,038</b>	<b>18,405</b>	<b>16,543</b>	<b>16,811</b>	<b>100,428</b>	<b>222,966</b>

### SUMMARY OF 2021 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 2021 there will be 362 user fees in total. The proposed 2021 User Fees include 154 changes: 7 new fees, 101 fees increased, 1 fee decreased and 45 fees discontinued (30 Peel Regional Police user fees have been removed). 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 2021 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: 2021 User Fee Summary of Changes**

TYPE OF CHANGE			Number of Changes
New Fees	I	New fees for new Product/Service being provided	6
	II	New fee to recover costs due to higher volumes	0
	III	New fees that were previously under one fee, but are now split into new fees related to specific services	1
	IV	New fees to reflect past and present business practices	0
Increases	V	Increased fees due to inflation and/or materials/services/labour cost increases	89
	VI	Increased fees to align with current market	12
Deletions	VII	Deleted fees as service is no longer required*	6
	VIII	Deleted fee as the fee was combined with another fee	0
	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**	9
	XI	Deleted Fee as fee will be included in contracts between the parties	0
Removal	XII	Removed fee as fee is no longer being imposed by the Region***	30
Decreases	XIII	Decreased fees to align with current market	1
	XIV	Decreased fees due to change in services or process	0
Other	XV	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					Removal	Decreases		Other	
	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	
<b>PART 1: Corporate Services</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PART 2: Finance</b>	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>PART 3: Heritage, Arts and Culture</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PART 4: Public Works - Water Supply</b>	0	0	0	0	70	3	3	0	0	9	0	0	0	0	0	<b>85</b>
<b>PART 4: Public Works - Wastewater</b>	0	0	0	0	13	0	0	0	0	0	0	0	0	0	0	<b>13</b>
<b>PART 4: Public Works - Roads and Transportation</b>	0	0	1	0	0	3	0	0	0	0	0	0	0	0	0	<b>4</b>
<b>PART 4: Public Works - TransHelp</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PART 4: Public Works - Land Use Planning</b>	6	0	0	0	3	4	3	0	0	0	0	0	1	0	0	<b>17</b>
<b>PART 4: Public Works - Waste Management</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PART 5: Health Services - Health General</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PART 5: Health Services - Chronic Disease Prevention</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PART 5: Health Services - Infectious Disease Prevention</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PART 5: Health Services - Adult Day</b>	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	<b>1</b>
<b>PART 5: Health Services - Long Term Care</b>	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	<b>2</b>
<b>PART 5: Health Services - Paramedic Services</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>PART 6: Peel Regional Police</b>	0	0	0	0	0	0	0	0	0	0	30	0	0	0	0	<b>30</b>
<b>PART 7: Digital and Information System</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>TOTAL</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>89</b>	<b>12</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>30</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>154</b>

See next page for further comments to proposed changes

**NOTES:****Deletions:**

\*3 User fees under PART 4: Public Works - Water Supply are deleted due to service is no longer required (1-practice of representative visit to collect overdue amounts has been suspended and overdue debt is transferred to the tax roll; 1-Practice of representative visit to hand deliver final disconnection notice has been suspended and a fee for Pre-Tax letter has been introduced; 1-service is no longer available to external parties)

\*3 User fees under PART 4: Public Works - Land Use Planning are deleted due to service is no longer required (1-document is available on website for free; 2-no longer require these type of applications)

\*\*9 User fees under PART 4: Public Works - Water Supply are deleted due to fee is no longer being imposed (9-revenue is nominal and will not affect the budget and cost effective self serve options are being considered)

**Removal:**

\*\*\*30 User fees under PART 6: Peel Regional Police user fees are removed from the Region's User Fee By-law as they will be maintained by the Peel Police Services Board commencing in 2021. The Peel Police Services Board by resolution amended its Budget Policy to add the requirement that: " A schedule of User Fees, including any applicable taxes, for the provision of goods, services or for the use of properties will be submitted annually to the Board for approval via the annual budget process". On November 27, 2020, the Peel Police Services Board passed a resolution approving the 2021 Peel Regional Police User Fees.

**Additional Changes: User Fee Name/Footnote Changes:**

- † PART 1: Corporate Services Pg #1 service unit change
- †† PART 3: Water Supply Pg #3 section deleted
- †††PART 4: Roads and Transportation Pg #4 name change
- †††† PART 4: Land Use Planning Pg #4 name change
- ††††† PART 4: Land Use Planning Pg #4 name change
- †††††† PART 4: Land Use Planning Pg #5 footnote added

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2020 Current Fee	2021 Proposed Fee	HST (+ or n/a)	2021 Proposed Fees inclusive of applicable taxes	Variance 2020 vs 2021	Key (Type of Change)
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**PART 1 : CORPORATE SERVICES****General Corporate****Information Request Fees (does not apply to MFIPPA requests)\***

Council/Committee Audio Reproduction	USB†	\$15.00	\$15.00	+	\$16.95	0.00	
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\* MFIPPA fees are set out in the Municipal Freedom of Information and Protection of Privacy Act, R.S.O 1990, c.M.56 and Regulations.

†2020 By-Law: "CD"

†2021 Proposed By-Law: "USB"

**PART 2: FINANCE****Development Financing**

Compliance Letters (inquiries on compliance with Regional conditions for sale/purchase of property)	letter	\$100.00	\$115.00	n/a	\$115.00	15.00	VI
Review DC Deferral Payments	request	\$500.00	\$700.00	+	\$791.00	200.00	VI

**PART 4: PUBLIC WORKS\*\***

\*\*The Commissioner of Public Works is authorized to grant exemptions from the Region of Peel's user fees and any other applicable fees, securities or charges that apply to a permit, license or approval required to deliver the Hurontario Light Rail Transit project, where the Commissioner of Public Works deems it appropriate to do so.

**Water Supply****Subdivision/New Main Fees**

Subdivision Hydrant Inspections - Untampered	hydrant	\$575.00	\$585.00	n/a	\$585.00	10.00	V
Subdivision Hydrant Inspections - Tampered	hydrant	\$125.00	\$127.00	n/a	\$127.00	2.00	V
Subdivision Pressure/Chlorination Tests (for additional tests)	section (300m)	Actual costs or a minimum charge of \$1,100.00	Actual costs or a minimum charge of \$1,119	n/a	Actual costs or a minimum charge of \$1,119	19.00	V
Chlorination	line	\$400.00	\$407.00	n/a	\$407.00	7.00	V

**Operations and Maintenance**

Hydrant Flow Tests	test	\$280.00	\$285.00	+	\$322.05	5.00	V
Additional Hydrants	hydrant	\$140.00	\$142.00	+	\$160.46	2.00	V

**Watermain Tapping Fees ( 0 mm to 300 mm)**

Regular Hours 7:00 am - 4:00 pm	tap	\$550.00	\$560.00	n/a	\$560.00	10.00	V
Work beyond four hours	hour	\$140.00	\$142.00	n/a	\$142.00	2.00	V
After Regular Hours & Saturdays	tap	\$775.00	\$789.00	n/a	\$789.00	14.00	V
Work beyond four hours	hour	\$195.00	\$198.00	n/a	\$198.00	3.00	V
Sundays & Holidays	tap	\$1,000.00	\$1,018.00	n/a	\$1,018.00	18.00	V
Work beyond four hours	hour	\$250.00	\$254.00	n/a	\$254.00	4.00	V

**Hydrant Permits**

Application Fee	per application	\$250.00	\$254.00	+	\$287.02	4.00	V
Moving of Backflow & Meter	per day	\$150.00	\$153.00	+	\$172.89	3.00	V

**Unauthorized Water Usage**

Unauthorized Use of Hydrant without Permit	hydrant	\$575.00 plus cost of labour and water flushed to maintain water quality	\$585 plus cost of labour and water flushed to maintain water quality	n/a	\$585 plus cost of labour and water flushed to maintain water quality	\$10.00 plus cost of labour and water flushed to maintain water quality	V
Unauthorized Valving	valve	\$575.00 plus cost of labour and water flushed to maintain water quality	\$585 plus cost of labour and water flushed to maintain water quality	n/a	\$585 plus cost of labour and water flushed to maintain water quality	\$10.00 plus cost of labour and water flushed to maintain water quality	V

**Turn-off or Turn-on for Collection****(extended hours - Monday-Friday, 8:30 am - 9:00 pm)**

Service Rep Property Visit (no turn off)	Rep Visit	\$45.00	\$0.00	n/a	\$0.00	-45.00	VII
Final Notice of Disconnection for Overdue Account	final notice letter	\$26.00	\$0.00	n/a	\$0.00	-26.00	VII



Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2020 Current Fee	2021 Proposed Fee	HST (+ or n/a)	2021 Proposed Fees inclusive of applicable taxes	Variance 2020 vs 2021	Key (Type of Change)
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**Metering and Installation****Replacement Charges - Damaged Equipment**

Standard Residential Service Size	equipment	\$78.54 + materials	\$79.90 + materials	n/a	\$79.90 + materials	1.36 + materials	V
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**Customer-Requested Meter Removal/Re-Installation****(including required turn-on/off, regular hours - Monday-Friday, 8:30 am - 4:30 pm)**

Standard Residential Service Size (regular hours)	removal	\$78.54 + materials	\$79.90 + materials	n/a	\$79.90 + materials	1.36 + materials	V
Standard Residential Service Size (after hours)	removal	\$117.82	\$119.85	n/a	\$119.85	2.03	V

**Meter Installation Charges Sub-Divisions and Flat Rate**

Meter Size, 16mm x 19mm	meter	\$483.00	\$549.49	n/a	\$549.49	66.49	VI
Meter Size, 19mm	meter	\$531.00	\$573.32	n/a	\$573.32	42.32	VI
Meter Size, 25mm	meter	\$588.00	\$631.72	n/a	\$631.72	43.72	VI

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

Meter Size, 16mm x 19mm	meter	\$515.00	\$522.00	n/a	\$522.00	7.00	V
Meter Size, 19mm	meter	\$569.00	\$574.00	n/a	\$574.00	5.00	V
Meter Size, 25mm	meter	\$666.00	\$675.00	n/a	\$675.00	9.00	V
Meter Size, 38mm	meter	\$1,235.00	\$1,237.00	n/a	\$1,237.00	2.00	V
Meter Size, 50mm	meter	\$1,388.00	\$1,408.00	n/a	\$1,408.00	20.00	V
Meter Size, 75mm Tru-Flo	meter	\$4,798.00	\$4,861.00	n/a	\$4,861.00	63.00	V
Meter Size, 100mm Tru-Flo	meter	\$6,206.00	\$6,294.00	n/a	\$6,294.00	88.00	V
Meter Size, 150mm Tru-Flo	meter	\$12,076.00	\$13,847.00	n/a	\$13,847.00	1,771.00	V
Meter Size, 150mm Protectus Fireline and Domestic use	meter	\$12,110.00	\$12,297.00	n/a	\$12,297.00	187.00	V
Meter Size, 200mm Protectus Fireline and Domestic use	meter	\$15,756.00	\$16,005.00	n/a	\$16,005.00	249.00	V
Meter Size, 250mm Protectus Fireline and Domestic use	meter	\$20,999.00	\$21,337.00	n/a	\$21,337.00	338.00	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	\$172.16 down to \$9.06	\$173.90 down to \$9.15	+	\$173.90 down to \$9.15 + HST	\$1.74 down to \$0.09	V
Meter Size, 19mm	meter	\$215.37 down to \$11.34	\$217.11 down to \$11.43	+	\$217.11 down to \$11.43 + HST	\$1.74 down to \$0.09	V
Meter Size, 25mm	meter	\$267.53 down to \$14.08	\$269.28 down to \$14.17	+	\$269.28 down to \$14.17 + HST	\$1.75 down to \$0.09	V
Meter Size, 38mm	meter	\$640.30 down to \$33.70	\$644.97 down to \$33.95	+	\$644.97 down to \$33.95 + HST	\$4.67 down to \$0.25	V
Meter Size, 50mm	meter	\$781.25 down to \$41.12	\$785.93 down to \$41.36	+	\$785.93 down to \$41.36 + HST	\$4.68 down to \$0.24	V
Meter Size, 75mm Tru-Flo	meter	\$3,330.31 down to \$175.28	\$3,337.71 down to \$175.67	+	\$3,337.71 down to \$175.67 + HST	\$7.40 down to \$0.39	V
Meter Size, 100mm Tru-Flo	meter	\$4,444.02 down to \$233.90	\$4,451.42 down to \$234.29	+	\$4,451.42 down to \$234.29 + HST	\$7.40 down to \$0.39	V
Meter Size, 150mm Tru-Flo	meter	\$8,656.58 down to \$455.61	\$8,784.17 down to \$462.32	+	\$8,784.17 down to \$462.32 + HST	\$127.59 down to \$6.71	V
Meter Size, 150mm Protectus	meter	\$13,263.05 down to \$698.06	\$13,440.08 down to \$707.37	+	\$13,440.08 down to \$707.37 + HST	\$177.03 down to \$9.31	V
Meter Size, 200mm Protectus	meter	\$17,214.97 down to \$906.05	\$17,458.92 down to \$918.89	+	\$17,458.92 down to \$918.89 + HST	\$243.95 down to \$12.84	V
Meter Size, 250mm Protectus	meter	\$22,408.33 down to \$1,179.39	\$22,743.17 down to \$1,197.01	+	\$22,743.17 down to \$1,197.01 + HST	\$334.84 down to \$17.62	V

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2020 Current Fee	2021 Proposed Fee	HST (+ or n/a)	2021 Proposed Fees inclusive of applicable taxes	Variance 2020 vs 2021	Key (Type of Change)
<b>Upgrading and Downgrading</b>							
Meter Size, 16mm X 19mm	meter	\$309.68	\$311.63	+	\$352.14	1.95	V
Meter Size, 19mm	meter	\$355.16	\$357.11	+	\$403.53	1.95	V
Meter Size, 25mm	meter	\$416.91	\$418.86	+	\$473.31	1.95	V
Meter Size, 38mm	meter	\$895.36	\$900.66	+	\$1,017.75	5.30	V
Meter Size, 50mm	meter	\$1,040.88	\$1,046.32	+	\$1,182.34	5.44	V
Meter Size, 75mm Tru-Flo	meter	\$4,400.00	\$4,408.61	+	\$4,981.73	8.61	V
Meter Size, 100mm Tru-Flo	meter	\$5,800.52	\$5,809.12	+	\$6,564.31	8.60	V
Meter Size, 150mm Tru-Flo	meter	\$11,550.51	\$12,082.92	+	\$13,653.70	532.41	V
Meter Size, 150mm Protectus Fireline and Domestic use	meter	\$11,352.93	\$11,649.01	+	\$13,163.38	296.08	V
Meter Size, 200mm Protectus Fireline and Domestic use	meter	\$14,868.17	\$15,226.11	+	\$17,205.50	357.94	V
Meter Size, 250mm Protectus Fireline and Domestic use	meter	\$20,228.03	\$20,546.22	+	\$23,217.23	318.19	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	\$276.00	\$278.03	n/a	\$278.03	2.03	V
Meter Size, 19mm	meter	\$276.00	\$278.03	n/a	\$278.03	2.03	V
Meter Size, 25mm	meter	\$276.00	\$278.03	n/a	\$278.03	2.03	V
Meter Size, 38mm	meter	\$383.00	\$387.00	n/a	\$387.00	4.00	V
Meter Size, 50mm	meter	\$383.00	\$387.06	n/a	\$387.06	4.06	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	\$280.00	\$281.37	n/a	\$281.37	1.37	V
Meter Size, 50mm	meter	\$280.00	\$281.37	n/a	\$281.37	1.37	V
Meter Size, 75mm	meter	\$335.00	\$337.65	n/a	\$337.65	2.65	V
Meter Size, 100mm	meter	\$335.00	\$337.65	n/a	\$337.65	2.65	V
Meter Size, 150mm	meter	\$335.00	\$337.65	n/a	\$337.65	2.65	V

\*\*\*Note - All meters greater than 25 mm will be tested on site by Peel staff and repairs will be completed to ensure meter accuracy

**C. Third Party Field Test**

Meter Size 75 mm to 150 mm	meter	\$614.00	\$620.00	n/a	\$620.00	6.00	V
Meter Size 100 mm to 250 mm Protectus	meter	\$614.00	\$620.00	n/a	\$620.00	6.00	V

**D. Third Party volumetric tests only at Atlantic Liquid Meters**

Meter Size, 16mm x 19mm	meter	\$204.00	\$208.16	n/a	\$208.16	4.16	V
Meter Size, 19mm	meter	\$204.00	\$208.16	n/a	\$208.16	4.16	V
Meter Size, 25mm	meter	\$204.00	\$208.16	n/a	\$208.16	4.16	V
Meter Size, 38mm	meter	\$248.00	\$250.75	n/a	\$250.75	2.75	V
Meter Size, 50mm	meter	\$248.00	\$250.75	n/a	\$250.75	2.75	V

\*\*\*The Commissioner of Public Works is authorized to exempt property owners from the payment of fees in respect of a water meter test request in circumstances where it is determined that the water meter has been found to be over-registering.

**Administrative Fee to recover Connection Fees not paid prior to installation**

Administrative Fee	invoicing	\$99.00	\$99.02	+	\$111.89	0.02	V
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**Comprehensive Watermain Drawings\*\*\*\*\***

Engineering Drawings (on paper) 2ft x 3ft	drawing	\$15.00	\$0.00	+	\$0.00	-15.00	X
Engineering Drawings (11 x 17)	map	\$8.00	\$0.00	+	\$0.00	-8.00	X
Site Plans	Per report	\$35.00	\$0.00	+	\$0.00	-35.00	X
Connection Files	Per report	\$35.00	\$0.00	+	\$0.00	-35.00	X
CCTV Reports	Per report	\$15.00	\$0.00	+	\$0.00	-15.00	X
Service Ties including asset attributes and sketch/image if available	Per report	\$15.00	\$0.00	+	\$0.00	-15.00	X
Sanitary Drainage / Design sheets	Per report	\$15.00	\$0.00	+	\$0.00	-15.00	X
Expedited Service (same day)	Per report	\$50.00	\$0.00	+	\$0.00	-50.00	X
Field Mobile Viewer	Per report	\$20.00	\$0.00	+	\$0.00	-20.00	X

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2020 Current Fee	2021 Proposed Fee	HST (+ or n/a)	2021 Proposed Fees inclusive of applicable taxes	Variance 2020 vs 2021	Key (Type of Change)
Custom GIS Plots	linear foot	\$90.00 per linear foot with a \$450.00 minimum per request	\$0.00	+	\$0.00	-90.00 per linear foot with a -450.00 minimum per request	VII

\*\*\*\*Maximum fee for all Comprehensive Watermain drawings requested simultaneously is \$50 plus tax per request

#### PART 4: PUBLIC WORKS

##### Wastewater

##### TV Inspections

Residential	call	\$500.00	\$509.00	n/a	\$509.00	9.00	V
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##### Emergency Sewer Back-Up Charges

Residential	call	\$500.00	\$509.00	n/a	\$509.00	9.00	V
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##### Environmental Control Fees

Labour (2 person crew) incl. Overtime	hour	\$175.00	\$178.00	+	\$201.14	3.00	V
Application Fee - Wastewater Charge Appeal	each	\$102.90	\$105.00	+	\$118.65	2.10	V
Application Fee - Hauled Sewage	each	\$102.90	\$105.00	+	\$118.65	2.10	V
Late Application Fee - Wastewater Charge Appeal Reports	each	\$50.00	\$51.00	+	\$57.63	1.00	V
Sampling Baskets	per basket	\$200.00	\$204.00	+	\$230.52	4.00	V
Biochemical Oxygen Demand	analysis	\$28.97	\$29.00	n/a	\$29.00	0.03	V
Oil & Grease	analysis	\$68.70	\$70.00	n/a	\$70.00	1.30	V
TKN Analysis	analysis	\$26.75	\$27.00	n/a	\$27.00	0.25	V
Backflow Prevention Assembly Survey Review	analysis	\$50.00	\$51.00	n/a	\$51.00	1.00	V
Annual Report Review	analysis	\$50.00	\$51.00	n/a	\$51.00	1.00	V
Environmental Information Requests	address	\$100.00	\$102.00	n/a	\$102.00	2.00	V

#### PART 4: PUBLIC WORKS

##### Roads and Transportation

##### Traffic Development/Administration Fees (Traffic Development)

Site Plan Review/Development Applications/ Engineering & Inspection Fees - % estimated cost of Regional work (this fee is applicable until June 30, 2021)	cost of work	7% or minimum charge of \$1,724.40	7% or minimum charge of \$1,724.40	n/a	7% or minimum charge of \$1,724.40	\$0.00	
Site Plan Review/Development Applications/ Engineering & Inspection Fees - % estimated cost of Regional work (this fee is applicable commencing Jul 1, 2021)	cost of work	7% or minimum charge of \$1,724.40	8.91% or minimum charge of \$1724.40	n/a	8.91% or minimum charge of \$1724.40	1.91% or minimum charge of \$1724.40	VI
Access/servicing Compliance letters (this fee is applicable until June 30, 2021)	letter	\$308.23	\$308.23	n/a	\$308.23	0.00	
Access/servicing Compliance letters (this fee is applicable commencing Jul 1, 2021)	letter	\$308.23	\$988.00	n/a	\$988.00	679.77	VI
Temporary Access Fee (this fee is applicable until June 30, 2021)	permit	\$333.88	\$333.88	n/a	\$333.88	0.00	
Temporary Access Fee (this fee is applicable commencing Jul 1, 2021)	permit	\$333.88	\$1,137.00	n/a	\$1,137.00	803.12	VI

##### Roads Fees

Road Occupancy Permit <sup>†††</sup> (this fee is applicable until June 30, 2021) <sup>‡</sup>	permit	\$450.00	\$450.00	n/a	\$450.00	0.00	
Road Occupancy Permit - Standard Works/Maintenance (this fee is applicable effective Jul 1, 2021)	permit	\$450.00	\$450.00	n/a	\$450.00	0.00	
Road Occupancy Permit - Development Related (this fee is applicable effective Jul 1, 2021)	permit	N/A	\$980.00	n/a	\$980.00	980.00	III

<sup>†††</sup>2020 By-Law: "Road Occupancy"

<sup>†††</sup>2021 Proposed By-Law: "Road Occupancy Permit (this fee is applicable until June 30, 2021)"

<sup>‡</sup>Note: Effective July 1, 2021, this fee will be split into two fees: Road Occupancy Permits determined by staff to be related to standard works and maintenance will continue to be subject to a \$450 fee, while Road Occupancy Permits determined by staff to be related to development applications that have associated works in the

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2020 Current Fee	2021 Proposed Fee	HST (+ or n/a)	2021 Proposed Fees inclusive of applicable taxes	Variance 2020 vs 2021	Key (Type of Change)
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**PART 4: PUBLIC WORKS****Land Use Planning****Development Planning****Application to Amend the Regional Official Plan**

Application Requiring Full Circulation (this fee is applicable until June 30, 2021)	application	\$20,000.00	\$20,000.00	n/a	\$20,000.00	0.00	
Application Requiring Full Circulation (this fee is applicable commencing Jul 1, 2021)	application	\$20,000.00	\$21,050.00	n/a	\$21,050.00	1,050.00	VI

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

Plans of Condominium (this fee is applicable until June 30, 2021)	plan	\$3,000.00	\$3,000.00	n/a	\$3,000.00	0.00	
Plans of Condominium (this fee is applicable commencing Jul 1, 2021)	plan	\$3,000.00	\$3,350.00	n/a	\$3,350.00	350.00	VI
Review of Area Municipal Plan Amendments (Section 17 only)*****	application****	\$12,000.00	\$9,000.00	n/a	\$9,000.00	-3,000.00	XIII
Secondary Plan Amendment	application	\$0.00	\$7,400.00	n/a	\$7,400.00	7,400.00	I
Agreement Review and Execution (this fee is applicable until June 30, 2021)	agreement	\$2,000.00	\$2,000.00	n/a	\$2,000.00	0.00	
Agreement Review and Execution (this fee is applicable commencing Jul 1, 2021)	agreement	\$2,000.00	\$2,100.00	n/a	\$2,100.00	100.00	VI
Major Site Plan Application (this fee applicable until June 30, 2021)	application	\$1,000.00	\$1,000.00	n/a	\$1,000.00	0.00	
Minor Site Plan Application (this fee applicable until June 30, 2021)	application	\$500.00	\$500.00	n/a	\$500.00	0.00	
Full Site Plan Application (this fee applicable commencing Jul 1, 2021)##	application	N/A	\$2,050.00	n/a	\$2,050.00	2,050.00	I
Scoped Site Plan Application (this fee applicable commencing Jul 1, 2021)##	application	N/A	\$1,100.00	n/a	\$1,100.00	1,100.00	I
Limited Site Plan Application (no fee, applicable commencing Jul 1, 2021)##	application	N/A	no charge	n/a	no charge	0.00	I
Consent to Sever (this fee is applicable commencing Jul 1, 2021)	application	N/A	\$700.00	n/a	\$700.00	\$700.00	I
Zoning By-Law Amendment (this fee is applicable commencing Jul 1, 2021)	application	N/A	\$2,350.00	n/a	\$2,350.00	\$2,350.00	I

\*\*\*\*\*Note: There is no charge for the review of an application made under Section 26 of the Planning Act

\*\*\*\*2020 By-Law: "Review"

\*\*\*\*2021 Proposed By-Law: "Application"

## Note: This three-tiered fee structure will be applicable commencing July 1, 2021.

**Appeal**

*****Appeal where staff are not required to attend LPAT hearing****	approval	Actual Costs	Actual Costs	n/a	Actual Costs	0.00	
*****Appeal where staff are required to attend LPAT hearing****	approval	Actual Costs	Actual Costs	n/a	Actual Costs	0.00	

\*\*\*\*2020 By-Law: "Appeal where staff are not required to attend OMB hearing"

\*\*\*\*2021 Proposed By-Law: "Appeal where staff are not required to attend LPAT hearing"

\*\*\*\*2020 By-Law: "Appeal where staff are required to attend OMB hearing"

\*\*\*\*2021 Proposed By-Law: "Appeal where staff are required to attend LPAT hearing"

\*\*\*\*\*Note: OMB (Ontario Municipal Board) is now LPAT (Local Planning Appeal Tribunal)

**Planning Publications**

Waste Collection, Design Standards Manual for New Developments	copy	\$3.00	\$0.00	+	\$0.00	-3.00	VII
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Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2020 Current Fee	2021 Proposed Fee	HST (+ or n/a)	2021 Proposed Fees inclusive of applicable taxes	Variance 2020 vs 2021	Key (Type of Change)
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**Retail Business Holidays Act - Tourism Exemption Applications - Establishments in Mississauga/Brampton/Caledon**

Processing	application	\$1,500.00	\$0.00	n/a	\$0.00	-1,500.00	VII
Public Notice	application	Actual Costs	\$0.00	n/a	\$0.00	(Actual Costs)	VII

**Development Engineering Review Fees**

MOE processing, review and administration fee (Wastewater and/or Storm Water and/or Storm Sewer)+++++	cost of work	\$1,125.00 (non-refundable)	\$1,125.00 (non-refundable)	n/a	\$1,125.00 (non-refundable)	0.00	
Cost for Updating as Constructed Information - SUBDIVISIONS (Per Program - Water and Wastewater)	per KM of pipe	\$750.00 or a minimum charge of \$459.68	\$825.00 or a minimum charge of \$505.65	+	\$825.00 or a minimum charge of \$505.65 + HST	\$75.00 or a minimum charge of \$45.97	V
Cost for Updating as Constructed Information - RESIDENTIAL (Per Program - Water and Wastewater)	each	\$45.00	\$50.00	+	\$56.50	5.00	V
Cost for Updating as Constructed Information - ICI (Per Program - Water and Wastewater)	each	\$66.00	\$73.00	+	\$82.49	7.00	V

+++++The fee is subject to change based on Ministry's fee changes

**Regional Planning Division & Growth Management**

Regional Official Plan - current Office Consolidation	copy	\$88.00	\$91.00	+	\$102.83	3.00	VI
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**PART 5: HEALTH SERVICES**
**Adult Day**

Seniors Day Program Fees*****	day	\$23.50	\$24.00	n/a	\$24.00	0.50	V
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\*\*\*\*\*The fees for the Senior Day Program are needs tested at the request of the client, and approved by the Administrator.

**PART 5: HEALTH SERVICES**
**Long Term Care**

Guest Meals Fees	meal	\$7.94	\$8.36	+	\$9.45	0.42	V
Meals on Wheels	meal	\$7.52	\$7.75	n/a	\$7.75	0.23	V

**PART 6: PEEL REGIONAL POLICE**
**Human Resources**

Personnel File Copy	copy	\$183.00	\$0.00	n/a	\$0.00	-183.00	XII
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**Communications Centre**

Audio File	compact disc	\$59.30	\$0.00	n/a	\$0.00	-59.30	XII
False Alarm Attendance	per occurrence	\$173.00	\$0.00	+	\$195.49	-173.00	XII

**Records Search Unit**

Police Vulnerable Sector Check	request	\$35.00	\$0.00	n/a	\$0.00	-35.00	XII
Police Information Check	request	\$35.00	\$0.00	n/a	\$0.00	-35.00	XII
Additional Certified Copies - Criminal Records Certificate	request	\$5.00	\$0.00	n/a	\$0.00	-5.00	XII
Records Suspensions	request	\$92.00	\$0.00	n/a	\$0.00	-92.00	XII

**Customer Services Unit**

Motor Vehicle Accident Notes	request	\$151.00	\$0.00	n/a	\$0.00	-151.00	XII
Motor Vehicle Collision Search/Report	request	\$40.00	\$0.00	n/a	\$0.00	-40.00	XII
Occurrence Report	report	\$30.00	\$0.00	n/a	\$0.00	-30.00	XII

**Forensic Identification**

Fingerprints (price per person)	prints	\$27.00	\$0.00	n/a	\$0.00	-27.00	XII
Additional Fingerprints	prints	\$4.00	\$0.00	n/a	\$0.00	-4.00	XII

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2020 Current Fee	2021 Proposed Fee	HST (+ or n/a)	2021 Proposed Fees inclusive of applicable taxes	Variance 2020 vs 2021	Key (Type of Change)
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**Photographs**

Photograph Enlargement	per photo	\$65.00	\$0.00	n/a	\$0.00	-65.00	XII
Additional Photograph Enlargement	per photo	\$11.00	\$0.00	n/a	\$0.00	-11.00	XII
Contact Sheet (Photograph Proofs)	sheet	\$95.00	\$0.00	n/a	\$0.00	-95.00	XII

**Major Collision Bureau**

Survey Data Report	per diagram and efile	\$140.00	\$0.00	+	\$0.00	-140.00	XII
Final Technical Collision Report	per report	\$193.00	\$0.00	+	\$0.00	-193.00	XII
Collision Investigator Notes (with field sketch)	all officer's notes per collision	\$345.00	\$0.00	+	\$0.00	-345.00	XII
Event Data Recorder	per recording	\$140.00	\$0.00	+	\$0.00	-140.00	XII
Visual Statement Drawing	per analysis	\$145.00	\$0.00	+	\$0.00	-145.00	XII

**Division Operations**

PRP Vehicle Recovery	per hour	\$36.00	\$0.00	+	\$0.00	-36.00	XII
Recording of Interview Statements - Crown's Disclosure Copy	dvd	\$3.85	\$0.00	n/a	\$0.00	-3.85	XII
Recording of Interview Statements - Additional Crown's Disclosure Copy	dvd	\$14.60	\$0.00	n/a	\$0.00	-14.60	XII
Recording of Interview Statements - Additional Copy Defence	dvd	\$42.75	\$0.00	n/a	\$0.00	-42.75	XII
Digital Recording Cells - Crown copy	dvd	\$10.75	\$0.00	n/a	\$0.00	-10.75	XII
Digital Recording Cells - Additional Copy	dvd	\$17.20	\$0.00	n/a	\$0.00	-17.20	XII
Digital Recording Cells - Additional Copy Defence	dvd	\$44.95	\$0.00	n/a	\$0.00	-44.95	XII

**Paid Duties- Rate per Officer Revenue**

Administration Fee	paid duty	15.00%	0.00%	+	15% plus HST	-15.00%	XII
WSIB Recovery	paid duty	0.39%	0.00%	+	0.39% plus HST	-0.39%	XII
Employee Health Tax Recovery	paid duty	1.95%	0.00%	+	1.95% plus HST	-1.95%	XII

**2021 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 Current Fee	2021 Proposed Fee	Variance 2020 vs 2021
Community Recycling Centre Drop-off (over 50 kg)	per kilogram (kg) (per tonne = 1000 kg)	\$0.118 (\$118 per tonne)	\$0.12 (\$120 per tonne)	0.002 (\$2 per tonne)
Residential Yard Waste (Bolton CRC)	per kilogram (kg)	\$0.118	\$0.120	\$0.002
Residential Yard Waste (Caledon CRC)	per kilogram (kg) with 150kg free	\$0.118	\$0.120	\$0.002

**2021 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: \$374.00 per 1,000 cubic meters.
2. Sewer Waste Disposal Charge: \$14.44 per 1,000 gallons.



## **2021 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, 2021.

#### Metered Consumption

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

- (a) \$5.82 per thousand Imperial gallons, and
- (b) \$1.2796 per cubic metre (m<sup>3</sup>)

#### Unmetered Consumption

A flat rate of \$14.47 per month for consumers whose water consumption is unmetered.

## 2021 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, 2021.

#### Metered Consumption

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

- (a) \$7.60 per thousand Imperial gallons, and
- (b) \$1.6724 per cubic metre (m<sup>3</sup>)

#### Unmetered Consumption

A flat rate of \$21.12 per month for consumers whose water consumption is unmetered.

## 2021 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	2021 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)	\$0.12 (\$120 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)	\$0.120
6b	Residential Yard Waste (Caledon CRC)	per kilogram (kg) with 150kg free	\$0.120
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	<b>Business Hazardous Waste System Fees</b>		
	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 Batts	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: \$523.3 million

Net Expenditures: \$475.4 million

## 2021 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
Peel Regional Police (PRP)	489,978	44,198	445,780	
Ontario Provincial Police (OPP)	13,004	453	12,551	
2020 Revised Cost of Service	502,981	44,650	458,331	%
<b>Base Budget Changes</b>				
<i>Cost of Living/Inflation<sup>1</sup></i>				
PRP Salary and Benefit Costs	11,381	-	11,381	
OPP Policing Contract and Property Services Costs	194	-	194	
<i>Base Subsidy/Recoveries<sup>2</sup></i>				
PRP (User Fees, External Programs)	1,993	2,287	(294)	
<i>Cost Mitigation<sup>3</sup></i>				
PRP Efficiencies	(259)	-	(259)	
OPP Equipment and Facility Improvements	(50)	-	(50)	
<i>Other Pressures<sup>4</sup></i>				
PRP Other	1,472	599	873	
PRP Police Services Board	(151)	-	(151)	
OPP Contract Reconciliations	529	363	166	
<b>Base Budget Changes Subtotal</b>	<b>15,109</b>	<b>3,249</b>	<b>11,860</b>	
<b>Service Level Demand<sup>5</sup></b>				
PRP				
• 27 Uniform Officers	5,170	-	5,170	
• 14 Civilian Support Positions	-	-	-	
OPP				
• Operating Costs (COVID-19)	69	69	-	
<b>Service Level Demand Subtotal</b>	<b>5,239</b>	<b>69</b>	<b>5,170</b>	
<b>Total 2021 Budget Change</b>	<b>20,348</b>	<b>3,318</b>	<b>17,030</b>	
<b>2021 Proposed Budget</b>	<b>523,329</b>	<b>47,969</b>	<b>475,361</b>	<b>3.7%</b>
<b>Peel Regional Police (PRP)</b>	<b>509,584</b>	<b>47,084</b>	<b>462,500</b>	<b>3.8%</b>
<b>Ontario Provincial Police (OPP)</b>	<b>13,746</b>	<b>885</b>	<b>12,861</b>	<b>2.5%</b>

Note: Numbers may not add up due to rounding

**Operating Budget Pressures****Cost of Living/Inflation<sup>1</sup>**

- The PRP budget includes an increase of \$11.4M or 2.5% for salaries and benefits for existing staff.
- The OPP budget includes an increase of \$0.2M or 1.6% for OPP contract and facility costs. Contract cost are based on cost of living adjustments (1% -1.5% for uniform and civilian staff), 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/Recoveries<sup>2</sup>**

- PRP - An increase of \$0.3M in recoveries is mainly due to increased user fees \$0.2M and net recoveries from external contracts of \$0.1M.
- OPP - none

**Cost Mitigation<sup>3</sup>**

- PRP - Efficiencies of \$0.3M result from an alignment of investigative resources.
- OPP – Efficiencies of \$0.05M have been realized due to pro-active maintenance and improvements to OPP facilities and equipment.

**Other Pressures<sup>4</sup>**

- PRP - An increase of \$0.9M to address operating requirements and inflationary pressures such as the implementation of capital projects, insurance and vehicle maintenance.
- PRP - A decrease of \$0.2M for the Police Services Board
- OPP - a net increase of \$0.2M, caused by a reduction of \$0.53M loss of budgeted savings related to Contract enhancement vacancies partially offset by a \$0.4M draw from the OPP Policing Stabilization Reserve. 2021 is the final year of OPP billing reconciliations, therefore the savings that have previously been relating to Contract enhancement vacancies will be eliminated. As a result, these budgeted savings will be phased out over 4 years utilizing the OPP Policing Stabilization Reserve.

**Service Level Demand<sup>5</sup>**

- PRP - \$5.2M has been added to the budget for the following positions:
  - 27 Uniform Officers
  - 14 Civilian Support positions are funded within the base budget (the full cost staffing formula recognizes that additional Uniform Officers have a direct impact on civilian support demands).
- OPP - \$0.07M for a new enhanced cleaning contract for OPP facilities that was required as a result of COVID-19. The contract expires in August 2021, but it is expected that these costs will continue for the remainder of 2021. The additional expense is proposed to be fully funded from the OPP Stabilization Reserve.

**Staffing Resources to Achieve Level of Service\***

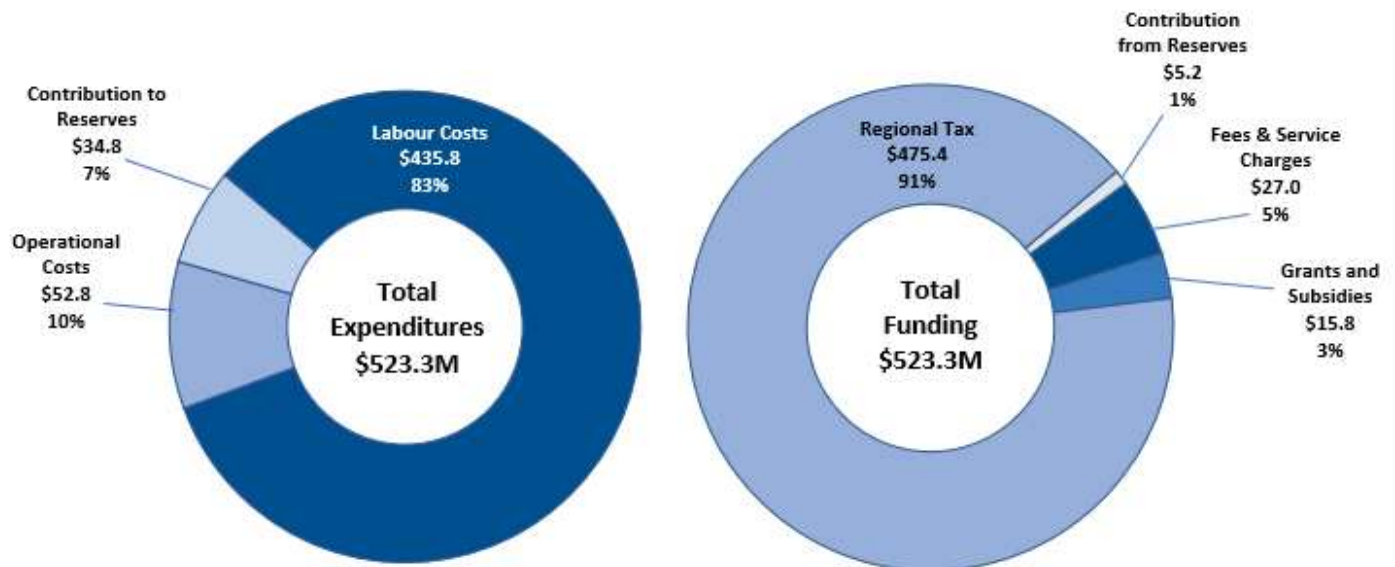
2020	2021
3,107.00	3,148.00

\*Regular Positions (Full Time Equivalent, FTE)

For PRP, the 2021 Budget includes a funding request for 27 Uniform Officers and 14 Civilian Support positions funded within the base budget arising from the full cost staffing formula for the 2020 additional Uniform Officers.

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 2021 Budget does not include any new contract enhancements.

**2021 Total Expenditures & Funding Source (In \$M)**



Note: Numbers may not add up due to rounding

**2021 Budget Risks**

- PRP’s 2021 Budget is based on the best available information at this time. Any changes to Provincial grant funding or from the COVID-19 pandemic, may have a financial impact on the budget.
- OPP (Town of Caledon) 2021 Budget assumption:  
At this time, the 2022-2024 projections include inflationary and growth projections, however, do not include any new contract enhancement positions, due to resourcing constraints.
- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic

## Measuring our Performance

### PRP

- Crime Rates – PRP’s crime rate per 100,000 for Crimes against Person (611), remains below National (1,277) and Provincial (942) rates. Similarly, the crime rate for Crimes against Property (1,743) also remains well below National (3,510) and Provincial (2,661) rates.
- Solvency Rates – PRP’s solvency rates for Crimes against Persons (74%) remains above National (61%) and Provincial (64%) rates and Crimes against Property (25%) remains above National (20%) and Provincial (21%) rates.
- Traffic Enforcement – PRP’s Personal Injury Motor Vehicle Collision rate per 100,000 (137) remains below the National (292) and Provincial (224) rates. Peel’s Fatal Motor Vehicle Collision rate (1.6) also remains below the National (4.7) and Provincial (3.5) rates.
- Community Satisfaction Level - The Residential and Business Community Surveys were completed in early 2020. Residents are satisfied (82 per cent) with their personal safety from crime. Businesses approached by PRP were satisfied (79 per cent) with how they were treated. Additionally, most residents (74 per cent) and businesses (77 per cent) assess PRP as doing a good or excellent job.

### OPP

- Crime Rates – overall OPP/Town of Caledon crime rates: Violent crime has increased by 3.45%, Property crime has decreased by 1.1%, and Drug crime has increased 150% between 2019 and year-to-date July 2020.
- Solvency/Clearance Rates - OPP's crime solvency rates: Violent crime increased to 72%, Property crime has increased to 17.4% and Drug crime has increased to 80% between 2019 and year-to-date July 2020.
- Traffic Enforcement – overall violation rates have decreased by 1.25% between 2019 and July 2020. Town of Caledon’s Fatal Collisions have decreased by 57.1% due to 3 fatalities occurring compared to 7 this time last year. The Property Damage Collisions have decreased by 22.1%, and Personal Injury Collisions decreased by 40.9%.
- 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

## 2022 – 2024 Operating Forecast

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	502,982	523,330	4.0%	542,262	3.6%	561,898	3.6%	582,314	3.6%
<b>Total Revenue</b>	(44,651)	(47,969)	7.4%	(47,879)	(0.2%)	(47,734)	(0.3%)	(47,574)	(0.3%)
<b>Net Expenditure</b>	458,331	475,361	3.7%	494,383	4.0%	514,164	4.0%	534,740	4.0%
<b>PRP Net</b>	445,780	462,500	3.8%	481,020	4.0%	500,280	4.0%	520,310	4.0%
<b>OPP Net</b>	12,551	12,861	2.5%	13,363	3.9%	13,883	3.9%	14,330	3.9%

Note: Numbers may not add up due to rounding

**Capital Budget: \$57.9 million**

**Ten Year Plan: \$599.0 million**

## 2021 Capital Plan Overview

The following table provides a summary of planned capital project activity for 2021.

The information below combines Peel Regional Police (PRP) and Ontario Provincial Police (OPP) Capital plans and includes funding sources for both new capital project requests in 2021 and projects carried forward from prior years (existing) to 2021:

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	\$222	\$5,000	\$5,222
Externally Funded	\$2,154	\$2,182	\$4,336
Non-DC Internal	\$105,296	\$50,754	\$156,050
<b>Total Expenditures</b>	<b>\$107,672</b>	<b>\$57,936</b>	<b>\$165,608</b>
<b># of Projects</b>	<b>98</b>	<b>24</b>	<b>122</b>

### Existing Capital Projects - \$107.7M

#### *PRP - \$107.7M*

##### **Vehicles**

- Patrol, support, specialty, and growth vehicles ordered in 2020 will be received in 2021
- Replace pre-owned vehicles

##### **Land and Facilities**

- Develop, purchase, maintain and expand Police facilities

##### **Information Technology and Equipment**

- Develop, purchase, expand, replace and maintain existing information technology systems and assets
- Purchase furniture, office equipment and specialized and operational assets

##### **VCOM Management**

- Develop, purchase, replace, expand and maintain VCOM equipment, systems, and infrastructure

##### **Communications**

- Develop, purchase, replace and maintain communications systems, software and equipment

#### *OPP - \$0.0M*

- No existing Capital Project carry over amounts noted for OPP



## Service: Police Services

### 2021 Capital Budget – \$57.9M

#### Key Highlights:

#### **PRP - \$56.4M**

The budget focuses on the following areas necessary to enable PRP to meet service demands:

- \$20.2M to develop, purchase, expand and maintain Police facilities (including land)
- \$15.1M to develop, purchase, expand, replace and maintain information technology systems and assets
- \$11.4M for the purchase of specialized operational assets, furniture and office equipment as well as the purchase of operational equipment for new uniform police staff
- \$7.4M for the purchase of patrol, support, specialty, growth and pre-owned vehicles
- \$1.0M to develop, purchase, replace, expand and maintain VCOM infrastructure, systems and tower sites
- \$0.8M for the development or purchase of communications systems, software, and equipment
- \$0.5M for the purchase of specialized operational equipment and vehicles for the Airport Division which are funded by the GTAA

#### **OPP - \$1.5M**

- \$0.4M added in 2021 for an OPP Extended Service Office in Bolton. Office and washroom facilities required for OPP to utilize when in the Bolton Community. The facilities will be part of the Senior's center expansion.
- \$1.1M added in 2021 for a minor ancillary building to store seized property, currently the seized property is being stored in garage bays.

See Appendix I for details.

#### **2021 Budget Risks:**

- Implementation of capital projects may be impacted by COVID-19 for both Agencies

#### **Operating Impact of 2021 Capital Budget – \$0**

- None noted for either Agency

## **2021 – 2030 10-Year Capital Plan – \$599M**

### ***PRP: \$597.5M***

#### **Key Highlights:**

- \$301.4M million to develop, purchase, expand, and maintain Police facilities (including land)
- \$153.3M to develop, purchase, replace, expand and maintain information technology systems and assets
- \$76.2M for the purchase of patrol, support, specialty, growth and pre-owned vehicles in the fleet
- \$31.1M for the purchase of specialized operational assets, furniture, and office equipment as well as the purchase of operational equipment for new police staff
- \$24.9M for the development or purchase of communications systems, software, and equipment
- \$7.6M for enhancements to VCOM infrastructure, systems and tower sites
- \$3.0M for the purchase of specialized operational equipment, information technology assets and vehicles for the Airport Division which are funded by the GTAA

### ***OPP: \$1.5M***

- No future proposed capital projects except for the projects requested in 2021

See Appendix II for details.

## Appendix I - PRP 2021 Financing Sources and Funding Status (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2021				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
218500	Airport	This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority.	529	-	-	529	-
<b>Airport</b>			<b>529</b>	<b>-</b>	<b>-</b>	<b>529</b>	<b>-</b>
218600	Communications Systems	To undertake the purchase and implementation of communication systems.	406	-	406	-	-
218601	Communication Equipment for New Police Staff	To undertake the purchase and implementation of communication equipment for new uniform police staff.	237	237	-	-	-
218610	Communication Equipment	To undertake the purchase and implementation of communication equipment.	106	-	106	-	-
<b>Communication Equipment</b>			<b>749</b>	<b>237</b>	<b>512</b>	<b>-</b>	<b>-</b>
218200	Information Technology Development	To undertake the purchase and implementation of information technology infrastructure.	3,404	-	3,404	-	-
218220	Enterprise Software	To undertake the purchase and implementation of software tools.	543	-	543	-	-
218235	Digital Recording	To undertake the purchase and implementation of digital recording infrastructure for interview rooms, holding facilities, and mobile cameras.	306	-	156	150	-
218240	Corporate Services Systems	To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux.	312	-	312	-	-
218260	Enhanced Technology Solutions	To undertake the purchase and implementation of information technology solutions within the organization.	1,227	-	1,227	-	-
218270	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.	3,212	-	3,212	-	-
218290	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.)	2,601	-	2,601	-	-

2021				
Total Expense	Development Charges	Reserve Funds	External Funding	Debt Funding

<u>Project</u>	<u>Name</u>	<u>Description</u>					
218298	Mobile Devices	To undertake the purchase and implementation of mobile data and communication devices.	3,510	-	3,510	-	-
<b>Information Technology</b>			<b>15,115</b>	<b>-</b>	<b>14,965</b>	<b>150</b>	<b>-</b>
218300	Facilities Revitalization	To undertake ongoing maintenance, renovations, and expansion of police facilities.	6,597	-	6,597	-	-
218320	Facilities Enhancement	To undertake building condition projects, security and long-term feasibility studies, and implement the resulting recommendations.	225	-	225	-	-
218322	Divisional and Operational Facilities	To construct or acquire new divisional and operational police facilities (including land).	13,007	3,000	10,007	-	-
218325	PCSV Renovation / Expansion	To renovate, maintain, or expand the Peel Children's Safety Village facility	409	-	409	-	-
<b>Land and Facility</b>			<b>20,238</b>	<b>3,000</b>	<b>17,238</b>	<b>-</b>	<b>-</b>
218400	Specialized and Operational Assets	To undertake the purchase and implementation of specialized and operational assets.	10,975	-	10,975	-	-
218410	Furniture	To undertake the purchase, set-up, relocation, and disposal of furniture	206	-	206	-	-
218420	Equipment for New Police Staff	To undertake the purchase of uniform and personal equipment for new uniform police staff.	208	208	-	-	-
<b>Operational and Office Equipment</b>			<b>11,389</b>	<b>208</b>	<b>11,181</b>	<b>-</b>	<b>-</b>
218920	VCOM Software/Hardware	To undertake the purchase and implementation of infrastructure, systems, and tower sites for the voice communication system.	1,000	-	461	539	-
<b>VCOM Management Group</b>			<b>1,000</b>	<b>-</b>	<b>461</b>	<b>539</b>	<b>-</b>
218100	Vehicles	To undertake the purchase of patrol, support, and specialty vehicles and related equipment.	7,013	-	6,049	964	-
218110	Vehicles for New Police Staff	To undertake the purchase of vehicles and related equipment for new uniform police staff.	398	298	100	-	-
<b>Vehicles</b>			<b>7,411</b>	<b>298</b>	<b>6,149</b>	<b>964</b>	<b>-</b>
<b>Peel Regional Police (PRP)</b>			<b>56,431</b>	<b>3,743</b>	<b>50,506</b>	<b>2,182</b>	<b>-</b>

## OPP 2021 Financing Sources and Funding Status (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<b>2021</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
215625	Caledon OPP Seniors Centre Expansion	This is an Outreach area for the OPP in the Community of Bolton. Office and washroom facilities are required for OPP to use when in the Bolton Community. The project will be delivered in the design build method. This project will provide a new office area in the Bolton area and will be completed as part of the larger Senior's centre expansion.	400	152	248	-	-
215627	Minor Ancillary Building	Seized property that is required to be fingerprinted and processed for evidence is 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.	1,105	1,105	-	-	-
<b>Ontario Provincial Police (OPP)</b>			<b>1,505</b>	<b>1,257</b>	<b>248</b>	<b>-</b>	<b>-</b>

## Appendix II - PRP 2021 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs 6-10</u>	<u>Gross</u>
218500	Airport	This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority.	529	844	522	200	476	391	2,962
<b>Airport</b>			<b>529</b>	<b>844</b>	<b>522</b>	<b>200</b>	<b>476</b>	<b>391</b>	<b>2,962</b>
218600	Communications Systems	To undertake the purchase and implementation of communication systems.	406	750	-	2,000	1,000	4,550	8,706
218601	Communication Equipment for New Police Staff	To undertake the purchase and implementation of communication equipment for new uniform police staff.	237	237	237	237	237	1,185	2,370
218610	Communication Equipment	To undertake the purchase and implementation of communication equipment.	106	150	-	100	150	13,350	13,856
<b>Communication Equipment</b>			<b>749</b>	<b>1,137</b>	<b>237</b>	<b>2,337</b>	<b>1,387</b>	<b>19,085</b>	<b>24,932</b>
218200	Information Technology Development	To undertake the purchase and implementation of information technology infrastructure.	3,404	3,180	3,380	3,565	2,580	15,485	31,594
218220	Enterprise Software	To undertake the purchase and implementation of software tools.	543	2,200	400	950	2,550	13,950	20,593
218235	Digital Recording	To undertake the purchase and implementation of digital recording infrastructure for interview rooms, holding facilities, and mobile cameras.	306	-	-	-	-	350	656
218240	Corporate Services Systems	To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux.	312	-	250	850	400	4,350	6,162
218259	Disaster Recovery	To implement a disaster recovery solution which will provide additional redundancies to information technology assets.	-	-	-	-	2,000	500	2,500
218260	Enhanced Technology Solutions	To undertake the purchase and implementation of information technology solutions within the organization.	1,227	1,350	2,600	3,500	600	9,650	18,927
218270	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.	3,212	545	300	2,030	1,870	7,125	15,082

**Service: Police Services**

**Appendix II**

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs. 6-10</u>	<u>Gross</u>
218280	Data Management Systems	To undertake the purchase and implementation of data management systems within the organization.	-	-	-	7,000	-	12,000	19,000
218290	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.)	2,601	2,855	2,318	3,249	1,949	14,130	27,102
218298	Mobile Devices	To undertake the purchase and implementation of mobile data and communication devices.	3,510	-	-	300	3,500	4,400	11,710
<b>Information Technology</b>			<b>15,115</b>	<b>10,130</b>	<b>9,248</b>	<b>21,444</b>	<b>15,449</b>	<b>81,940</b>	<b>153,326</b>
218300	Facilities Revitalization	To undertake ongoing maintenance, renovations, and expansion of police facilities.	6,597	1,500	500	500	500	12,500	22,097
218320	Facilities Enhancement	To undertake building condition projects, security and long-term feasibility studies, and implement the resulting recommendations.	225	150	150	400	150	750	1,825
218322	Divisional and Operational Facilities	To construct or acquire new divisional and operational police facilities (including land).	13,007	120,000	-	83,000	-	57,000	273,007
218325	PCSV Renovation / Expansion	To renovate, maintain, or expand the Peel Children's Safety Village facility	409	-	-	-	4,000	-	4,409
<b>Land and Facility</b>			<b>20,238</b>	<b>121,650</b>	<b>650</b>	<b>83,900</b>	<b>4,650</b>	<b>70,250</b>	<b>301,338</b>
218400	Specialized and Operational Assets	To undertake the purchase and implementation of specialized and operational assets.	10,975	1,020	500	850	680	13,017	27,042
218410	Furniture	To undertake the purchase, set-up, relocation, and disposal of furniture	206	200	200	200	200	1,000	2,006
218420	Equipment for New Police Staff	To undertake the purchase of uniform and personal equipment for new uniform police staff.	208	208	208	208	208	1,040	2,080
<b>Operational and Office Equipment</b>			<b>11,389</b>	<b>1,428</b>	<b>908</b>	<b>1,258</b>	<b>1,088</b>	<b>15,057</b>	<b>31,128</b>

Service: Police Services

Appendix II

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs. 6-10</u>	<u>Gross</u>
218920	VCOM Software/ Hardware	To undertake the purchase and implementation of infrastructure, systems, and tower sites for the voice communication system.	1,000	2,300	-	-	2,000	2,300	7,600
<b>VCOM Management Group</b>			<b>1,000</b>	<b>2,300</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>2,300</b>	<b>7,600</b>
218100	Vehicles	To undertake the purchase of patrol, support, and specialty vehicles and related equipment.	7,013	6,830	6,955	7,326	7,287	37,700	73,111
218110	Vehicles for New Police Staff	To undertake the purchase of vehicles and related equipment for new uniform police staff.	398	298	298	298	298	1,490	3,080
<b>Vehicles</b>			<b>7,411</b>	<b>7,128</b>	<b>7,253</b>	<b>7,624</b>	<b>7,585</b>	<b>39,190</b>	<b>76,191</b>
<b>Peel Regional Police (PRP)</b>			<b>56,431</b>	<b>144,617</b>	<b>18,818</b>	<b>116,763</b>	<b>32,635</b>	<b>228,213</b>	<b>597,477</b>



## OPP 2021 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>Yrs. 6-10</u>	<u>Gross</u>
215625	Caledon OPP Seniors Centre Expansion	This is an Outreach area for the OPP in the Community of Bolton. Office and washroom facilities are required for OPP to use when in the Bolton Community. The project will be delivered in the design build method. This project will provide a new office area in the Bolton area and will be completed as part of the larger Senior's centre expansion.	400	-	-	-	-	-	400
215627	Minor Ancillary Building	Seized property that is required to be fingerprinted and processed for evidence is 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.	1,105	-	-	-	-	-	1,105
<b>Ontario Provincial Police (OPP)</b>			<b>1,505</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,505</b>

**Total Expenditures: \$29.3 million** **Net Expenditures: \$29.3 million**

**2021 Operating Budget Pressures:**

\$'000	Total Expenditures	Total Revenue	Net Cost	
<b>2020 CA Requests - Gross Budget</b>	<b>44,557</b>			
<b>Less: 2020 Funding from Utility</b>	<b>(16,028)</b>			
<b>2020 Revised Cost of Service – Tax Funded</b>	<b>28,529</b>	<b>420</b>	<b>28,109</b>	<b>%</b>
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation<sup>1</sup></i>				
General Levy - Cost of Living	348	-	348	
<i>Base Subsidy/Recoveries</i>	-	-	-	
<i>Cost Mitigation<sup>2</sup></i>				
General Levy - Program Review	(261)	-	(261)	
<i>Other Pressures<sup>3</sup></i>				
General Levy – Lost Revenue & Debt Financing Charges	222	-	222	
Special Levy <sup>4</sup>				
• Watershed	166	-	166	
• Climate Change	515	-	515	
• Infrastructure	168	-	167	
<b>2021 Budget Change before One-Time Costs</b>	<b>1,157</b>	<b>-</b>	<b>1,157</b>	
<i>Service Demand<sup>5</sup></i>				
Impact of Funding Reduction/increase	-	-	-	
<b>Service Demand Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>2021 Net Budget before One-Time Costs</b>	<b>29,686</b>	<b>420</b>	<b>29,266</b>	
<b>One Time Costs – Special Levy<sup>6</sup></b>				
Emerald Ash Borer	(370)	(370)	-	
<b>One-Time Costs Subtotal</b>	<b>(370)</b>	<b>(370)</b>	<b>-</b>	<b>-</b>
<b>2021 Net Budget – Tax Funded</b>	<b>29,316</b>	<b>50</b>	<b>29,266</b>	<b>4.1%</b>
<b>Plus: 2021 Funding from Utility</b>	<b>16,028</b>			
<b>2021 CA Request - Gross Budget</b>	<b>45,345</b>			

Note: Numbers may not add up due to rounding

CA Requests - Gross Budget (\$'000)	2020 Budget	2021 Budget	Change \$ 2021 vs. 2020	Change % 2021 vs. 2020
Credit Valley Conservation	24,611	25,230	619	2.5%
Toronto & Region Conservation	19,039	19,569	530	2.8%
Conservation Halton	487	496	8	1.7%
<b>Sub-total before One-Time Costs</b>	<b>44,137</b>	<b>45,295</b>	<b>1,157</b>	<b>2.6%</b>
<b>CA One-Time Costs</b>	<b>420</b>	<b>50</b>	<b>(370)</b>	<b>(88.1%)</b>
<b>CA Requests - Gross Budget</b>	<b>44,557</b>	<b>45,345</b>	<b>787</b>	<b>1.8%</b>

**1. Cost of Living/Inflation:<sup>1</sup> \$348K****Credit Valley Conservation (CVC) increase of \$268K**

- Increase in Personnel costs - Cost of Living Adjustment (COLA) of 1% (down from 2% in 2020 and 2019). The total salary adjustment includes COLA, performance management, benefit adjustments and compensation review measures. The proposed 1% COLA is reasonable given the core rate of inflation is currently in the range of 1.3% to 1.9% according to the Bank of Canada report dated September 9, 2020. Further, analysis of comparators is indicating a COLA range of between 0.5% and 2.0%

**Toronto & Region Conservation Authority (TRCA) increase of \$64K**

- Increase in Personnel costs including 2% COLA, benefits, and succession planning as approved by TRCA Board of Directors for a five-year period spanning 2018-2022.

**Conservation Halton (CH) increase of \$17K**

- Increase in Salaries and Benefits costs including inflation adjustment of 1%.

**2. Cost Mitigation:<sup>2</sup> (\$261K)****Credit Valley Conservation decrease of \$261K**

- Reductions in external contracted services and in materials and supplies.
- A Deficit is not anticipated at the end of 2020 as a result of the COVID-19 crisis, as reduced costs are to offset reduced revenues. However it is anticipated in 2021 that CVC will continue to experience pressure on the revenue side of the ledger.

**Toronto & Region Conservation - none**

- TRCA continues to refine alignments within the organization to find efficiencies as well as strengthen core operating activities.
- TRCA has mitigated losses during the COVID-19 crisis through cost containment measures, innovation, new and expanded partnerships, and successful applications to Federal relief programs.

**Conservation Halton - none**

- Inflationary increases have been mitigated through continued operating efficiencies and increase in program revenues, other grants and recovery chargebacks to other programs within CH. This has resulted in a 3% municipal funding increase, (with Peel at 1.7%) versus 2020 budget forecast for 2021 of 4.1%.
- COVID may impact 2021 park operations and the chargeback for support service staff that the parks can sustain. Cost control measures are in place to mitigate park revenue shortfalls. 2020 COVID Expenditure controls will continue in 2021. (e.g. Finance centralized oversight, reduced discretionary expenses, temporary staff layoffs and vacancies extended).

**3. Other Pressures:<sup>3</sup> \$222K****Credit Valley Conservation increase of \$221K**

- Lost revenues due to planned closure of Belfountain Conservation Authority (CA) in 2021. CVC is planning for the closure of Belfountain Conservation Area in 2021 to

initiate a significant capital project that will address dam safety, capital repairs and necessary environmental function enhancements.

Toronto & Region Conservation - **none**

- No pressures noted.

Conservation Halton **increase of \$1K**

- Debt financing charges are included in the Conservation Halton Operating Budget and would be partly funded by the Peel General Levy.

4. **Special Levy Budget Pressures:<sup>4</sup> Overall increase of \$848K**

**Watershed: increase of \$166K**

Credit Valley Conservation **increase of \$31K**

- Minor adjustments to various projects.

Toronto & Region Conservation Authority **increase of \$136K**

- The overall increase in the Watershed category is inclusive of programs supporting core activities funded via the watershed formula. Additionally this also accounts for the increase of \$32K for the hazard tree program which has been adjusted to account for the Emerald Ash Borer program, originally funded through a One-Time Special Levy (from the Region) which ended in 2019, and is now included within the Watershed category.

Conservation Halton **decrease of \$1K**

- Watershed capital projects include a decrease related to the Geographical Information System (GIS) imagery requirements.

**Climate Change: increase of \$515K**

Credit Valley Conservation **increase of \$298K**

- In-house IT services offset by reduced contracted services \$164K
- Reduction in projected donations for Youth Outreach \$63K
- Drop in Projected Planting revenues \$50K
- Net increase in all other expenses \$21K

Toronto & Region Conservation Authority **increase of \$217K**

- Programs within the Climate Change category will continue providing the current level of service from the previous year. This increase accounts for COLA and additional allocations of staff.

**Infrastructure: \$168K**

Credit Valley Conservation **increase of \$63K**

- Additional labour costs allocated to the Floodline Mapping Program

Toronto & Region Conservation Authority **increase of \$113K**

- Programs within the infrastructure category will continue to provide the current level of service from the previous year. This increase accounts for staffing (Project Management, labour chargeback costs).

- A portion of the increase in Infrastructure category (\$44K) is related to the management and maintenance of both active and passive use properties including asset management activities for failing infrastructure.
- Additional funds (32K) 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 decrease of \$9K**

- Decrease 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:<sup>5</sup> \$0K**

**Credit Valley Conservation – not applicable**

- Ongoing pressures on service demand have been managed for 2021 within the current budget, including the following:
  - Increased visitations to conservations areas (parks) impacting service levels.
  - Changing climate resulting in increased demands for programs and services.
  - There are additional unfunded pressures that are not included in the 2021 budget. CVC will continue to look at funding options (such as ICIP, or Canada Infrastructure Programs) to advance these deliverables.
- No anticipated impact from Natural Hazard funding for 2021, which is matched by provincial base funding for Hazard functions (\$82K in Grant reduction from 2020 was adapted into existing operating budget)

**Toronto & Region Conservation Authority – not applicable**

- No anticipated impact from the Natural Hazards funding for 2021. (The peel-related portion of the Natural Hazards funding reduction in 2020 was equivalent to \$42K, which was absorbed within the existing funding envelope, as such, the net impact to Peel was \$0).

**Conservation Halton not applicable**

- No anticipated impact from the Natural Hazards funding for 2021 (a minor \$7K increase to Peel's budget was noted last year, as a result of provincial funding reductions to Natural Hazard Management, no further funding reduction assumed).

**6. Special Levy One-Time Costs:<sup>6</sup> (\$370K) to be funded from Peel Reserves**

**Emerald Ash Borer (\$370K)**

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. The unprecedented loss of tree canopy impacting both animal and plant life in sensitive environmental areas, requires 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. Significant progress has been made by CVC with regards to mitigating the EAB threat

TRCA's EAB activities have moved to regular operations and are being funded as a part of the Special Levies.

For CVC, EAB costs will be funded from Peel's EAB Reserve until the end of 2021.

**Credit Valley Conservation decrease of \$370K**

- The significant reduction is based on the successful progress of the program to date which has resulted in the revision of the EAB workplan.
- EAB activities will transition to regular operations commencing 2022, no further draws will be requested from the EAB reserve. Instead CVC has budgeted \$100K per year in the Stewardship Ecosystem Project envelope (Climate Change) for maintenance of forests. The amount is included in the overall forecast from 2022 onwards.

See Appendix I for details of Conservation Authorities (CA's) Special Levy Projects.

### Risk Methodology for Prioritizing Climate Change Projects

The 2021 Conservation Authority total levy includes climate change project costs of \$18.2 million. This discretionary funding amount provided solely by the Region, comprises 54% of the Special Levy project funding in the total amount of \$33.8M. Regional staff in collaboration with the staff from Credit Valley Conservation (CVC) and Toronto & Region Conservation Authority (TRCA) developed and refined a Climate Change 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 to be undertaken by the two Conservation Authorities 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 2021 CA's Climate Change Budget and Programs.

2021 Projects	
# and \$M	CLIMATE CHANGE RISK CLASSIFICATIONS
<b>ACT</b>	
7	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.
\$3.9	
<b>INVEST</b>	
35	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.
\$12.9	
<b>SUSTAIN</b>	
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.
\$1.4	

The Table below is a summary of the application of the risk methodology for each Conservation Authority (CA) project cost and risk classification.

(The CA Project # refers to the Peel Project numbers as presented in Appendix II)

**Summary of 2021 Conservation Authority Climate Change Funding by Risk Classification**

CA 2021 Budget	Act Category			Invest Category			Sustain Category			CA TOTAL	
	# of CA Ref.	\$ M	% Of CA Total	# of CA Ref.	\$ M	% OF CA Total	# of CA Ref.	\$M	% OF CA Total	# of CA Ref.	\$M
<b>CVC</b>	4	\$2.1	20.0%	14	\$7.5	70.0%	2	\$1.1	10.0%	<b>20</b>	<b>\$10.7</b>
<b>TRCA</b>	3	\$1.8	23.4%	21	\$5.4	72.6%	2	\$0.3	3.9%	<b>26</b>	<b>\$7.5</b>
<b>CA Projects. Total</b>	<b>7</b>	<b>\$3.9</b>	<b>21.4%</b>	<b>35</b>	<b>\$12.9</b>	<b>71.1%</b>	<b>4</b>	<b>\$1.4</b>	<b>7.5%</b>	<b>46</b>	<b>\$18.2</b>

Note: Numbers may not add up due to rounding

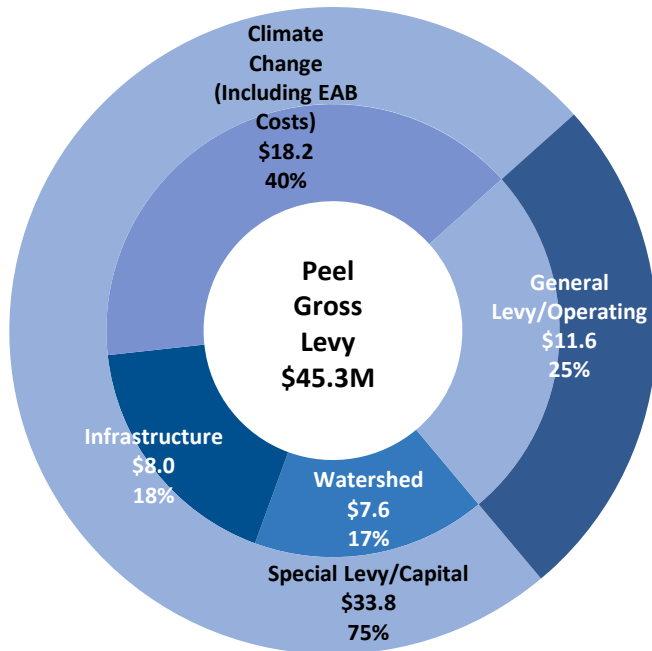
A list of CA Climate Change projects by Risk Classification is available in Appendix II.

**Staffing Resources to Achieve Level of Service – not applicable**

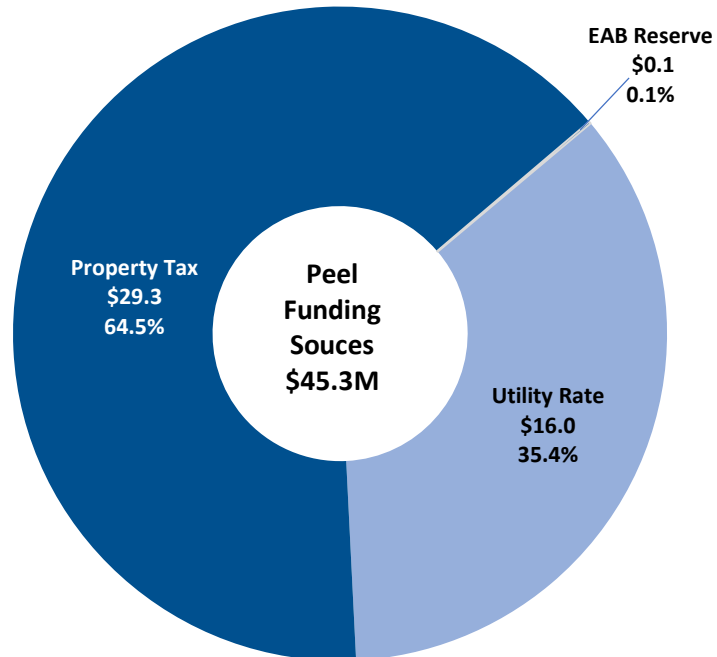


**2021 Gross CA Levy & Funding Source (In \$M)**

**Peel's Portion of Gross CA Levy Cost**



**Peel Funding Sources**



Note: Numbers may not add up due to rounding

\* \$18.2 million or 54% of the Special Levy/Capital Projects costs relate to the climate change envelope (or 40% of overall levies)

Note: above charts reflect expenditures net of revenues generated by Conservation Authorities

**2021 Budget Risks**

This section identifies the 2021 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 2022 fiscal year.
- TRCA has commenced discussions with municipalities on potential budgetary impacts, but they are unknown at this time.
- Conservations Authorities are following ongoing directives from the Province and best practices related to COVID-19.

**Funding Changes:**

- 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 2021 due to different fiscal periods, leaving limited time to complete projects.

**Other Risks:****Credit Valley Conservation:**

- COVID-19 has dramatically impacted all sectors of the economy with no clear timeline until a 'return to normal' is achieved. It is anticipated in 2021 that CVC will continue to experience pressure on the revenue side of the ledger. Fees from education, outreach, nursery sales and parks operations will continue to be negatively impacted.
- 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:**

- Authority Generated revenue has been, and will continue to be affected by COVID-19 including general fees; user fees inclusive of public use facilities, education programming, and events; and planning and permitting.

**Conservation Halton:**

- 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.
- Limited funding is available for the development and management of lands acquired, and for new land acquisition opportunities that arise.
- Inflation in the budget and forecast for 2021 to 2030 has generally been assumed at 1.0% to 2.0% for increases in revenues and expenditures.
- Revenue for the conservation areas, particularly Kelso/Glen Eden are weather dependent and will likely be further impacted by the COVID-19 pandemic.

Impact of COVID-19 on operations will depend on the duration and severity of the pandemic

**Measuring our Performance – not applicable**

2022 – 2024 Operating Forecast

**Net Expenditures – Amounts Reflect Peel’s costs only**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Conservation Requests</b>									
• CVC	24,611	25,230	2.5%	26,287	4.2%	27,193	3.4%	28,106	3.4%
• TRCA	19,039	19,569	2.8%	20,070	2.6%	20,588	2.6%	21,143	2.7%
• CH	487	496	1.7%	516	4.1%	539	4.4%	563	4.5%
<b>Sub-total before One-Time Costs</b>	<b>44,137</b>	<b>45,295</b>	<b>2.6%</b>	<b>46,874</b>	<b>3.5%</b>	<b>48,319</b>	<b>3.1%</b>	<b>49,812</b>	<b>3.1%</b>
• CVC - EAB costs*	420	50	(88.1%)	-	(100%)	-	-	-	-
• TRCA - EAB costs*	-	-	-	-	-	-	-	-	-
<b>Total CA One-Time Costs</b>	<b>420</b>	<b>50</b>	<b>(88.1%)</b>		<b>(100%)</b>				
<b>Total CA Requests Gross Expense</b>	<b>44,557</b>	<b>45,345</b>	<b>1.8%</b>	<b>46,874</b>	<b>3.4%</b>	<b>48,319</b>	<b>3.1%</b>	<b>49,812</b>	<b>3.1%</b>
<b>Less Peel Funding Sources:</b>									
• Utility Rate	(16,028)	(16,028)	-	(16,028)	-	(16,028)	-	(16,028)	-
• Reserve - EAB*	(420)	(50)	(88.1%)	-	(100%)	-	-	-	-
<b>Net Expenditure</b>	<b>28,109</b>	<b>29,266</b>	<b>4.1%</b>	<b>30,845</b>	<b>5.4%</b>	<b>32,291</b>	<b>4.7%</b>	<b>33,783</b>	<b>4.6%</b>
<b># of FTEs</b>		N/A		N/A		N/A		N/A	

Note: Numbers may not add up due to rounding

- \* EAB (Emerald Ash Borer) costs to be funded from Peel EAB Reserve:
  - Costs for CVC are to be funded from Peel’s Reserves for 2021
  - Costs for TRCA have become operational or maintenance in nature and are being funded by Special levy commenced 2020

See Appendices III to V for more details.

Conservation Authority Projects (\$'000)									
Sub	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast	2021-24		
Ref #	Categ	CA	Description	2020	2021	2022	2023	2024	Total
<b>Peel's portion of projects shared with other municipalities</b>									
<b>Watershed</b>									
1601	CH		Watershed	4	3	8	11	8	30
1631	CVC		Natural Heritage Mapping	429	434	447	461	477	1,818
1639	CVC		Leaders for Clean Water - Headwaters	144	145	150	154	160	608
1670	CVC		Terrestrial Watershed Monitoring	733	745	767	792	819	3,122
1615	TRCA		Flood Control Works / Warning	767	787	791	803	816	3,197
1632	TRCA		Groundwater Management Strategy	175	175	175	175	175	700
1650	TRCA		Terrestrial Natural Heritage	172	181	181	181	183	726
1660	TRCA		Watershed/Subwatershed Planning / Floodmaps	282	334	350	354	360	1,396
1686	TRCA		Natural Heritage Regeneration Projects	1,299	1,361	1,375	1,390	1,430	5,556
1690	TRCA		Sustainable Communities	1,641	1,634	1,679	1,730	1,778	6,823
1696	TRCA		Regional Watershed Monitoring and Reporting	358	358	359	371	371	1,459
<b>Subtotal For:</b>		<b>Watershed</b>		<b>6,004</b>	<b>6,156</b>	<b>6,281</b>	<b>6,422</b>	<b>6,576</b>	<b>25,435</b>
<b>Infrastructure</b>									
3201	CH		Infrastructure	18	9	10	11	13	43
3103	CVC		Maintenance Conservation Properties	825	827	852	879	909	3,466
3301	TRCA		Major Facilities Retrofit	111	109	109	109	109	436
3306	TRCA		Conservation Land Planning	1,294	1,333	1,373	1,414	1,456	5,576
3307	TRCA		Information Technology	44	44	44	44	44	175
3312	TRCA		Office Accommodation Project	166	164	164	164	164	656
<b>Subtotal For:</b>		<b>Infrastructure</b>		<b>2,458</b>	<b>2,486</b>	<b>2,551</b>	<b>2,620</b>	<b>2,695</b>	<b>10,351</b>
<b>Subtotal - Peel's portion of projects shared with other municipalities</b>				<b>8,461</b>	<b>8,642</b>	<b>8,832</b>	<b>9,042</b>	<b>9,271</b>	<b>35,787</b>
<b>Projects that are primarily funded by Peel</b>									
<b>Watershed</b>									
1625	CVC		Cause and Effect Program	186	188	268	274	281	1,011
1640	CVC		Peel Rural Water Quality	179	181	187	193	199	759
1697	CVC		Urban Outreach	656	664	684	780	804	2,933
1620	TRCA		Environmental Assessment & Review	392	392	404	404	416	1,616
<b>Subtotal For:</b>		<b>Watershed</b>		<b>1,413</b>	<b>1,426</b>	<b>1,543</b>	<b>1,651</b>	<b>1,700</b>	<b>6,320</b>
<b>Climate Change</b>									
3401	Ed	CVC	Environmental Education	1,683	1,678	1,728	1,783	1,844	7,033
3402	W	CVC	Urban Subwatershed Restoration	3,651	3,700	3,811	3,933	4,067	15,510
3404	W	CVC	Emergency Preparedness	1,109	1,081	1,114	1,149	1,188	4,532
3406	Ec	CVC	Stewardship Ecosystem Projects (includes EAB)	3,651	3,559	3,714	3,833	3,964	15,070
3408	Ec	CVC	Natural Heritage Ecosystem Projects	686	690	711	734	759	2,893
3416	Ed	TRCA	Pearson Eco-Industrial Zone	437	450	464	478	492	1,884
3418	Ec	TRCA	Natural Channel Project Implementation	711	732	754	777	800	3,063
3425	W	TRCA	Erosion Maintenance Projects	743	765	788	812	836	3,201
3428	Ec	TRCA	Stewardship Partnership Services	259	267	275	283	291	1,116
3429	Ec	TRCA	Habitat Restoration (includes EAB)	2,084	2,288	2,356	2,427	2,500	9,571
3431	Ed	TRCA	Albion Hills Environmental Weeks	180	185	191	197	203	776
3432	Ed	TRCA	Sustainable Neighbourhood Retrofit Action Plan	383	394	406	418	431	1,649
3434	Ed	TRCA	Climate Science Applications Program	400	412	424	437	450	1,723
3436	Ed	TRCA	EcoSchools Expansion	316	325	335	345	355	1,360
3437	Ed	TRCA	Sector Based Climate Mitigation Programs	328	338	348	358	369	1,413
3438	Ed	TRCA	Sustainable Technologies	258	266	274	282	290	1,112
3440	W	TRCA	Flood Remedial Works	521	537	553	570	587	2,247
3444	Ed	TRCA	Conservation Youth Corps	99	102	105	108	111	426
3445	Ed	TRCA	Climate Change Consortium	402	414	426	438	451	1,729
<b>Subtotal For:</b>		<b>Climate Change</b>		<b>18,037</b>	<b>18,182</b>	<b>18,776</b>	<b>19,362</b>	<b>19,988</b>	<b>76,307</b>

Conservation Authority Projects (\$'000)								
Sub	Proposed	Forecast	Forecast	Forecast	Forecast	2021-24		
Ref #	2020	2021	2022	2023	2024	Total		
CA	Description							
<b>Infrastructure</b>								
3104	CVC	Capital Projects - Peel Infrastructure	1,614	1,627	1,753	1,810	1,871	7,061
3409	CVC	Gauge Stations & Floodline Mapping	611	660	679	701	725	2,765
3303	TRCA	Campground and Conservation Area Improvements	81	83	85	88	91	347
3315	TRCA	Bolton Camp Site Improvement Plan	542	542	542	542	542	2,168
3317	TRCA	Asset Management	1,465	1,509	1,554	1,601	1,649	6,313
3318	TRCA	Master Plans - Parks	1,072	1,104	1,137	1,171	1,206	4,618
<b>Subtotal For:</b>			<b>5,385</b>	<b>5,525</b>	<b>5,751</b>	<b>5,913</b>	<b>6,085</b>	<b>23,273</b>
<b>Subtotal - Projects that are primarily funded by Peel</b>			<b>24,835</b>	<b>25,132</b>	<b>26,069</b>	<b>26,926</b>	<b>27,773</b>	<b>105,900</b>
<b>TOTAL Conservation Authority Projects</b>			<b>33,296</b>	<b>33,774</b>	<b>34,902</b>	<b>35,967</b>	<b>37,043</b>	<b>141,687</b>

Note: Numbers may not add up due to rounding

Note: Emerald Ash Borer costs funded from Peel EAB Reserve in 2021 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.

**APPENDIX II**  
**Conservation Authorities**  
**2021 Climate Change Risk Methodology**

CA	Peel Project Name	Peel Project Ref	CA Project Ref	See Legend	Conservation Authority Climate Change Risk Project Component Name	2021 Budget Amount \$000's
<b>ACT - Climate Change Risk Category</b>						
CVC	Emergency Preparedness	3404	101-043	W	Flood Forecasting & Warning	479
			101-046	W	Real Time Water Quality Response	365
	Stewardship/Ecosystem	3406	301-308	Ec	Invasive Species Control (including EAB)	265
			301-308-1	Ec	Emerald Ash Borer	50
			301-330	Ec	Aquatic & Wetland Restoration	982
<i>Sub-total CVC</i>					<b>2,141</b>	
TRCA	Pearson Eco-Industrial Zone	3416	129-95	Ed	Pearson Eco-Industrial Zone	450
	Erosion Maintenance Projects	3425	129-35	W	Erosion Maintenance Projects	765
	Flood Remedial Works	3440	129-19	W	Flood Remedial Works	537
<i>Sub-total TRCA</i>					<b>1,752</b>	
<b>Sub-total ACT Category</b>						<b>3,893</b>
<b>INVEST - Climate Change Risk Category</b>						
CVC	Environmental Education	3401	601-604	Ed	Public Relations	487
			601-611	Ed	Environmental Education	535
	Urban Subwatershed Restoration	3402	101-008	W	Water Management Technical Guidance	772
			101-021	W	Integrated Water Management	350
			101-048	W	Infrastructure Performance & Risk Assessment	1,129
			301-338	W	Urban Outreach & Restoration	591
	Emergency Preparedness Stewardship/Ecosystem	3404	101-045	W	Climate Change Vulnerability Assessment	237
			301-305	Ec	Peel Planting Projects	648
			301-314	Ec	Peel Rural Stewardship (start 2018)	718
			301-315	Ec	Sustainable Neighbourhoods (start 2018)	281
301-326			Ec	Conservation Youth Corps	406	
Natural Heritage Ecosystem	3408	301-332	Ec	Regional Community Outreach	210	
		301-355	Ec	Urban Natural Heritage	273	
<i>Sub-total CVC</i>					<b>7,493</b>	
TRCA		3418	128-69	Ec	Natural Channel Project Implementation	732
			129-54	Ec	Stewardship Partnership Services	267
	Habitat Restoration:	3429	129-36	Ec	Wetland - Climate	338
			129-37	Ec	Riparian and Valleyland - Climate	309
			129-59	Ec	Etobicoke Headwaters Subwatershed	197
			128-74	Ec	West Humber Stewardship Program	136
			128-50	Ec	Natural and Human Heritage Discovery Walk	63
			129-46	Ec	West Humber Stewardship Program	309
			129-45	Ec	Natural and Human Heritage Discovery Walk	253
			129-44	Ec	Stream Restoration - Climate	112
			129-55	Ec	Etobicoke-Mimico Stewardship	136
			128-65	Ec	Invasive Species Management	141
	Albion Hills Environmental Weeks Sustainable Neighbourhood Climate Science Applications Ontario Eco Schools for Peel Sector Based Climate Mitigation Sustainable Technologies Conservation Youth Corps Climate Change Consortium	3431	129-71	Ec	Albion Hills Environmental Weeks	185
			129-94	Ec	Sustainable Neighbourhood Retrofit Action Plan	394
			129-93	Ec	Climate Science Applications Program	412
129-80			Ec	Ontario Eco Schools for Peel Region	325	
129-87			Ec	Sector Based Climate Mitigation Programs	338	
	3438	129-99	Ec	Sustainable Technologies	266	
		128-73	Ec	Conservation Youth Corps	102	
	3444	412-50	Ec	Climate Change Consortium	273	
		129-03	Ec	Climate Change Consortium	141	
<i>Sub-total TRCA</i>					<b>5,429</b>	
<b>Sub-total INVEST Category</b>						<b>12,922</b>

APPENDIX II  
Conservation Authorities  
2021 Climate Change Risk Methodology

CA	Peel Project Name	Peel Project Ref	CA Project Ref	See Legend	Conservation Authority Climate Change Risk Project Component Name	2021 Budget Amount \$000's
<b>SUSTAIN - Climate Change Risk Category</b>						
CVC	Environmental Education	3401	601-607	Ed	Corporate Support Initiatives	656
	Natural Heritage Ecosystem	3408	301-357	Ec	Wildlife Habitat Assessment	417
<i>Sub-total CVC</i>						<b>1,073</b>
	Habitat Restoration	3429	129-51 129-52	Ec	Reforestation Program - Private Lands	197
				Ec	TRCA Forest Management - Peel	97
<i>Sub-total TRCA</i>						<b>294</b>
<b>Sub-total SUSTAIN Category</b>						<b>1,367</b>
<b>Total Climate Change Projects</b>						<b>18,182</b>

Note: Numbers may not add up due to rounding

**Climate Change Categories:**

**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.

Credit Valley Conservation	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>General Levy</b>	<b>8,876</b>	<b>9,103</b>	<b>2.6%</b>	<b>9,424</b>	<b>3.5%</b>	<b>9,717</b>	<b>3.1%</b>	<b>10,039</b>	<b>3.3%</b>
<b>Special Levy Projects</b>									
• <b>Watershed</b>	2,327	2,357	1.3%	2,502	6.1%	2,654	6.1%	2,739	3.2%
• <b>Climate Change</b>	10,359	10,657	2.9%	11,077	3.9%	11,432	3.2%	11,822	3.4%
• <b>Infrastructure</b>	3,050	3,113	2.1%	3,284	5.5%	3,390	3.2%	3,505	3.4%
<b>Total Special Levy</b>	<b>15,736</b>	<b>16,127</b>	<b>2.5%</b>	<b>16,863</b>	<b>4.6%</b>	<b>17,475</b>	<b>3.6%</b>	<b>18,067</b>	<b>3.4%</b>
<b>Sub-total before One-Time Costs</b>	<b>24,611</b>	<b>25,230</b>	<b>2.5%</b>	<b>26,287</b>	<b>4.2%</b>	<b>27,193</b>	<b>3.4%</b>	<b>28,106</b>	<b>3.4%</b>
<b>One-Time Special Levy</b>									
• <b>Emerald Ash Borer</b>	(420)	(50)	(88.1%)	-	(100.0%)	-	-	-	-
<b>Total CVC Request</b>	<b>25,031</b>	<b>25,280</b>	<b>1.0%</b>	<b>26,287</b>	<b>4.0%</b>	<b>27,193</b>	<b>3.4%</b>	<b>28,106</b>	<b>3.4%</b>

Note: Numbers may not add up due to rounding

**Note:**

- Costs included represent only the Peel portion of CVC's Budget
- 2021 Operating and some project costs apportioned to Peel at 91.68% per Current Value Assessment (CVA) calculation (based on 2020 data), received from the Ministry of the Environment, Conservation and Parks (MECP).
- CVA is only applied to General Levy and Shared Special Levy portions (shared with other municipalities) and not to Peel Special Benefiting Levy (Climate Change Projects) or to EAB funding provided by Peel
- Emerald Ash Borer Costs for CVC funded from Peel EAB Reserve in 2021, will move to Special Levy in future years, as part of regular maintenance.

**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					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>General Levy</b>	<b>1,920</b>	<b>1,984</b>	<b>3.3%</b>	<b>2,049</b>	<b>3.3%</b>	<b>2,117</b>	<b>3.3%</b>	<b>2,187</b>	<b>3.3%</b>
<b>Special Levy Projects</b>									
• Watershed	5,086	5,222	2.7%	5,314	1.8%	5,408	1.8%	5,529	2.2%
• Climate Change	7,258	7,475	3.0%	7,699	3.0%	7,930	3.0%	8,166	3.0%
• Infrastructure	4,775	4,888	2.4%	5,008	2.5%	5,133	2.5%	5,261	2.5%
<b>Total Special Levy</b>	<b>17,119</b>	<b>17,585</b>	<b>2.7%</b>	<b>18,021</b>	<b>2.5%</b>	<b>18,471</b>	<b>2.5%</b>	<b>18,956</b>	<b>2.6%</b>
<b>Sub-total before One-Time Costs</b>	<b>19,039</b>	<b>19,569</b>	<b>2.8%</b>	<b>20,070</b>	<b>2.6%</b>	<b>20,588</b>	<b>2.6%</b>	<b>21,143</b>	<b>2.7%</b>
<b>One-Time Special Levy</b>									
• Emerald Ash Borer	-	-	-	-	-	-	-	-	-
<b>Total TRCA Request</b>	<b>19,039</b>	<b>19,569</b>	<b>2.8%</b>	<b>20,070</b>	<b>2.6%</b>	<b>20,588</b>	<b>2.6%</b>	<b>21,143</b>	<b>2.7%</b>

Note: Numbers may not add up due to rounding

### Key forecast assumptions:

- TRCA's 2021 Current Value Assessment (CVA) calculation for the Region of Peel is apportioned at 10.91%, revised rates were received from the Ministry of the Environment, Conservation and Parks (MECP).
  - TRCAs total adjusted CVA is based on apportionment of 12.18% and includes a preliminary Non-CVA levy amount of \$305K (in the 2021 Budget).
  - Some of the project costs are apportioned at 100% (e.g. all Climate Change Projects) and others are shared Special Benefitting Levy with other Municipalities
- TRCA anticipates changes to the Regulations for the *Conservation Authorities Act*, will impact 2022 and the associated budgets moving forward. Staff at TRCA and Region of Peel will continue discussions on potential budgetary impacts, but at this time they are unknown until the final Regulations are released.
- Accounts that are supported via the Watershed Formula which support jurisdiction wide initiatives such as Watershed Planning, among other core programs, will continue to support growth and intensification within the region.
- The Climate Change program will continue to refine priorities that inform projects that focus on adaptation, reduction of vulnerabilities and risk from extreme weather and future climate trends.
- The Asset Management program requires alignment of life-cycle costs with maintenance and state of good repair over the long-term which will necessitate significant investment in capital infrastructure.

- The COVID-19 pandemic will continue to have a significant impact on TRCA's service delivery methodologies and the associated financial outlook. TRCA is proactively working with partner municipalities and the Province to mitigate risks and forecast financial impacts, in order to make sustainable and scalable business decisions.

APPENDIX V  
Conservation Halton  
General and Special Levy Budget and Forecast - Summary  
Amounts reflect Peel's costs only

Conservation Halton	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>General Levy</b>	<b>465</b>	<b>484</b>	<b>4.0%</b>	<b>498</b>	<b>3.0%</b>	<b>517</b>	<b>3.9%</b>	<b>542</b>	<b>4.8%</b>
<b>Special Levy Projects</b>									
• Watershed	4	3	(27.8%)	8	171%	11	29%	8	(26.4%)
• Climate Change	-	-	-	-	-	-	-	-	-
• Infrastructure	18	9	(49.3%)	10	5.2%	11	10.4%	13	25.3%
<b>Total Special Levy</b>	<b>22</b>	<b>12</b>	<b>(45.3%)</b>	<b>18</b>	<b>47.1%</b>	<b>21</b>	<b>19.2%</b>	<b>21</b>	<b>(0.8%)</b>
<b>Total CH Request</b>	<b>487</b>	<b>496</b>	<b>1.7%</b>	<b>516</b>	<b>4.1%</b>	<b>539</b>	<b>4.4%</b>	<b>563</b>	<b>4.5%</b>

Note: Numbers may not add up due to rounding

#### Key forecast assumptions:

- 2021 operating (General Levy) and capital (Special Levy) project costs have been apportioned to Peel at 4.75% Current Value Assessment (CVA) calculation ( based on 2020 data), received from the Ministry of the Environment, Conservation and Parks (MECP).
- Compensation increases for the 2021 budget are assumed at 1.0% inflation. Inflation in the budget and forecast for 2021 to 2030 has generally been assumed at 2.0% for increases in revenues and expenditures.
- Compensation and other inflationary adjustments are partially funded by increased fees, grants and recovery chargebacks to other programs in CH. 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.
  - Debt financing charges are included in the Conservation Halton Operating Budget and would be partly funded by the Peel General Levy.
- Significant decrease in municipal capital funding primarily related to funding decreases in Information Technology and Flood Forecasting Capital projects proposed for 2021.

**Capital Budget: \$5.9 million**

**Ten Year Plan: \$12.0 million**

### 2021 Capital Plan Overview

The following table provides a summary of Conservation Authorities' planned capital project activity for 2021, including funding sources for both new capital project requests in 2021 and projects carried forward to 2021.

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2021 Capital Budget (\$'000)	Total Capital in 2021 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	19,549	5,933	25,482
<b>Total Expenditures</b>	<b>19,549</b>	<b>5,933</b>	<b>25,482</b>
<b># of Projects</b>	<b>1</b>	<b>1</b>	<b>1</b>

### Existing Capital Projects - \$19.5M

- The Jim Tovey Lakeview Conservation Area is a joint initiative between the Credit Valley Conservation Authority and the Region of Peel. The Toronto and Region Conservation Authority is the general contractor for construction which began in August 2016.
- As of September 2020, Peel has provided 98,040 loads of fill for the construction of the Jim Tovey Lakeview Conservation Area; this is 80% of Peel's fill capacity. The project is progressing close to schedule.

### 2021 Capital Budget - \$5.9M

#### Key highlights:

- Construction of the last island will occur in 2021, along with cobble beach placement and planting in the Applewood wetland.

See Appendix I for details.

### 2021 Budget Risks

- Implementation of capital projects may be impacted by COVID-19

### Operating Impact of 2021 Capital Budget

- There will be no impact to the 2021 operating budget. Once the park is fully developed in the future, it is proposed that Credit Valley Conservation Authority will retain ownership of the Jim Tovey Lakeview Conservation Area. The operating costs are expected to begin beyond the current four-year operating forecast horizon. These costs

will be included in the Credit Valley Conservation Authority levy once the site is operational.

**2021 – 2030 10-Year Capital Plan - \$12.0M**

<b>State of Good Repair</b> \$-M	<b>DC Funded Growth</b> \$-M	<b>Non-DC Funded Growth &amp; Other</b> \$12.0M
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**Key Highlights:**

- The net cost (funded from Reserves) to complete the 10-year Jim Tovey Lakeview Conservation Area project is currently estimated to be \$37.0 million based on the detailed design. The estimated cost for the remaining years, from 2021 to 2023, is \$12.0 million.

See Appendix II for details

Appendix I - 2021 Financing Sources and Funding Status (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2021				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
143199	Jim Tovey Lakeview Conservation Project	Funding to construct the Jim Tovey Lakeview Conservation Area project. 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 Conservation Project.	5,933	-	5,933	-	-
<b>CA Infrastructure and Administration</b>			<b>5,933</b>	<b>-</b>	<b>5,933</b>	<b>-</b>	<b>-</b>
<b>Conservation Authorities Program</b>			<b>5,933</b>	<b>-</b>	<b>5,933</b>	<b>-</b>	<b>-</b>

Appendix II - 2021 Ten Year Detailed Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>Gross</u>
143199	Jim Tovey Lakeview Conservation Project	Funding to construct the Jim Tovey Lakeview Conservation Area Project. 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 Conservation Project.	5,933	3,416	2,691	12,039
<b>CA Infrastructure and Administration</b>			<b>5,933</b>	<b>3,416</b>	<b>2,691</b>	<b>12,039</b>
<b>Conservation Authorities Program</b>			<b>5,933</b>	<b>3,416</b>	<b>2,691</b>	<b>12,039</b>

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**Total Expenditures: \$19.7 million**      **Net Expenditures: \$19.7 million**

**2021 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2021 vs 2020	
<b>2020 Revised Cost of Service</b>	19,904	0	19,904	%
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i>	-	-	-	
<i>Economic Factors<sup>1</sup></i>	(187)	-	(187)	
<i>Base Subsidy/Recoveries</i>	-	-	-	
<i>Cost Mitigation</i>	-	-	-	
<i>Other Pressures</i>	-	-	-	
<b>Base Budget Changes Subtotal</b>	<b>(187)</b>	-	<b>(187)</b>	
<b>Service Level Changes Subtotal</b>	-	-	-	
<b>Total 2021 Budget Change</b>	<b>(187)</b>	-	<b>(187)</b>	
<b>2021 Proposed Budget</b>	<b>19,717</b>	-	<b>19,717</b>	<b>(0.9%)</b>

Note: May not add up due to rounding

**Operating budget pressure notes:**

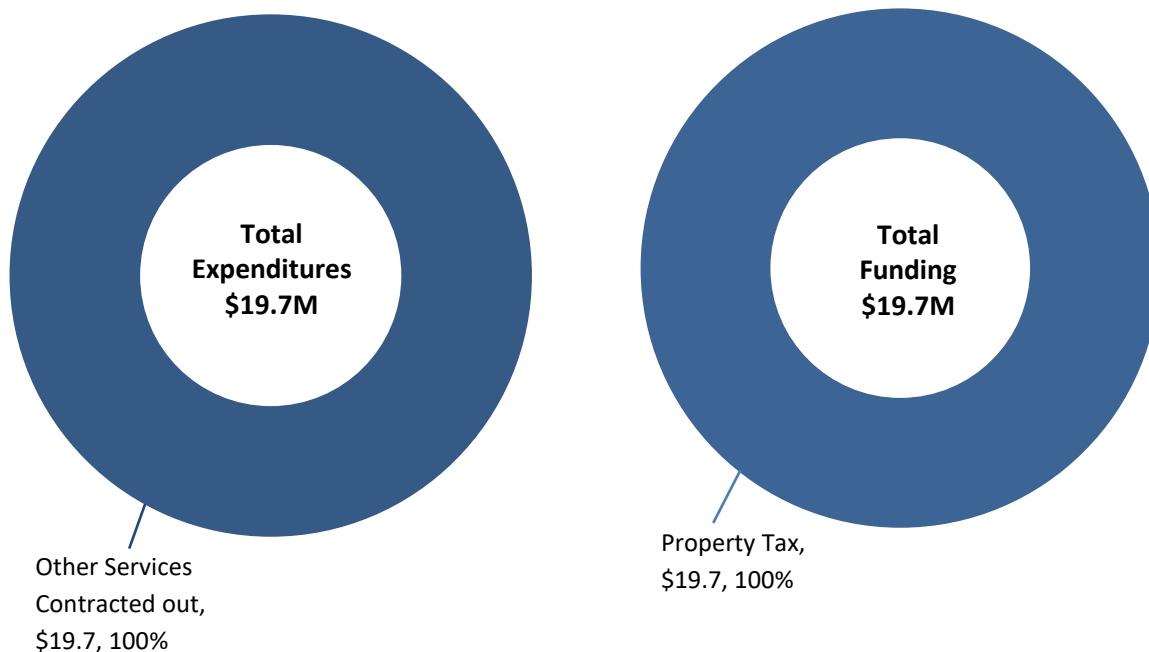
**Economic Factors<sup>1</sup>**

Peel’s allocation of the MPAC 2021 budget cost is forecasted to decrease by 0.9 percent or \$187 thousand over the 2020 budget level. This is based on the MPAC’s 2021 operating budget which was approved by the Board of Directors with a total municipal levy increase of zero percent in light of the challenges posed by the COVID-19 pandemic. This cost reduction is a result of MPAC’s reviewing its priorities, strategies and finding new, efficient ways to deliver services without impact to service levels.

**Staffing Resources to Achieve Level of Service:** None



**2021 Total Expenditures & Funding Source** (In \$M)



**2021 Budget Risks**

Peel’s apportionment of the MPAC 2021 budget cost is forecasted based on the MPAC’s approved total municipal levy increase of zero percent and the provincial distribution formula. It is expected that Peel’s share of the MPAC’s costs will continue to increase in the future years due to inflation, as well as the mandated allocation formula. Increases for 2022-2024 are projected at 2.0 percent annually. The Region could see higher increases if growth rates experienced are in excess of provincial averages.

**2022 – 2024 Operating Forecast**

	Budget			Forecast					
	2020	2021		2022		2023		2024	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	19,904	19,717	(0.9%)	20,115	2.0%	20,522	2.0%	20,936	2.0%
<b>Total Revenue</b>	-	-	-	-	-	-	-	-	-
<b>Net Expenditure</b>	19,904	19,717	(0.9%)	20,115	2.0%	20,522	2.0%	20,936	2.0%

Note: May not add up due to rounding

MPAC is responsible for updating all property values in Ontario. In the 2016 reassessment cycle, the property values were based on the January 1, 2016 valuation with the assessment increases from the prior reassessment values being phased-in over the 2017-2020 period. The Ontario government has announced that the 2020 Assessment Update is postponed due to the COVID-19 pandemic. Therefore, property assessments for the 2021 property tax year will continue to be based on the fully phased-in January 1, 2016 current values. This means that the property assessment for the 2021 tax year will be the same as the 2020 tax year. Based on the historical trends (including the recent challenges posed by COVID-19), the 2022-2024 budget increases are forecasted to be about 2.0 percent annually.

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