

Budget 2022

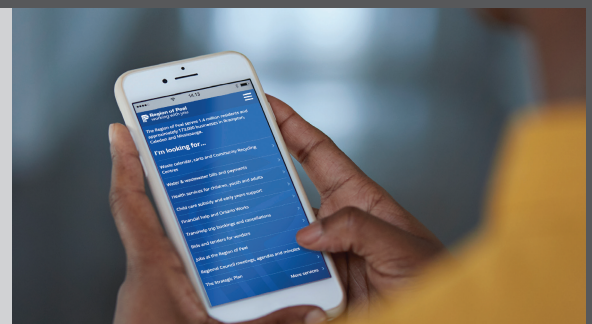
People's lives are improved
in their time of need.



Communities are integrated,
safe and complete.



Government is future-oriented
and accountable.



To: Regional Council
Date: November 4, 2021

From: Gary Kent
CFO & Commissioner of Corporate
Services
Subject: 2022 Budget Documents

cc: Janice Baker
Sean Baird
Kealy Dedman
Nancy Polsinelli
Janice Sheehy
Our File: 2022 Budget Documents

The 2022 Budget Document binder includes an Executive Summary for the proposed Regional 2022 Tax Supported and Utility Rate Supported Budgets as well as individual budget documents for each service. The 2022 Operating and Capital Budget Council Report will be included in the Regional Council agenda package for the 2022 budget meeting on November 25, 2021.

The 2022 Budget Document presents the overall budget by Council's three areas of focus; Living, Thriving, and Leading; along with detailed budgets by service.

Budget Presentations to Council will commence on November 25, 2021. Public Notice announcing the start date of 2022 Budget discussions by Peel Regional Council will appear in the following local newspapers on November 4, 2021 and November 18, 2021.

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

Complete 2022 Tax Supported and Utility Rate Supported Budget Documentation will appear on the Region's External Website on November 10, 2021. Following Council approval of the 2022 Regional Budget, the budget documentation will be updated accordingly.

Should you have any questions, please feel free to contact Norman Lum at norman.lum@peelregion.ca.

Thank you,

G. Kent.

Gary Kent, CPA, CGA, ICD.D
Chief Financial Officer & Commissioner of Corporate Services

A message from the Chief Administrative Officer

In early 2020, when the COVID-19 pandemic started, very few people imagined that it would still be impacting their daily lives as we reach the end of 2021, under the fourth wave of COVID, and as we start looking towards 2022.

This time has been very difficult for the community. Our health care professionals and frontline staff have kept our community operating safely under extremely challenging circumstances. The business community has looked to our elected officials for assistance and guidance through the economic uncertainty, and residents were asked to take extraordinary measures and continually adjust to new circumstances.



The Region of Peel started its COVID-19 response in 2020 and has continued its response into 2021. 2021 brought a new challenge with the Province's mandate to vaccinate eligible residents. Led by Peel Public Health and the Regional Emergency Operations Centre (REOC), the Region planned and implemented the mass vaccination program, one of the largest undertakings in Peel's history.

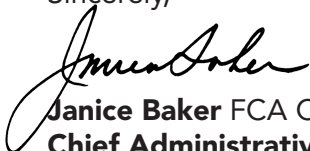
Approximately 1,800 temporary staff were hired and 500 staff were redeployed from services across the organization to enable the mass vaccination program. By the end of September 2021, 75% of Peel's eligible population had received second doses with a goal of vaccinating 90% of eligible residents.

While the COVID response and mass vaccination program required significant expenditures by the Region, the federal and provincial governments have provided much needed and much appreciated relief through COVID related funding. However, these financial costs only tell part of the story.

The redeployment of staff and resources have required that non-critical services, priorities and activities be curtailed or paused for almost two years resulting in a significant backlog of work. We are developing a transition plan as staff and services start to move towards a post-pandemic world. With Council's support, staff and resources have been approved to address the backlogged work while continuing the COVID response. We expect that this planning will help ease current budget pressures, to protect taxpayers for years to come.

Looking ahead to 2022, the COVID response will remain the Region's top priority even as we start our recovery journey. The Region is very mindful of the economic challenges that both the residents and businesses are facing which is why cost containment measures were put in place that resulted in savings of over \$9 million ensuring that taxpayers continue to get value for their money. The 2022 Budget ensures core services can be maintained, with additional investments in key areas such as housing and seniors' services where the community needs additional support right now. At the same time, the Regional budget is forward-thinking, with focus on corporate social responsibility, advancing diversity, equity and inclusion and climate change adaptation. I'm optimistic that with Council's support, our great dedicated team of staff and with the help of the community, we'll continue our journey in building a strong *Community for Life*.

Sincerely,

A handwritten signature in black ink that reads "Janice Baker". The signature is fluid and cursive.

Janice Baker FCA CA, ICD.D (she/her)
Chief Administrative Officer

Message from the Chief Financial Officer and Commissioner of Corporate Services

I hope you and your families are safe and doing well.

The COVID-19 pandemic continues to impact the lives of residents and businesses in the Region of Peel along with the rest of the world. It has caused major disruptions in almost every aspect of society including how Peel has shifted operations to keep our community safe. These disruptions have put significant financial pressure on all municipalities. Peel has been as well-positioned as any municipality to weather the financial storm, due to Regional Council's prudent financial planning in the past. The Region of Peel has been recognized for "prudent financial management practices... and a commitment to managing tax dollars responsibly." (Moody's 2021). Peel recently had its Triple "A" credit rating affirmed for the 26th consecutive year. The commitment to long term financial planning has served Peel well in past years to deal with normal fluctuations in its services and economic volatility. However, 2020 and 2021 have been anything but normal years.



In 2021, the Region of Peel began one of its largest undertakings to implement the Province's mandate to mass vaccinate residents costing a projected \$107 million of which \$74 million has been funded by the Province so far.


The Provincial and Federal governments have played a key role in keeping the Region financially whole. COVID related funding from both has been significant, with over \$367 million allocated to support the Peel community over the past two years. These funds have helped to pay for incremental COVID related investments such as the Social Services Relief Fund, the implementation of isolation centres, additional support for child care agencies, personal protective equipment, extra cleaning and additional staffing for services needing extra hands such as our long term care homes and public health team.

The pandemic will continue into 2022 and it is still uncertain how long it will continue. Additional resources and financial assistance will continue to be required, current estimates ranging up to \$38 million. Peel will be applying one-time funding received from the Province to address COVID driven impacts like the 75% drop in revenue from Toronto Pearson due to less passenger volume and relying on the strength of its balance sheet to cope with any costs that are not covered by upper levels of government. These costs and other risks such as the disrupted supply chain, increasing construction costs and abnormally high inflation will not be passed onto the property tax payer in 2022 and a longer term view will be built into future budgets if necessary, when the economic impacts have stabilized. Our services are feeling the pressure of the backlogged work that they haven't been able to address due to the pandemic. The plan in 2022 is to catch up on the backlogged work and services to the community when the timing is right and there is the opportunity to do that work.

Looking ahead to 2022, the COVID response will remain the Region's top priority even as we plan for recovery and continued growth. Resources have been included in the 2022 Budget to maintain its core services and invest in key services to increase child care, provide more affordable housing subsidies, increase grants to community agencies, adapt to climate change, promote diversity, equity and inclusion and new technologies to find more efficient ways of doing business and improving customer service.

Staff are proposing an average property tax increase of 1.5% for the Regional portion and a utility rate increase of 5.8%. Both the tax and utility rate budgets include infrastructure levies to ensure that Peel's \$32 billion in infrastructure remains in a state of good repair and continues to provide service at the level that the community has come to expect.,

We look forward to Council's deliberations.



Gary Kent CPA CGA, ICD.D

Commissioner of Corporate Services and Chief Financial Officer

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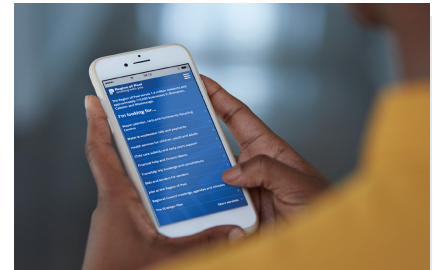
Living

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



Leading

- Enterprise Programs and Services

Regionally Financed External Programs Service Summaries and Appendices

Thriving

- Police
- Conservation Authorities
- 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



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.

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

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

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

Vision: *Community for life*
Mission: *Working with you* to create a healthy, safe and connected community

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

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

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

Investing to build our *Community for Life*



Impact of the COVID-19 pandemic on regional services and priorities

COVID-19 response is Peel's top priority

The Region of Peel has been one of the hardest hit communities by COVID-19 in Ontario. Over the last 18 months, the pandemic response has been Peel's top priority. With an "all-hands-on-deck" approach, staff and other resources were redeployed to support the response and mass vaccination program.



2020 – The first year of the pandemic response

In March 2020, Peel started its emergency management before the federal and provincial governments made Declarations of an Emergency. Regional Council quickly announced financial relief measures for tax and ratepayers. Staff were redeployed from across the organization to support a quick response from Public Health. Senior levels of government provided **\$134 million in COVID-related funding** to help offset incremental costs and to provide increased support to the community.

MARCH

- Mar. 10** - Regional Emergency Operations Centre
- Mar. 17** - Provincial **Declaration of an Emergency**
- Mar. 18** - Canada - U.S. border closed
- Region of Peel **Declaration of an Emergency**
- Mar. 27** - Region of Peel announces financial **relief measures**

NOVEMBER

- Nov. 6** - Peel moves into **Red Zone** which implements broader-scale measures and restrictions across multiple sectors
- Nov. 23** - Peel region moved into **Lockdown**

APRIL

- April 11** - Province **extends** emergency orders until April 23

JUNE

- June 2** - Ontario **extends** state of emergency to June 30
- June 6** - Provincial Emergency Orders **extended** to June 19
- June 24** - Peel moves into Stage II framework

DECEMBER

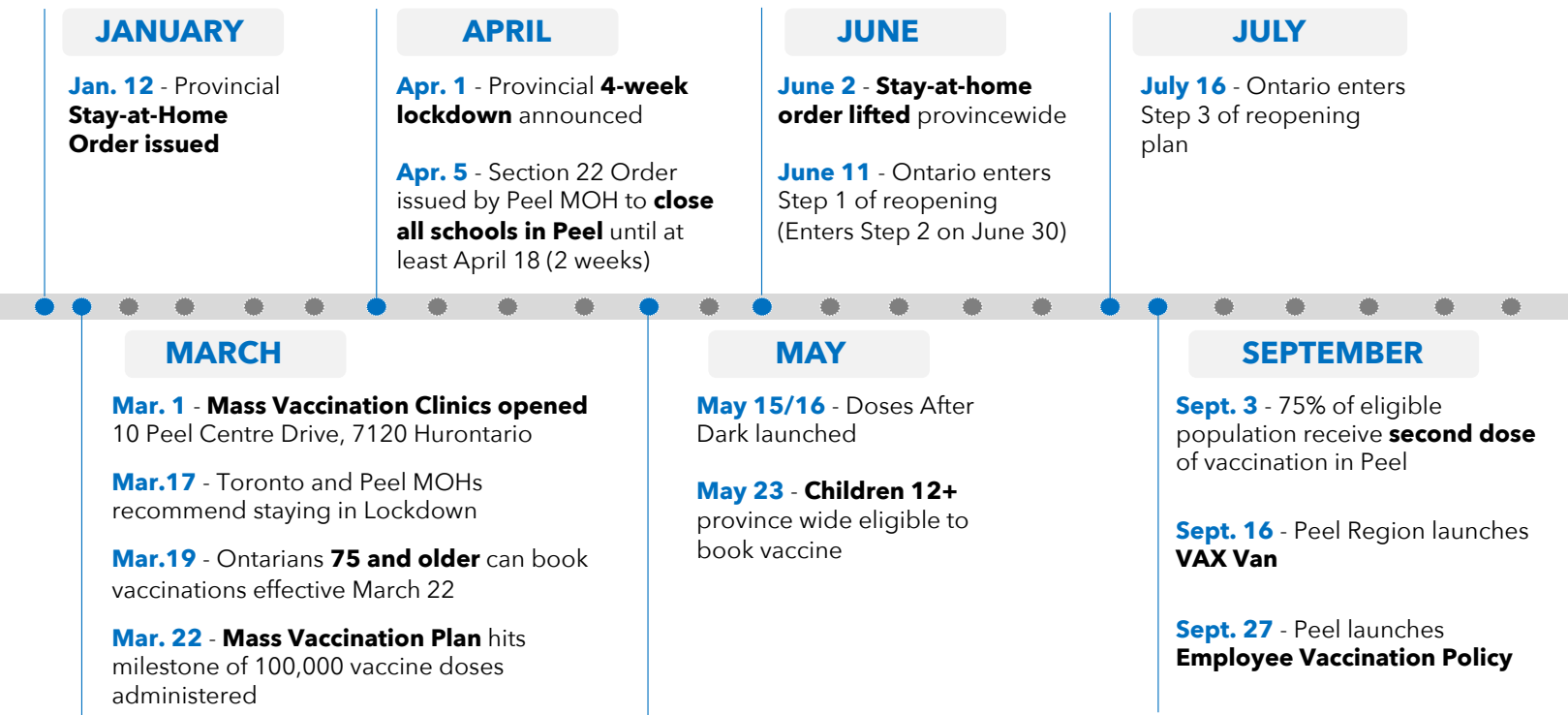
- Dec.** - **Mass Vaccination Planning** begins

The redeployment of staff and resources from non-Public Health services required non-critical activities, services and priorities to be paused or curtailed resulting in surpluses for services that could not be fully implemented.

2021 – Pandemic response PLUS mass vaccination

The pandemic continued into 2021 requiring Peel to continue its COVID-19 response. While stay-at-home orders were issued from the Province, the Region of Peel had begun its planning for one of its largest ever undertakings; the mass vaccination of its residents. With Public Health leading the way, over **1,800 temporary staff** were hired in addition to the **500 staff redeployed** from across the Region of Peel to support the mass vaccination plan. By the beginning of September 2021, 75% of the eligible population had received second doses.

The cost of the mass vaccination alone is projected to be **\$107 million**. To date, the **Province has allocated \$74 million** in mass vaccination funding leaving **\$33 million to be funded**. The Region of Peel believes that the Province will fully fund all costs related to the implementation of the mass vaccination plan.



Services and priorities have been paused or slowed down. The redeployment of staff resources to the provincially funded COVID-19 response, especially those from the three Public Health services (Infectious Disease Prevention, Chronic Disease Prevention and Early Growth & Development) will result in year end surplus positions. These surpluses represent work that hasn't been able to be fully delivered such as school vaccinations or the seniors dental program. The degree of back-logged work for other services is currently being assessed.

2022 and beyond: Sustaining our emergency response

As the 2022 Budget was being finalized, Peel was in wave 4 of the COVID-19 with the pandemic expected to continue into 2022. While it's not known what the future of mass vaccination will be, we know that additional staffing and resources need to be in place to sustain the emergency response to support the Peel community as it transitions towards recovery.

If and when the Province formally makes mass vaccination a program, it is expected that these costs along with any other incremental COVID-19 costs will be funded regardless of the year in which it happens. To date, the Province has provided over \$367 million of much appreciated and needed COVID funding to support the Peel community. If the Province ultimately does not fund these costs then options including future property taxes or reducing reserves where feasible will be assessed.



COVID-19 IMPACTS

Peel's Response to the Pandemic

Procured personal protective equipment and infection prevention and control **supplies worth \$3.5M** to support COVID-19 prevention

Procured **supplies worth \$14M** to support mass vaccination clinics

Set up for **8 mass vaccination clinics**, including **over 450 tables and plexiglass barriers, 200 stanchions, 100 mobile carts and temporary wall systems**

1,800+ temporary staff hired to implement the mass vaccination clinics

2.5 million+ doses given to residents by end of October 2021

\$1 million+ allocated to agencies through the Community Response Table

Provided **Isolation housing** for any resident needing to self-isolate due to symptoms or who were COVID-positive

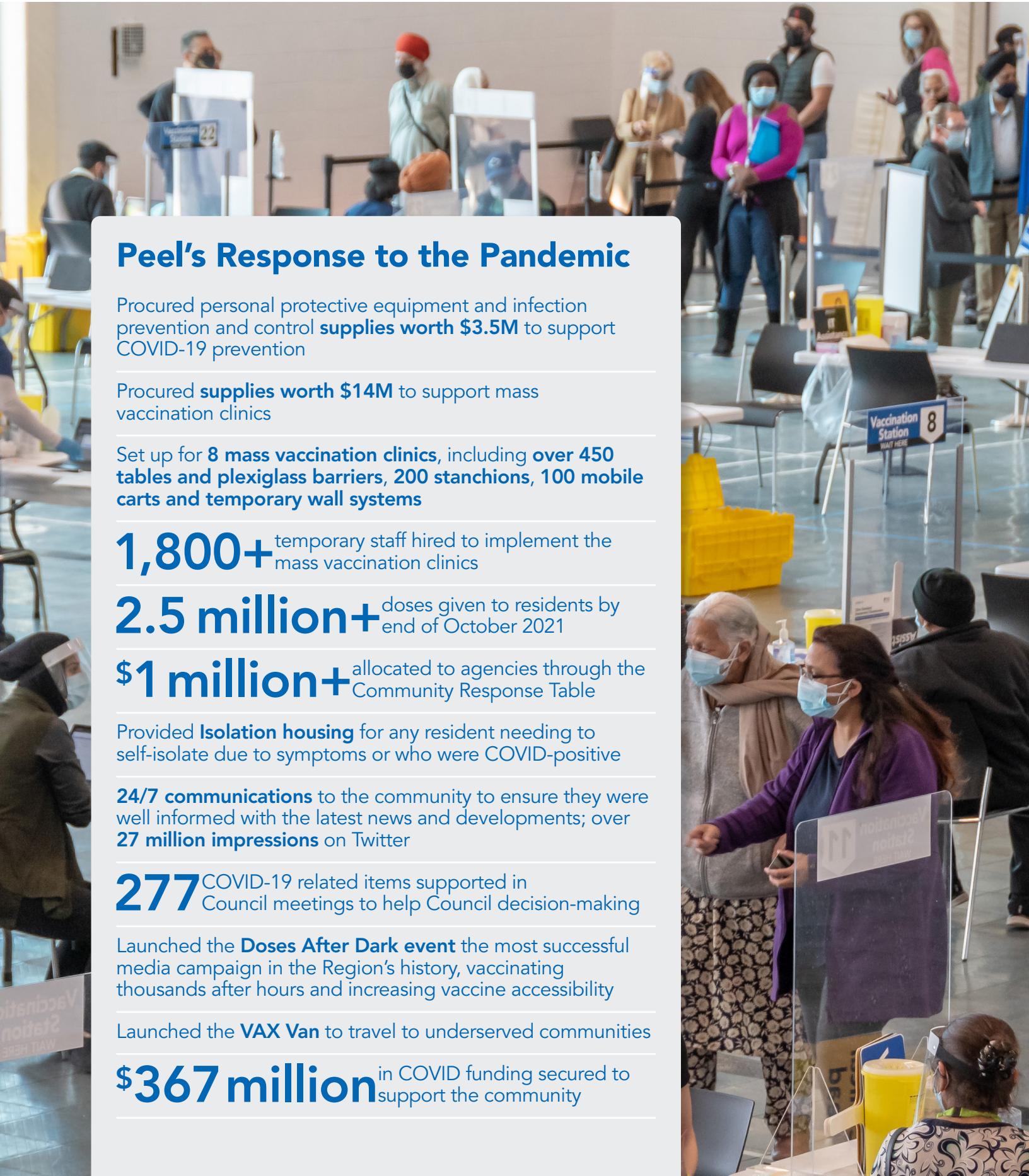
24/7 communications to the community to ensure they were well informed with the latest news and developments; over **27 million impressions** on Twitter

277 COVID-19 related items supported in Council meetings to help Council decision-making

Launched the **Doses After Dark event** the most successful media campaign in the Region's history, vaccinating thousands after hours and increasing vaccine accessibility

Launched the **VAX Van** to travel to underserved communities

\$367 million in COVID funding secured to support the community



Investing to build our *Community for Life*

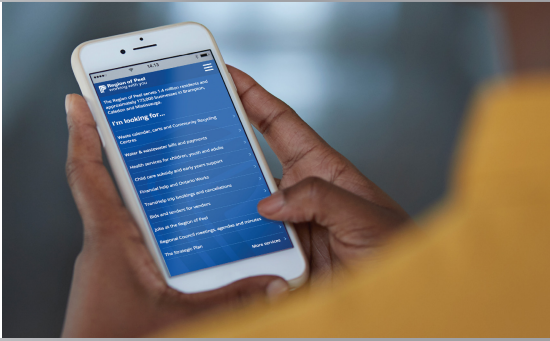
Living



Thriving



Leading



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

2022 Budget at a Glance

The 2022 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 2022 Budget:

- Enables Health Services to continue the response to the COVID-19 pandemic
- Maintains core service levels while investing in key services needed by the community
- Ensures that Peel's \$32 billion in infrastructure continues to provide reliable service to the community



Property tax

+1.5%

Per \$100,000 of residential assessment = \$13.57

+\$73 Residential

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

+\$129 Small Business







Utility rate

+5.8%

+\$47 Residential

+\$118 Small Business









The Region of Peel is a growing, thriving community and a major economic hub, that is facing a changing and dynamic environment especially as it recovers from COVID-19. Major trends which are resulting in increased service pressures and more complex community issues impacting service demand are:

 <p>Growing and rapidly aging population Adding the population equivalent to the City of Hamilton's by the year 2041</p>	 <p>Aging Infrastructure Peel's assets are valued at more than \$32 billion</p>	 <p>Climate Change Impact of significant climate change and weather patterns</p>	 <p>Changing economy Impacting employment and market conditions</p>	 <p>Rapidly Changing Technology Adapting how we connect with residents and deliver services</p>	 <p>Constantly evolving legislation and regulation Provincial funding cuts and changes</p>
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Over the past year, while the Province has provided critically needed funding for the pandemic response, changes to services cost-shared with the Province, such as Child Care and Community Investment, continue. To support Peel's most vulnerable residents, Regional Council has included investments in the 2022 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>Increasing Needs Based Subsidies and Resources for 74 additional housing units</p>	 <p>COVID-19 response remains Public Health's top priority</p>
 <p>Increasing support to seniors with the opening of a Seniors Health and Wellness Village and the implementation of two butterfly households</p>	 <p>+\$33M invested to sustain regional infrastructure of \$32B, and investments to support progressive asset management</p>
 <p>+26 police officers for community safety</p>	 <p>Supporting Growing Data Integration and Modernization through Technology</p>
 <p>Advancing work that contributes to a Diverse and Inclusive Workplace and Community</p>	 <p>Supporting Peel's vulnerable population through increased community grants</p>

2022 Budget Investments

With the support and encouragement of Region of Peel Council, the 2022 Budget includes temporary resources to continue supporting its clients and community through COVID-19 with no net impact to the budget. 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**.

\$3.8
billion

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

\$2.7
billion

2022
Operating budget

\$1.1
billion

2022
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 modernization and technology to manage and deliver essential services, and developing innovative solutions to increase productivity.

\$945
million

\$1.62
billion

\$169
million

\$162
million

\$929
million

\$32
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
- SERVICE EXCELLENCE AND INNOVATION

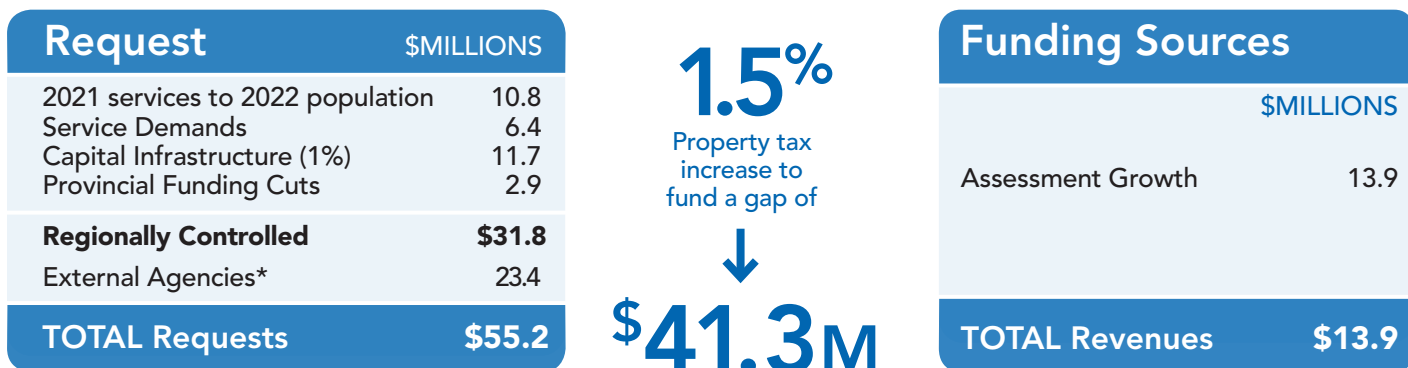
PLUS:

- 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 2021 the Region has **cumulative cost savings of over \$19 million** for tax supported programs. However, in order to fund the service demands for 2022 and to ensure the Region’s infrastructure is sustainable, an overall property tax increase of 1.5% is required.



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

2022 Service Levels

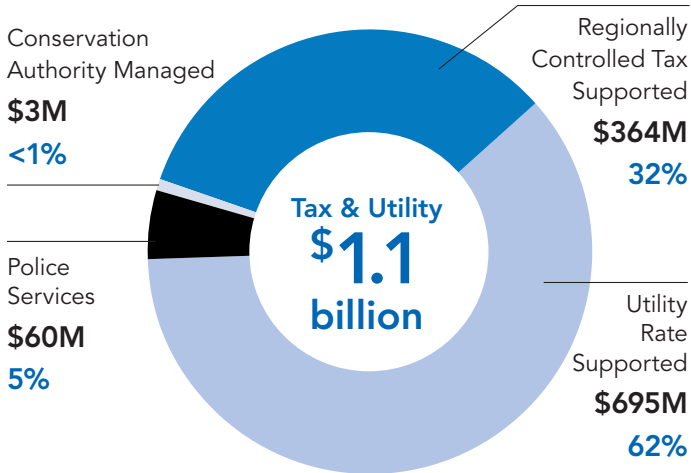
In addition to meeting increasing service demands, the overall property tax and utility rate also pays to maintain existing service levels.

Highlights of 2022 service levels include:

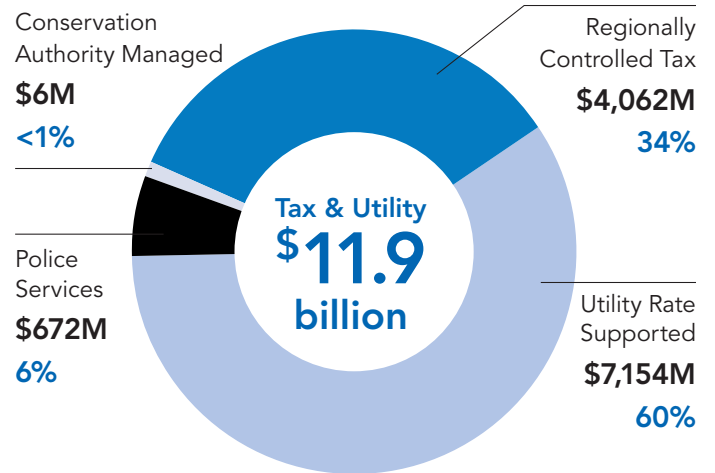
Service Outcome	Service for the Community
Residents and visitors receive quality pre-hospital care from paramedic services	Responding to an estimated 122,800 emergency calls
Residents in need can travel within their community without barriers using accessible transportation	Providing 706,800 TransHelp trips
Residents in need have access to a range of housing options	Providing over 11,285 housing subsidies
Waste is collected on time and managed in a safe and environmentally responsible manner	Managing over 570,000 tonnes of residential waste
Residents in our Long Term Care homes receive care to enhance their quality of life	Providing 794 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
Safe, reliable and high quality drinking water	Producing 590 million litres of safe drinking water each day for 338,160 customer accounts
Community groups in need have support to deliver services to Peel residents	731,214 Peel residents served by agencies funded by the Community Investment Program

The 2022 Capital Budget and 2022-2031 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.

2022 Capital Budget



2022 – 2031 Capital Plan



Capital Budget Funding:

54% Reserves | 41% Development Charges*
3% External | 2% Debt

Capital Plan Funding:

47% Reserves | 48% Development Charges*
3% External | 2% Debt

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

Highlights of the 2022 Capital Budget



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

\$162 million

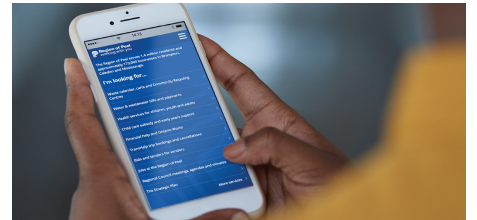
- Housing Master Plan (\$75.2 million)
- Peel Living State of Good Repair (\$39.6 million)
- New Paramedics reporting station (\$20.0 million in construction costs)
- Maintain Ambulance facilities, fleet and support vehicles facilities (\$7.0 million)
- Maintain Long Term Care Homes (\$5.1 million)



Thriving: Communities are integrated, safe and complete.

\$929 million

- Investment in GE Booth Wastewater Treatment Plant (\$251.0 million)
- Road construction, intersection improvements and sustainable and active transportation (\$107.2 million)
- Accommodating MTO highway widenings – 401 and QEW (\$41.0 million)
- Replacement of Watermains in Peel (\$38.0 million)
- Road resurfacing and other state of good repair works (\$30.5 million)

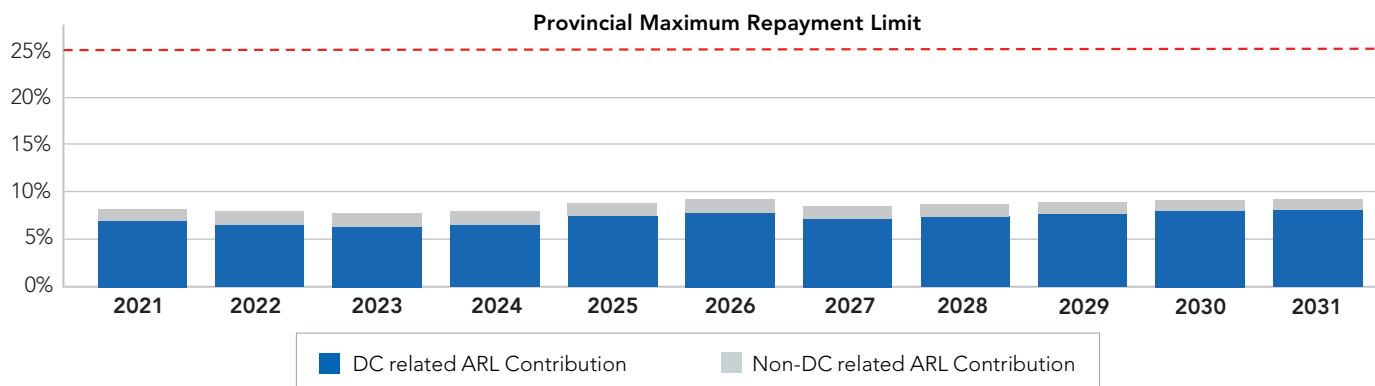


Leading: Government is future-oriented and accountable.

\$32 million

- Climate Change and Energy Management including Pacesetter Project (\$14.5 million)
- Maintain and Modernize Technology Assets (\$10.8 million)
- Maintain Office Facilities (\$6.3 million)

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 2023 to 2025 period, net tax levy increases averaging 4.1% are forecast after assessment growth of 0.8%. For the 2023 to 2025 period, utility rates are forecast to increase by 5.8%.

Tax Supported Services	FORECAST		
	2023	2024	2025
Regionally Controlled Services	3.5%	2.5%	2.3%
External Agencies	2.3%	2.1%	2.0%
Less: Assessment Growth	(0.8%)	(0.8%)	(0.8%)
Net Tax Levy Impact	5.0%	3.8%	3.5%
Property Tax Impact	2.1%	1.6%	1.5%

Utility Supported Services	FORECAST		
	2023	2024	2025
Operations	0.8%	0.8%	0.8%
Capital Infrastructure*	5.0%	5.0%	5.0%
Average Utility Rate Impact	5.8%	5.8%	5.8%

* Will be reassessed based on the recommendations from the Utility Long Term Financial Plan

How Peel Region Manages Risks

The 2022 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 has maintained its Triple "A" Credit rating for the 26th year in a row based on its strong governance framework and prudent financial management practices. This rating reflects Peel's every-day commitment to managing tax dollars responsibly while delivering value-added, affordable services to residents and businesses.

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



\$32 billion in assets remain in good condition because of a strong, risk-based asset management approach

Respect for the Taxpayer

77% of residents have a positive perception of value for tax dollars



Investing to build our **Community for Life**

2022 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 2022 Budget effectively implements

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

The 2022 Budget effectively maintains

service levels for Peel Region's rapidly growing and aging population base and its \$32B in assets.

The 2022 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](https://www.peelregion.ca)

Services at a Glance



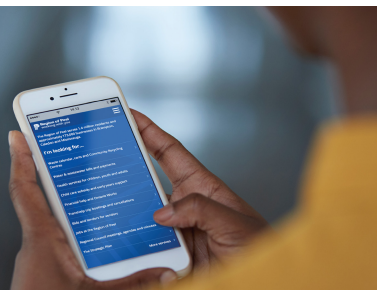
Living

Adult Day	1	Long Term Care	11
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Thriving

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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 system navigation, counselling, 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 Services client population
- Development of a hybrid Adult Day Services to include virtual and in-person programs
- Alignment with the evolution of Central Region Ontario Health and Ontario Health Teams
- Uncertainty in Provincial funding allocation

How We are Investing to Serve Peel Residents Better

**NEW
in 2022**

Operating Request **+\$0.7M**

Key Highlights:

+\$0.5M Maintaining service levels

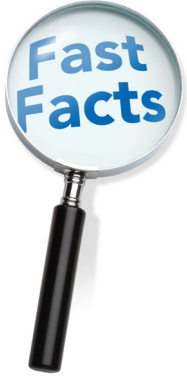
+\$0.2M Operationalization of Seniors Health and Wellness Village at Peel Manor

Capital Request **+\$0.0M**

Key Highlights:

No capital investments proposed





92 %

of clients report improved brain stimulation contributing to improved mood following virtual service intervention

241 of 268

active clients are receiving virtual care services (90%)

14,685

Virtual and in-person interactions provided up to August 2021, wellness checks, recreation, nursing, and social work

32%

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:



- Supporting the emotional, physical, social and therapeutic needs of clients and caregivers using telephone and virtual programs
- Continuing to provide emotional-based care to residents and supporting Long Term Care emergency pandemic response
- Implementing integrated care model through collaboration with Ontario Health Team partners
- Advocating to the Province for enhancing services, reaching more clients and supporting expansion of service offerings at the Seniors Health and Wellness Village

Sustaining our Adult Day Services

Here's how we strive to perform better:

- Planning for the expansion of services to address increasing service demands through the redevelopment of Peel Manor as the Seniors Health and Wellness Village
- Implementing a new iPad Lending Program to address barriers to accessing virtual programs and services
- Adjusting capacity and service levels in response to COVID-19 resulting in the successful re-opening of in-person services as of July 2021
- Planning for the resumption of services to address the needs of seniors living in the community.

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$2.7	\$3.4	\$0.7	24.2%
Full-time Staffing Resources	55	58	3	5.4%
Capital Investment (\$M)		-		
10-Year Capital Investment (\$M)		-		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$0.7	\$0.4	\$0.2
% Increase	19.2%	9.8%	4.4%

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

Community Investment supports the not-for-profit sector in delivering 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 from the not-for-profit sector due to the disproportionate impact of the pandemic on Peel’s most vulnerable populations
- Emergence of the ‘newly vulnerable’, those not in poverty prior to COVID-19 but at risk due to economic and social pressures linked to the pandemic
- Demand for amplified collaborative action between community and government (e.g.: Community Response Table, Anti-Black Racism Collective) post-pandemic to align service provisions with emerging needs for residents
- Need for sustainable funding for the ‘Strategy to Address Human Sex Trafficking in Peel Region’

How We are Investing to Serve Peel Residents Better

NEW
in 2022

Operating Request **+\$0.9M**

Capital Request **+\$0.0M**

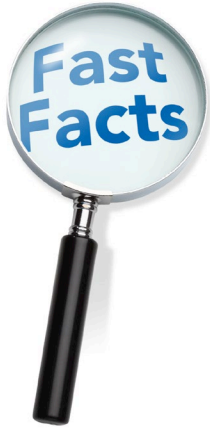
Key Highlights:

- +\$1.0M & 1 FTE** Increasing support to the community through the grants program
- +\$2.0M** Allocation to food bank grant applications (funded through reserves)

Key Highlights:

No capital investment proposed





175,980

Peel residents live in poverty

\$5.5M+

cumulative income tax refunds to 802 low-income residents as reported by four Community Income Tax Clinics

731,214

Peel residents estimated to be served by agencies funded by the Community Investment Program as of August 2021

60%

of Peel not-for-profit agencies surveyed experienced a decrease in revenue and an increase in unbudgeted costs in 2020



Respecting the Taxpayer

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

- Align the Community Investment Program with Regional priorities to improve response to local needs
- Modernize the Community Investment Program funding process to automate the agency application process
- Increase collaborative community action with partners to mitigate the impact of the pandemic on vulnerable residents and support recovery

Sustaining our Community Support Service Capabilities

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

- Support for Peel’s not-for-profit agencies to build stronger, more equitable communities by providing programs to the most vulnerable
- Engage community partners to enable upstream systems change to address complex social challenges and ensure the voice of those with lived experience is at the centre of system changes
- Increase Anti-Human Sex Trafficking awareness and service pathways

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$14.7	\$15.6	\$0.9	6.3%
Full-time Staffing Resources	33	33	-	-
Capital Investment (\$M)		-		
10-Year Capital Investment (\$M)		-		

Outlook Years:	2023	2024	2025
Net Increase (\$M)	\$0.1	\$0.1	\$0.5
% Increase	0.8%	0.9%	3.4%

*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 2022

Operating Request **+\$1.4M**

Key Highlights:

+\$0.1M Expanded access to EarlyON

Provincial Funding Impact

+\$7.1M

Change in Provincial Funding for administration expenses

(\$3.3M)

Saving through efficiencies and program delivery change

(\$2.8M)

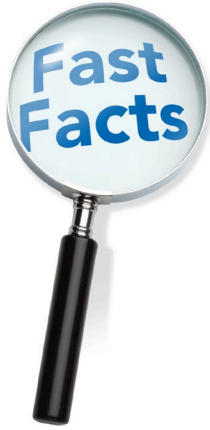
draw from reserves to phase in the funding impact from 2022 to 2025

Capital Request **+\$0.1M**

Key Highlights:

+\$0.1M Renovation for leased childcare centers





47,552

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

8,585

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

2,176

children with special needs who benefit from enhanced resources

129,006

visits made to EarlyON programs by parents/caregivers and their children

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 the number of families who can access affordable licensed child care and EarlyON programs
- Ensuring latest COVID-19 health and safety protocols are implemented
- Continuing to improve child care fee subsidy program
- Modernizing tools and processes to increase efficiency and accountability
- Continuing to deliver valuable supports and resources through EarlyON programs for children and their parents/caregivers
- Preparing for the potential implementation of the National Child Care Plan
- Continue to advocate to the provincial and federal governments for ongoing sustainable funding for Peel's EYCC

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$22.0	\$23.4	\$1.4	6.5%
Full-time Staffing Resources	106	106	-	-
Capital Investment (\$M)		\$0.1		
10-Year Capital Investment (\$M)		\$8.9		
Outlook Years	2023	2024		2025
Net Increase (\$M)	\$1.3	\$1.3		\$1.3
% Increase	5.6%	5.3%		5.1%

Note: May not add up due to rounding

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

Housing Supports 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 and subsidy service levels
- Assets in the community housing system are aging; significant investments are needed to keep buildings in a state of good repair
- Lack of affordable 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 2022

Operating Request **+\$6.2M**

Key Highlights:

- +\$1.2M & 2 FTE** Needs-Based Housing Subsidies and Resources
- + \$0.3M & 3 FTE** To address high risk staffing shortages
- + \$0.0M & 3 FTE** Second Units Program
- + \$0.0M & 4 Contract** PHC resource needs
- +\$4.7M** To maintain service levels

Capital Request **+\$121.6M**

Key Highlights:

- +\$75.2M** Housing Master Plan
- +\$39.6M** Peel Living State of Good Repair





3,367

clients served in emergency & transitional shelters

2,306

clients who received eviction prevention funds

11,285

households who receive subsidy

1,128

units in development
(264 units completed, 864 units/shelter beds in planning/construction)



Respecting the Taxpayer

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

- Introducing needs-based service delivery, following a *Housing First* philosophy
- Shifting focus from emergency response to permanent housing solutions
- Advocating to improve mental health and addictions supports
- Increasing the supply of affordable housing through a mix of innovative approaches

Sustaining our Housing Support Service Capabilities

There are a number of key focus areas for Housing Support in 2022, including:

- Working with our partners to improve access to housing supports and subsidy
- 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	2021	2022	+/-	%
Net Expenditures (\$M)	\$135.8	\$141.9	\$6.2	4.6%
Full-time Staffing Resources	148	155	7	4.7%
Staffing Resources - Peel Living	119	119	-	-
Capital Investment (\$M)		\$121.6		
10-Year Capital Investment (\$M)		\$1,103.8		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$7.2	\$3.4	\$3.8
% Increase	5.1%	2.3%	2.5%

Note: May not add up due to rounding

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

Income Support Provides income and life stabilization supports to Peel residents to enable self-sufficiency and improved quality of life

Service Pressures

- Social assistance policy and program direction from the Province is shifting
- An increase in Ontario Works caseload is anticipated as federal benefits and supports expire
- The shift 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
- Future service delivery relies on system capacity and the availability of healthcare, childcare, housing and employment and training supports

How We are Investing to Serve Peel Residents Better

NEW
in 2022

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

Key Highlights:

(\$1.1M) Cost containment

+\$0.9M Cost of Living to maintaining service levels. No operating investments proposed.

+\$0.0M

Provincial
Funding Impact

No increase in Provincial Funding

Capital Request **+\$0.0M**

Key Highlights:

No capital investments proposed





1.6%

of the Peel population that receives Ontario Works

100%

of Ontario Works benefit costs paid by the Province

11,616

average households that receive income support through Ontario Works as of July 2021

5,342

applications received for various income support programs



Respecting the Taxpayer

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

- Continue to partner with the province on modernization initiatives that enhance service delivery and improve access to social assistance supports, such as two-way digital messaging
- Working with the Ministry and the employment service system manager to support better client outcomes
- Implementing enhanced reporting tools to track, monitor and analyze relevant metrics

Sustaining our Income Support Service Capabilities

Key areas of focus for Income Support, include:

- Projected increase in community needs and demand for social assistance due to economic uncertainty and the anticipated end of federal support benefits
- Developing a Life Stabilization service delivery model using a collaborative and strength-based approach between internal and external partners
- Ongoing partnership with the Ministry to co-design the renewed social assistance

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$26.6	\$26.4	(\$0.2)	(0.7%)
Full-time Staffing Resources	373	371	(2)	(0.6%)
Capital Investment (\$M)		-		
10-Year Capital Investment (\$M)		-		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$1.3	\$1.4	\$1.4
% Increase	5.0%	4.9%	4.8%

*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
- 4 hours of care staffing increases announced by the Province

How We are Investing to Serve Peel Residents Better

NEW
in 2022

Operating Request **+\$4.0M**

Key Highlights:

+\$2.0M to maintain current level of service

+\$1.2M to implement two Butterfly households at Seniors Health and Wellness Village at Peel Manor (SHWV)

+\$0.8M to operationalize SHWV upon construction completion

+\$2.3M for COVID-19 infection control and prevention (100% funded from Phase 1 Safe Restart Funding)

**COVID
IMPACT**

Capital Request **+\$9.1M**

Key Highlights:

+\$4.0M for completion of Seniors Health and Wellness Village building construction

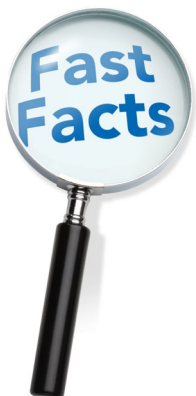
+\$1.9M for facility maintenance and equipment replacement projects at all homes

+\$0.8M for replacement of chillers and cooling towers at Tall Pines

+\$1.0M for full elevator modernization at Sheridan Villa

+\$0.6M for replacement of all lighting with LED at Davis Centre





794

residents received care in 2021

89

people served in Butterfly

83.5%

of residents living in Peel Long Term Care homes had a cognitive impairment, including dementia in 2020

56,734

caregiver visits facilitated in 2020

21%

of the visits have been virtual

127 or 12%

of LTC staff have left to work at other healthcare facilities (as of 21 Sept 2021)



Respecting the Taxpayer

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

- Implementing Infection prevention and control (IPAC) software to enhance surveillance practices to improve the quality of care and safety of residents
- Participating in centralized PPE Inventory pilot to optimize PPE inventory and storage
- Revising & streamlining emergency management plans
- Increasing multi-home contracts promoting consistency and economies of scale
- Bundling capital projects during implementation to reduce administration

Sustaining our Long Term Care Services

Here's how we strive to perform better:

- Completing IPAC risk assessments to support pandemic preparedness and ongoing response
- Enhancing the use of virtual care technologies to improve access to specialist/physician care and support resident engagement
- Introducing a new interactive technology to enhance resident engagement

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$41.6	\$45.6	\$4.0	9.6%
Full-time Staffing Resources	742	765	23	3.1%
Capital Investment (\$M)		\$9.1		
10-Year Capital Investment (\$M)		\$128.6		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$2.2	\$1.7	\$1.9
% Increase	4.7%	3.5%	3.9%

*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 and uncertainty in ascertaining call volume projection
- Provincial funding uncertainty

How We are Investing to Serve Peel Residents Better

NEW
in 2022

Operating Request **+\$1.4M**

Key Highlights:

+\$1.4M to maintain response to 911 calls and demand for pre-hospital care

+\$2.7M in temporary Paramedics staffing to address call volume fluctuations (100% funded from reserves)

Capital Request **+\$27.0M**

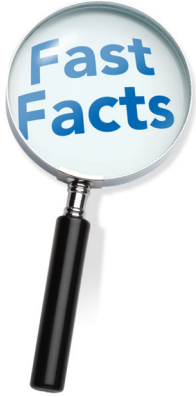
Key Highlights:

+\$20M for the construction of a new reporting station

+\$3.4M for the maintenance of facilities and equipment in a state-of-good-repair

+\$3.6M for the replacement of 24 ambulances and support vehicles at the end of useful life





136,000

total calls projected for 2021

11.24%

increase in estimated total daily calls in 2021

32,000+

hours dedicated to COVID-19 Vaccination in 2021

11%

increase in WSIB hazard incidents in 2021 compared to 2020

Respecting the Taxpayer



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

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

Sustaining our Paramedic Services

Here's how we strive to perform better:

- Continuing mental wellness initiatives to support psychological safety for paramedics and other staff
- Continuing advocacy for dispatch reform to improve the ability to save lives while effective and efficient use of resources
- Adapting community paramedicine to support COVID-19 testing in congregate settings and protect our vulnerable populations
- Community Paramedicine to support the needs of our senior population (100% funded by the Province)

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$65.3	\$66.8	\$1.4	2.2%
Full-time Staffing Resources	638	638	-	-
Capital Investment (\$M)		\$27.0		
10-Year Capital Investment (\$M)		\$188.6		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$2.7	\$4.0	\$1.8
% Increase	4.0%	5.7%	2.4%

*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

How We are Investing to Serve Peel Residents Better

NEW
in 2022

Operating Request (\$0.2M)

Key Highlights:

(\$0.9M) reduction in the budgeted number of trips; everyone needing a trip will still receive one

Capital Request +\$4.1M

Key Highlights:

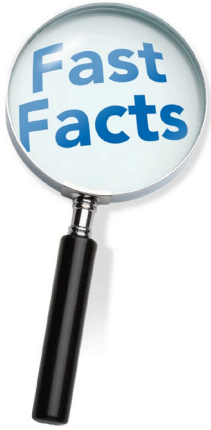
+\$1.9M for technology investment to enhance service delivery

+\$1.0M for purchase of new electric vehicles

+\$0.5M for update of Accessible Transportation Master Plan

+\$0.3M for third party vendors operating vehicles on behalf of TransHelp





280,000*
trips provided

2,820*
new applications processed

10,000+*
passengers

6.9M*
kilometres driven

** In 2021, the program is operating at approximately 40% of typical pre-COVID service levels*

Respecting the Taxpayer



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

- Continue to assess trip demand
- Continue to seek efficiencies in current delivery model
- Upgrade the current scheduling software to allow for more efficient trip planning
- Implement technology that allows passengers to track their ride in real-time while reducing no-shows

Sustaining our Accessible Transportation Services

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

- Leverage conventional transit when appropriate by partnering with local municipalities so residents are offered the most suitable mode of transportation
- Implement more online services so passengers can manage their own accounts

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$27.4	\$27.3	(\$0.2)	(0.7%)
Full-time Staffing Resources	129	129	-	-
Capital Investment (\$M)		\$4.1		
10-Year Capital Investment (\$M)		\$32.2		

Outlook Years:	2023	2024	2025
Net Increase (\$M)	\$1.0	\$1.0	\$1.0
% Increase	3.8%	3.4%	3.4%

*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 are supportive of oral health, healthy eating, and physical activity, and the reduction of tobacco, vaping and problematic substance use.

Service Pressures

- COVID-19 remains first priority
- Redeployment of staff to support COVID-19 pandemic response, including the on-going mass vaccination program
- Fewer seniors than forecasted to be seen through Ontario Seniors Dental Care Program due to COVID-19 pandemic restrictions; however, demand for these services continues to grow
- 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 programs
- Support the Community Safety and Well Being Plan with no provincial funding

How We are Investing to Serve Peel Residents Better

Operating Request **+\$0.6M**

Key Highlights:

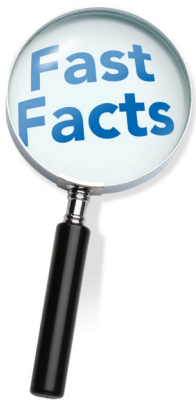
+\$0.6M to ensure delivery of essential core services, despite pandemic, to respond to needs of the community

Capital Request **+\$0.3M**

Key Highlights:

+\$0.3M for information management improvements





114,862

reported COVID-19 cases requiring case management (as of Q3, 2021)

1,517

food premise inspections

990

requests related to COVID-19 (as of Q3, 2021)

80%

of Public Health staff were involved in the COVID-19 response

1.2 million

people in Peel fully vaccinated (as of Q3, 2021)

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 \$0.2M in one-time savings



Sustaining our Chronic Disease Prevention Services

Here's how we strive to perform better:

- Adapted programs and priorities to the COVID-19 pandemic response, and continuing to provide critical services to the community, including harm reduction programs
- Continued to implement the Ontario Seniors Dental Care Program. Helping Community Health Centres to provide eligible seniors dental treatment with delivery adaptations
- Partnered with schools and school boards to support safe reopening and student, staff and teacher safety related to COVID-19
- Dental hygienists have been redeployed to support several COVID-19 functions such as case, contact and outbreak management and vaccination

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$15.4	\$16.0	\$0.6	3.9%
Full-time Staffing Resources	271	271	-	-
Capital Investment (\$M)		\$0.3		
10-Year Capital Investment (\$M)		\$3.3		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$1.0	\$0.9	\$0.9
% Increase	6.4%	5.2%	5.1%

*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

- COVID-19 remains first priority
- Redeployment of staff to support COVID pandemic response
- Healthy Babies Healthy Children staff redeployed to support COVID are anticipated to return to program
- Adaptation of programs to COVID protocols
- Since 2008, no increase in Provincial funding for Healthy Babies Healthy Children program

How We are Investing to Serve Peel Residents Better

NEW
in 2022

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





114,862

reported COVID-19 cases requiring case management (as of Q3, 2021)

1,517

food premise inspections

990

requests related to COVID-19 (as of Q3, 2021)

80%

of Public Health staff were involved in the COVID-19 response

1.2 million

people in Peel fully vaccinated (as of Q3, 2021)

Respecting the Taxpayer

We continue to find ways to mitigate costs, including:

- Conducting line-by-line expenditure reviews, which identified various process improvements that delivered \$0.05M in one-time savings
- 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 of highest-risk families via phone assessments, health education and referrals to the most appropriate community services
- The Ministry of Children, Community and Social Services is allowing Healthy Babies Healthy Children to use its forecasted surplus to fund not-for-profit organizations that provide early intervention services to children and families in Peel, consistent with the goals of Healthy Babies Healthy Children



Sustaining our Early Growth and Development Services

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

- Leading Trillium Grant work with community 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	2021	2022	+/-	%
Net Expenditures (\$M)	\$5.6	\$5.8	\$0.2	3.6%
Full-time Staffing Resources	168	168	-	-
Capital Investment (\$M)	-	-	-	-
10-Year Capital Investment (\$M)	-	-	-	-

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$0.7	\$0.6	\$0.6
% Increase	12.0%	9.6%	9.0%

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

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

Service Pressures

- Continued demand for engaging, accessible and exciting digital exhibitions and programming
- Care of collections housed in heritage facilities, requiring specialized needs
- Working with local agencies and partners to deliver cultural experiences to vulnerable communities
- Digitization of archival records in support of innovation and accessibility
- Impact of COVID-19 on operations

NEW
in 2022

How We are Investing to Serve Peel Residents Better

Operating Request **+\$0.1M**

Key Highlights:

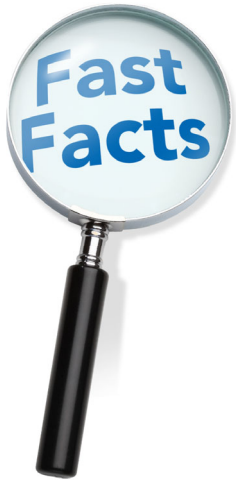
No new significant investment proposed other than maintaining prior year service levels

Capital Request **+\$0.6M**

Key Highlights:

+\$0.6M Investment in state of good repair





47

diverse community partnerships continued

11,418

estimated virtual visitors

90%

of virtual visitors recommend PAMA programs and experiences

161,320

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

ADAPTING

Respect the Taxpayer

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

- \$0.96M in reduced costs through the ongoing review of budgets

Sustaining our Heritage, Arts and Culture Services

Here's how we strive to perform better:

- Engaging the community through digital exhibitions, online programming, and interactive school resource kits
- Supporting the Region's COVID-19 response and adapting service delivery
- Partnering with local and international artists and curators to provide authentic experiences reflective of Peel's rich diversity
- Building program capacity through increasing one-time grants and funding

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$5.5	\$5.6	\$0.1	2.0%
Full-time Staffing Resources	22.0	22.0	-	-
Capital Investment (\$M)		\$0.6		
10-Year Capital Investment (\$M)		\$11.5		

Outlook Years:	2023	2024	2025
Net Increase (\$M)	\$0.1	\$0.1	\$0.1
% Increase	1.7%	1.7%	1.7%

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

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

Service Pressures

- COVID-19 remains first priority
- 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 immunizations to reach those not fully vaccinated
- Maintaining service levels with Public Health funding held at 2018 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 new and emerging diseases such as COVID-19

How We are Investing to Serve Peel Residents Better

NEW
in 2022

Operating Request **+\$0.7M**

Key Highlights:

+\$0.7M to ensure delivery of essential core services and respond to the needs of the community despite the pandemic

**COVID
IMPACT**

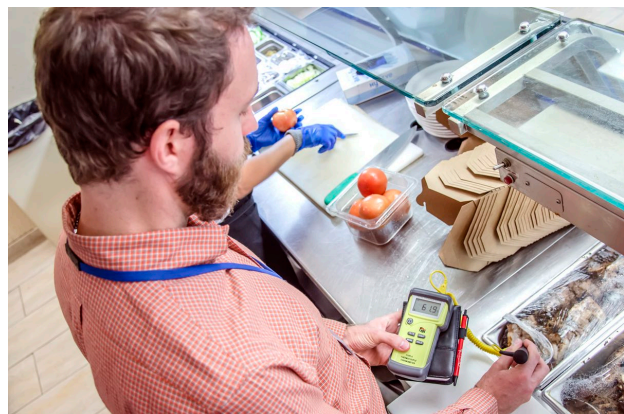
+\$0.4M for COVID-19 64 School-Focused Nurses (funded until July 2022 by Province)

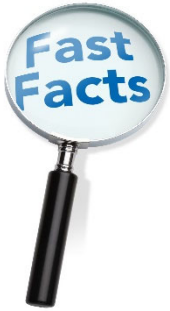
(\$0.2M) for COVID-19 Discontinuation of Five9 cloud software (funded from Phase 1 Safe Restart Funding)

Capital Request **+\$0.1M**

Key Highlights:

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





114,862

reported COVID-19 cases requiring case management
(as of Q3, 2021)

1,517

food premise inspections

990

requests related to COVID-19
(as of Q3, 2021)

80%

of Public Health staff were involved in the COVID-19 response

1.2 million

people in Peel fully vaccinated (as of Q3,2021)



Respecting the Taxpayer

We continue to find ways to mitigate costs, including:

- Conducted line-by-line expenditure reviews, which identified various process improvements that delivered \$0.08M in one-time savings

Sustaining our Infectious Disease Prevention Services

Here's how we strive to perform better:

- Expanded the reach of free harm reduction supports through partnerships with key community agencies and program adjustments
- Implemented a streamlined approach to HIV contact tracing. Efficiencies have supported the increased case management follow up needed for higher case counts

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$13.0	\$13.7	\$0.7	5.4%
Full-time Staffing Resources	248	248	-	-
Capital Investment (\$M)		\$0.1		
10-Year Capital Investment (\$M)		\$8.1		
Outlook Years	2023	2024	2025	
Net Increase (\$M)	\$1.0	\$0.9	\$0.9	
% Increase	7.4%	6.1%	5.9%	

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

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

Service Pressures

- A growing population is causing an increase in development and intensification
- An increased volume and complexity of development applications impacting staff processing times
- New and evolving provincial legislation presents challenges and opportunities in planning for healthy, sustainable and complete communities

NEW
in 2022

How We are Investing to Serve Peel Residents Better

Operating Request **+\$0.2M**

Key Highlights:

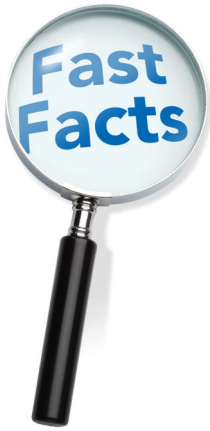
- +\$0.2M** to maintain service level
- +\$0.0M** 2 FTE to support development application processing and Regional Planning; user fee funded
- +\$0.0M** 2 FTE to support Growth Management; capital funded

Capital Request **+\$2.3M**

Key Highlights:

- +\$0.8M** for Official Plan Review and Regional Official Plan Amendments
- +\$0.8M** for Greenlands Securement
- +\$0.4M** for ongoing integration of planning, infrastructure and financial management of growth
- +\$0.4M** for Long Range Studies





51%

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

3,294

resubmissions – anticipated development review activity

62,118

estimated number of housing units in the development approvals process

51%

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 and efficient service
- Updating the Region's development fee structure to ensure it reflects the changing nature of growth and development

Sustaining our Land Use Planning Services

Here's how we strive to perform better:

- Further integrating growth management across the organization
- Working with local municipalities to adapt to provincial changes
- Planning for 2051 horizon with updated policies addressing strategic community interests
- Developing new planning implementation tools

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$3.8	4.0	\$0.2	4.1%
Full-time Staffing Resources	50.5	54.5	4	7.9%
Capital Investment (\$M)		\$2.3		
10-Year Capital Investment (\$M)		\$23.9		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$0.4	\$0.4	\$0.1
% Increase	10.2%	9.7%	2.2%

*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 while reducing traffic fatalities and injury collisions
- Implementing healthy, active transportation alternatives
- Maintaining stormwater assets to meet regulatory requirements and adapt to climate change
- Developing automated enforcement programs to address community safety
- Developing a Transportation Asset Management Strategy and supporting program to meet regulatory requirements
- Updating occupational health and safety management program to ensure compliance

How We are Investing to Serve Peel Residents Better

NEW
in 2022

Operating Request **+\$2.5M**

Key Highlights:

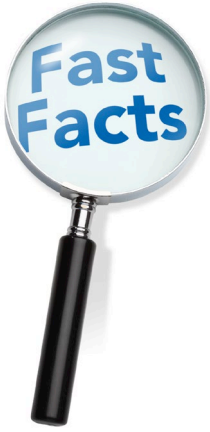
- +\$0.6M** Storm Water Systems Operations and Maintenance Program (new investment), including 1 FTE
- +\$0.0M** 1 FTE to support Health and Safety
- +\$0.0M** 1 FTE to support Asset Management; capital funded

Capital Request **+\$150.8M**

Key Highlights:

- +\$107.2M** for road construction, intersection improvements, and sustainable and active transportation
- +\$30.5M** for road resurfacing and other state of good repair works
- +\$3.2M** for traffic safety programs





1,682 lane km
of arterial roads and bridges maintained

40,000
trees along Regional roads

382 km
of active transportation infrastructure

390 km
of storm sewers maintained

Respecting the Taxpayer



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

- Cost savings for electricity and maintenance for streetlighting due to previous LED implementation
- Co-ordinating corridor planning for economies of scale, efficiencies and reduced traffic disruption
- Working with the local municipalities to increase efficiencies on maintenance activities
- Cost savings related to successful external and grant funding applications

Sustaining our Roads and Transportation Services

Here’s how we strive to perform better:

- Addressing growth pressures by implementing the Long Range Transportation Plan along with the Sustainable Transportation Strategy
- Planning, designing, and building safe connected future ready transportation network
- Improving safety through the Vision Zero framework
- Adopting new technologies and applications to better inform strategic long-term planning
- Improving asset management practices to ensure transportation assets remain in a state of good repair

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$94.3	\$96.8	\$2.5	2.6%
Full-time Staffing Resources	192	195	3	1.6%
Capital Investment (\$M)		\$150.8		
10-Year Capital Investment (\$M)		\$1,901.5		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$1.8	\$1.4	\$1.1
% Increase	1.8%	1.4%	1.1%

*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 committed to 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* requires investment in new processing facilities or services
- 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 2022

How We are Investing to Serve Peel Residents Better

Operating Request **+\$1.3M**

Key Highlights:

- +\$2.0M** increased tonnage due to growth
- +\$0.4M** increased Community Recycling Centre operations
- +\$0.0M** Enterprise Asset Management support; capital funded
- +\$0.0M** Waste Management Priority project implementation (contract conversion)
- (\$1.3M)** increased funding from producers
- (\$0.9M)** process improvements and efficiencies

Capital Request **+\$16.3M**

Key Highlights:

- +\$8.8M** to maintain waste facilities in a state of good repair
- +\$2.8M** to purchase garbage, recycling, organics and kitchen carts for new households
- +\$2.8M** to optimize Waste Management digital service platform





570,000

tonnes of residential waste managed annually

5,000+

additional number of Peel Region households annually

50%

diversion rate from landfill

12%+

increase in organics tonnes collected and processed from pre-COVID levels

Respecting the Taxpayer

We continue to find ways to mitigate costs:

- [Aligning the Extended Producer Responsibility funding to reflect historical trending](#)
- [Continuing environmental education through digital platforms to reduce cost and limit interactions](#)



Sustaining our Waste Management Services

Here's how we strive to perform better:

- [Upgraded Peel's Material Recovery Facility to recover recyclables that meet market quality expectations](#)
- [Adjusting green bin collection and processing capacity to accommodate organics growth due to COVID-19](#)
- [Reducing touch points by accepting debit and credit only at Community Recycling Centres](#)
- [Bringing the operations of Heart Lake Community Recycling Centre in-house in 2022](#)

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$129.0	\$130.3	\$1.3	1.0%
Full-time Staffing Resources	215	224	9	4.2%
Capital Investment (\$M)		\$16.3		
10-Year Capital Investment (\$M)		\$395.4		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$1.3	\$1.3	\$1.3
% Increase	1.0%	1.0%	1.0%

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

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

Service Pressures

- As the population grows, so does service demand and the need to expand system capacity
- Capital expenditure to support growth to 2041 horizon increasing the pressure on capital delivery and operation resources
- Assessing capital and operating impacts to meet the growth projections including the Province’s 2051 Growth Plans
- 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
- Addressing emerging legislation (excess soil disposal)
- The impact of COVID-19 has required operational changes to maintain service levels

How We are Investing to Serve Peel Residents Better

NEW
in 2022

Operating Request **+\$14.2M**

Key Highlights:

+\$8.3M 5% infrastructure levy to maintain asset condition and performance

+\$0.0M supporting Inflow and Infiltration Mitigation Strategy (contract conversion)

**COVID
IMPACT**

+\$0.6M PPE and enhanced cleaning (utility rate stabilization reserve draw)

Capital Request **+\$471.5M**

Key Highlights:

+\$251.0M GE Booth Wastewater Treatment Plant for New Plant 1, capacity restoration, odour control improvements, new outfall as well as major capital rehabilitation

+\$40.0M East Sanitary Trunk storage facility to store wastewater overflows

+\$23.0M Local Collection System Repair and Replacement to improve reliability

+\$20.0M Queensway East Sanitary Trunk Sewer construction to support growth





680 million

litres of wastewater treated every day

3,690 km

length of sanitary sewer mains

55,000

maintenance holes

331,970

wastewater accounts

Respecting the Ratepayer



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

- Securing Covid-19 infrastructure resilience fund in the amount of \$8 million to manage inflow and infiltration
- Incremental cost avoidance of \$900K in electricity resulting from participation in Industrial Conservation Initiative
- Cost savings of \$480K as a result of ongoing operational budget review

Sustaining our Wastewater Services

Here's how we strive to perform better:

- Adapting to new provincial guideline for construction during COVID-19
- Addressing the top inflow and infiltration areas
- Investing in the reuse of bio-gas for energy production
- Expanding the sanitary sewer system in strategic areas to manage excess flows
- Evaluating resource requirements to deliver and support infrastructure growth
- Assessing infrastructure requirements to support growth to 2051

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Peel required Billings (\$M)	\$167.3	\$181.5	\$14.2	8.5%
Full-time Staffing Resources	247	248	1	0.4%
Capital Investment (\$M)		\$471.5		
10-Year Capital Investment (\$M)		\$4,191.4		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$12.4	\$12.5	\$13.1
% Increase	6.8%	6.5%	6.4%

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

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

Service Pressures

- As the population grows, so does water demand and the need to expand system capacity
- Capital expenditure to support growth to 2041 horizon increasing the pressure on capital delivery and operation resources
- Assessing capital and operating impacts to meet the growth projections including the Province’s 2051 Growth Plans
- There is an ongoing need to ensure drinking water continues to meet provincial water quality standards 24/7
- Aging infrastructure requires continuous maintenance and timely replacement to maintain service reliability and manage risks
- The impact of COVID-19 has required operational changes to maintain service levels

How We are Investing to Serve Peel Residents Better



Operating Request **+\$18.0M**

Key Highlights:

+\$12.8M 5% infrastructure levy to maintain asset condition and performance

+\$0.1M to support the development of the Health and Safety Management System which ensures safety of staff (fully recovered from capital)

+\$0.1M to support water source protection required by legislation (partially recovered from capital)

+\$0.1M to expedite development applications process (fully recovered from capital)



+\$0.7M PPE and enhanced cleaning (utility rate stabilization reserve draw)

Capital Request **+\$223.5M**

Key Highlights:

+\$41.0M Infrastructure replacement to support MTO highway widening – 401 and QEW

+\$38.0M Watermain replacement and rehabilitation to reduce watermain breaks

+\$33.0M Implementation of low water pressure system improvements in southwest Mississauga

+\$17.0M Meadowvale North Pumping Station Expansion – Emergency Power

+\$7.0M Investment in fleet growth and replacement of aging vehicles



590 million

litres of safe drinking water produced every day

4,690 km

length of watermains

26,865

fire hydrants

338,160

water accounts

Respecting the Ratepayer

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



- Incremental cost avoidance of \$1.1M in electricity resulting from participation in Industrial Conservation Initiative
- Cost savings of \$220K as a result of ongoing operational budget review
- Cost avoidance of \$50K in reduced administrative time by implementing digital Job Safety Inspection Process

Sustaining our Water Supply Service

Here's how we strive to perform better:

- Adapting to new provincial guideline for construction during COVID-19
- 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 approved growth
- Working with local municipalities to align capital plans where possible
- Implementing a new decision support system to enhance Enterprise Asset Management
- Supporting infrastructure replacement and/or optimization for the widening of the 401 and QEW
- Investing in scientific research to assess the impact of climate change on source water quality

Key Financial Information*

Resources to Achieve Service Level	2021	2022	+/-	%
Peel required Billings (\$M)	\$260.0	\$278.0	\$18.0	6.9%
Full-time Staffing Resources	291	294	3	1.0%
Capital Investment (\$M)		\$223.5		
10-Year Capital Investment (\$M)		\$2,963.1		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$19.0	\$19.4	\$20.4
% Increase	6.8%	6.5%	6.4%

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

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

Service Pressures

- Demand for policing services continue to be impacted by population growth, complexity of investigations, and our commitment to priority populations.
- Pressures are driven by family and intimate partner incidents, mental health related calls for assistance, and the need to address road safety and guns and gangs

How We are Investing to Serve Peel Residents Better

**NEW
in 2022**

Operating Request **+\$22.7M**

Key Highlights:



+26 Uniform Officers to address growth

Investment in Employee Wellness



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

Capital Request **+\$60.3M**

Key Highlights:



+\$30.3M to develop, maintain, and expand Police facilities

+\$15.7M to develop, purchase, replace, and maintain existing information technology systems and assets

+\$6.8M for the purchase of vehicles to maintain the fleet

+\$2.8M to purchase specialized and operational assets, furniture, and office equipment



+\$1.1M for emergency power back up and emergency shelter in Bolton





Over 42,000

Immediate response events (average of 176 events per day - January to August 2021) for Peel Regional Police.

11%

Increase in Mental Health requests for assistance (January to August 2021 compared to 2020) for Peel Regional Police.

(5.5%)

decrease in property crime occurrences in Caledon (2020)

2%

increase in calls for police services in Caledon (2020)

Respecting the Taxpayer



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

PRP serving Brampton and Mississauga

- The Digital Evidence Management System (DEMS) is fully compatible with the Provincial DEMS system and provides inter-operability and increased connectivity and functionality with provincial justice partners. Benefits include: seamless, efficient, secure exchange of court files and evidence; reduced administrative tasks through secure automation; streamlined mechanisms to ensure timely and effective data exchange; and a cost-effective approach to purchasing data storage and licensing rates.
- An automated call answering system was introduced to allow for a more efficient approach to switchboard operations.
- An online records check process was implemented which allows residents the ability to apply and obtain a records check online without having to attend a police station in person.
- Newly opened Collision Report Centres provide residents with a safe and secure location to report collisions.

OPP serving Caledon

- Committed to community engagement and education virtually and in person when applicable 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

- Address road safety with the creation of a Safer Roads Team, focusing on street racing and conducting proactive activities designed to improve safety on roadways.
- Remain committed to supporting awareness, education, and response to Intimate Partner Violence (IPV). A dedicated IPV Unit was created with the Safe Centre of Peel as an onsite partner. PRP is one of the few large services nationally to utilize this response model.
- Focus on the Digital Officer Transformation Program to increase efficiencies and effectiveness including enhancing processes and information flow for areas such as computer aided dispatch, next generation 911,

real-time operations, and video security and analytics solutions. Advancements were also made in the body worn camera and digital evidence management initiatives.

- Expand the Mobile Crisis Rapid Response Team program with an additional Crisis Support Worker.
- Partner with Peel Addiction Assessment and Referral Centre to support members of the community who may be in crisis due to an addiction or are looking for support/information relating to alcohol, drugs, or gambling.
- Support priority populations in the Region through situation tables, youth engagement, hate crime response, and referrals to human services partner agencies.
- Focus on an innovative recruiting strategy to ensure that every Recruit Constable intake group is comprised of 80% from under-represented populations.

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	2021	2022	+/-	%
Net Expenditures (\$M)	\$475.4	\$498.1	\$22.7	4.8%
Full Time Staffing Resources – PRP	3,148	3,168	20	0.6%
Capital Investment (\$M)		\$60.3		
10-Year Capital Investment (\$M)		\$672.3		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$26.2	\$25.7	\$25.8
% Increase	5.3%	4.9%	4.7%

Note: Numbers may not add up due to Rounding

Conservation Authorities (CAs) play a vital role in protecting the many aspects of Peel’s natural environment, focusing 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 on the environment and risk to safety of park visitors
- Managing and maintaining aging Tangible Capital Assets supporting urban expansion and intensification
- Customer service expectations for modernizing information technology and digital systems
- Provincial modifications of the Regulations to modernize 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 response to the COVID-19 pandemic

How We are Investing to Serve Peel Residents Better

**NEW
in 2022**

Operating Request **+\$0.7M**

Capital Request **+\$3.4M***



Key Highlights:

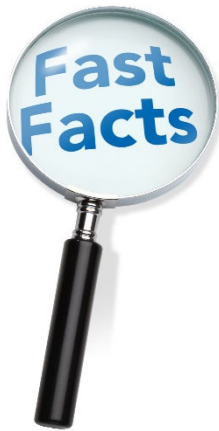
+\$0.7M to address climate change, asset management and labour costs

Key Highlights:

+\$3.4M to continue progress on the Jim Tovey Lakeview Conservation Area project including cobble beach placement, earth filling, offshore island construction and naturalization work including planting of 10,000’s of trees, shrubs and water plants to support habitat for aquatic and terrestrial life

*Funding for CA Capital Projects are included in Operating request





37,879

hectares of land regulated, to protect life and property of Peel residents from hazards due to flooding, erosion and slope failure (2021)

175,052

trees, shrubs and seedlings to be planted (2021)

5,575

hectares of public land to be managed in providing opportunities for recreation (2021)



Respecting the Taxpayer

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

- CVC continues to review programs, to reduce operating expenses and fee structure to improve cost recovery
- CVC continues to secure external grant funding, almost \$10M in external funding successfully obtained
- Ongoing Asset Management and Investment to address aging infrastructure, e.g. dams and channels
- TRCA continues to align and find efficiencies to strengthen core activities for both financial and strategic goals
- TRCA has mitigated losses during the COVID-19 crisis and will continue to proactively adapt to changes
- TRCA seeks opportunities to leverage municipal funding to achieve mutually beneficial outcomes, such as the recently announced Federally funded program, Disaster Mitigation and Adaptation Fund (DMAF)
- CH annually reviews program service levels, resulting in efficiencies and reduced expenses to offset cost increases

Sustaining our Conservation Authorities Service

The CAs continue to ensure they perform better by:

- Successfully partnering with the Region, for the Jim Tovey Lakeview Conservation Area Project constructed 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) implementation guidance to municipalities
- Building strong partnerships and creating opportunities for collaboration with our community members
- Utilizing information technology innovations to adapt existing services and programs to continue meeting deliverables during the COVID-19 pandemic

Key Financial Information

Resources to Achieve Service Level	2021	2022	+/-	%
Net Expenditures (\$M)	\$29.3	\$30.0	\$0.7	2.4%
Full-time staffing Resources	N/A			
Capital Investment (\$M)		\$3.4		
10-Year Capital Investment (\$M)		\$6.1		

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$1.4	\$1.4	\$1.5
% Increase	4.7%	4.6%	4.4%

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 2022 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 2022 tax year will be the same as the 2021 tax year, unless there have been changes to the properties (e.g. additions, new constructions, renovations, etc.).
- Peel’s portion of MPAC costs has decreased based on the forecast that MPAC’s 2022 operating budget will continue to be approved with a total municipal levy increase of zero percent, in light of the challenges posed by the COVID-19 pandemic. Beyond 2022, 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 (\$0.03M)

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**



\$316 billion

total assessed value of all properties in Peel

421,000

properties in Peel

\$578,200

average residential home value in Peel

1.73%

average increase of Peel's portion of MPAC's costs (2017 – 2021)



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	2021	2022	+/-	%
Net Expenditures (\$M)	\$19.7	\$19.7	(0.03)	(0.2%)
Full-time Staffing Resources	-	-	-	-
Capital Investment (\$M)	-	-	-	-
10-Year Capital Investment (\$M)	-	-	-	-

Outlook Years	2023	2024	2025
Net Increase (\$M)	\$0.3	\$0.3	\$0.4
% Increase	1.7%	1.7%	1.7%

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

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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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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
- Continuing pressure to improve digital service delivery to residents and support employees with modernized technology
- Impact of COVID-19 on operations

How We are Investing to Serve Peel Residents Better

NEW
in 2022

Operating Request **+\$12.1M**

Key Highlights:

+\$11.7M for maintaining infrastructure

+\$0.7M decreased non-airport payments in lieu of taxes and supplemental taxes, net of decreased tax appeal expenses

+\$0.5M investment in Diversity, Equity and Inclusion

(\$1.5M) cost mitigation



\$0.5M impact from COVID-19 costs; to be funded by rate stabilization reserve

\$7.1M impact from reduced airport PILT revenue; to be funded by provincial COVID funding

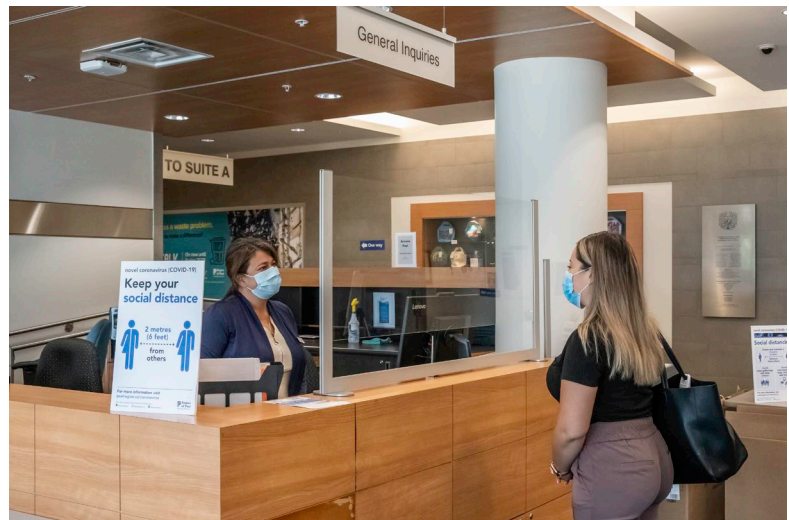
Capital Request **+\$31.7M**

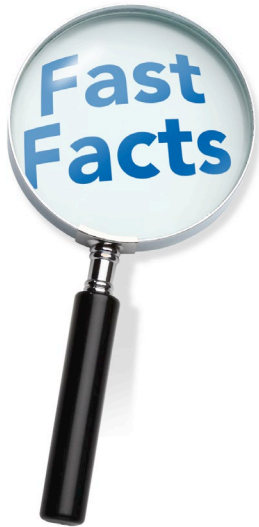
Key Highlights:

+\$12.3M for a retrofit project at a Peel Living site to reduce greenhouse gas emissions

+\$10.8M maintain and modernize information technology including digital infrastructure

+\$6.3M maintain Regional office facilities





AAA/Aaa

one of 12 Canadian municipalities with a Triple A credit rating

Platinum

Excellence Canada Accreditation



76%

of \$32B in managed assets are rated “good” or “very good”

77%

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

Open Data Portal Growth

+230% number of users
+85% number of downloads

Respect the Taxpayer

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

- \$1.46M in reduced costs through the ongoing review of budgets
- \$0.41M in costs avoided through the Council report review process improvement
- \$0.15M in costs avoided from streamlining the corporate budget process
- \$0.15M in costs avoided from improvements to the P-Card Smart Form approval process



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

Resources to Achieve Service Level	2021	2022	+/-	%
Net EPS Operating (\$M)	\$46.2	\$45.8	(\$0.4)	(0.9%)
Reduction in supplemental tax revenue (\$M)	-	\$0.7	\$0.7	-
Levy for Maintaining Infrastructure (\$M)	-	\$11.7	\$11.7	-
Net Expenditures (\$M)	\$46.2	\$58.3	\$12.1	26.1%
Full-time Staffing Resources	798	806	8	1.0%
Capital Investment (\$M)		\$31.7		
10-Year Capital Investment (\$M)		\$256.0		

Outlook Years:	2023	2024	2025
Net EPS Operating change (\$M)	\$8.9	\$0.6	\$0.6
Infrastructure Levy increase (\$M)	\$12.3	\$12.9	\$13.5
Net Increase (\$M)	\$21.1	\$13.5	\$14.0
% Increase	36.3%	17.0%	15.1%

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

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2022 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 183,500 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 2022 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 2022 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.

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. The Region played a key role in allowing the economy to recover by immediately providing financial relief measures including grants to community agencies. These grants, in combination with federal and provincial funding along with active cost mitigation strategies helped to minimize the financial impact to Peel tax and utility rate payers. However, many staff and resources were redeployed to support the mass vaccination program and COVID-19 response resulting in backlogged work some of which will need to eventually be done. For 2022, responding to COVID-19 will remain Peel’s top priority. 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 2022. 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.

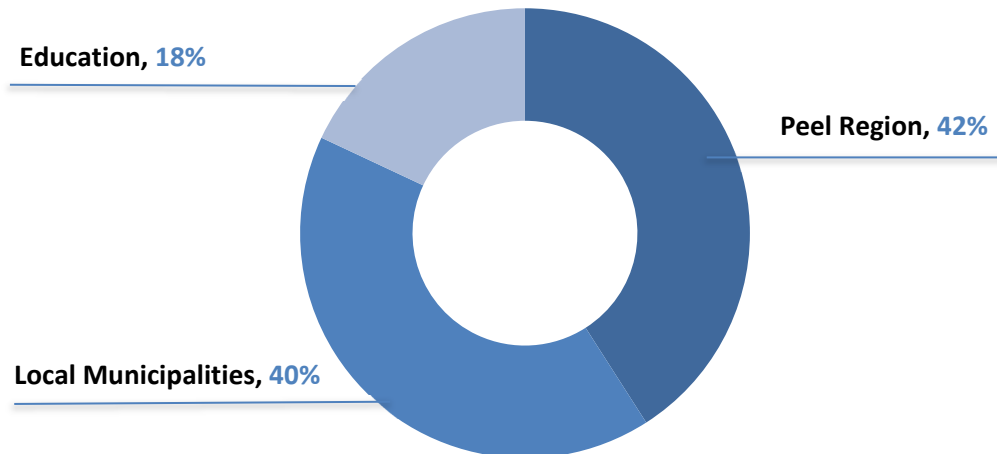
Below provides a summary of the tax and utility rate impact of the Budget.



The Region’s Budget includes a net tax levy increase of 3.5 per cent (or an overall property tax increase of 1.5 per cent) and a utility rate increase of 5.8 per cent. The Region’s utility rates remain the lowest in the Greater Toronto Area (GTA) with the 2022 increase.

What Your 2022 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 2021 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).



2022 Business Planning Process

Peel's Budget process started in early 2021 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.

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 2022 Budget Document presents the overall budget by Council's three areas of focus: Living,

2022 OPERATING AND CAPITAL BUDGET

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 2022 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 \$1.1 billion in an array of Regional services to support and advance Council's long term vision for Peel.

2022 Budget - \$3.8 Billion

\$2.7B - Operating Budget

\$1.1B - Capital Budget



Living

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

\$945 million (operating)

\$162 million (capital)

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



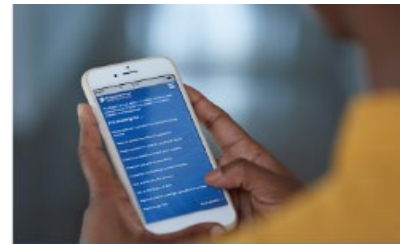
Thriving

Communities are integrated, safe and complete.

\$1.6 billion (operating)

\$929 million (capital)

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



Leading

Government is future-oriented and accountable.

\$169 million (operating)

\$32 million (capital)

- Enterprise Programs and Services
 - Corporate Services
 - Service Excellence & Innovation

Chart 1 below outlines the 2021 Approved Budget, 2022 Forecast (as forecasted in the 2021 Budget) and the 2022 Proposed Budget. No target was provided for the development of the 2022 Budget. This was largely due the uncertainty related to the duration of COVID-19, the time required to recover from the pandemic and the uncertainty around provincial funding. Instead of a target, staff proposed that both Regionally controlled programs and the external agencies work towards developing a responsible and sustainable 2022 Budget recognizing the economic impact the pandemic has had on the incomes of both residents and businesses in the Peel community. 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

	2021 Approved	2022 Forecast*	2022 Proposed Budget
Regionally Controlled	1.5%	3.2%	2.5%
External Agencies	1.6%	1.8%	1.9%
Provincial Impact	0.3%	0.4%	0.3%
Assessment Growth	(0.9%)	(0.8%)	(1.2%)
Net Tax Levy	2.5%	4.6%	3.5%
Utility Rate	5.5%	7.6%	5.8%

*As forecasted in the 2021 Budget

Before making budget recommendations to Council, overall pressures and priorities were considered including the costs and pressures required to continue the response to COVID-19. The pressures identified for the Budget reflect needs for direct service delivery as well as enabling 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 mitigate provincial funding reductions for Early Years and Child Care (0.1%) and the funding freeze currently in place for Public Health (0.2%).

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 2022 Budget includes additional resources for service level adjustments that Council approved in 2021, such as the approval of the Long Term Care of Seniors Health and Wellness Village at Peel Manor, housing support for needs-based housing subsidies and resources, and increasing the Community Investment Funded Program Support.

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 2021 survey shows that 78 per cent of Peel residents are satisfied with Regional Government and that 77 per cent feel they receive good value for tax dollars. This is slightly more favourable than ratings from the Fall 2020 survey. 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 22, 2021
Approach to the Development of the 2022 Budget – Council Report	June 24, 2021
External Agencies Presentations on Progress Report and Future Outlook	June 24, 2021
Pandemic Response – Financial Update – Council Report	October 28, 2021

2022 OPERATING AND CAPITAL BUDGET

Activity	Date
Improvements in Service Delivery – Council Report	October 28, 2021
The 2021 Infrastructure Status and Outlook – Council Report	November 25, 2021
Overview and Update on the Status of Reserves – Council Report	November 25, 2021
2022 Budget Presentations	
<ul style="list-style-type: none"> • Regional Budget Corporate Overview • Regional Services Budget Presentations • Police Services Budget Presentations • Conservation Authorities Budget Presentations • Additional Budget deliberation (if required) 	November 25, 2021 November 25, 2021 December 2, 2021 December 2, 2021 December 9 & 16, 2021

The Budget deliberations for Council approval will begin with the Regional Budget Overview presentation on November 25, 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.

2022 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 \$1.1 billion, inclusive of the Tax and Utility Rate Budgets.

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

Chart 2

2022 Regional Budget Overview \$3.8B Operating Budget - \$2.7B & Capital Budget – \$1.1B 10-Year Capital Plan - \$11.9B			
 Property Tax Supported		 Utility Rate Supported	
Operating Budget	\$2,103M	Operating Budget	\$638M
Budgeted Rate Stabilization Reserve draws	(\$33M)	Budgeted Rate Stabilization Reserve draws	(\$1M)
Capital Budget	\$428M	Capital Budget	\$695M
10-Year Capital Plan	\$4,740M	10-Year Capital Plan	\$7,154M
*Property Tax Increase	1.5%	Average Utility Rate Increase	5.8%
(includes 1.0% Infrastructure levy)		(includes 5.0% for Infrastructure)	
**Impact :		Impact:	
Average Home assessed at \$578,200	\$73	Household water consumption of 290m ³	\$47
Small Business assessed at \$641,900	\$129	Small Business water consumption of 695m ³	\$118
Commercial assessed at \$1,925,700	\$386		
Industrial assessed at \$1,937,300	\$429		
Region’s Portion of Annual Residential Municipal Tax Bill	\$2,161	Annual Residential Water Bill	\$838
* Assumed weighted average municipal portion of tax bill is approximately 42 per cent ** Weighted average of 3 local municipalities. Actual impact will vary based on the MPAC assessment and the local municipality.			

2022 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 2022 services in each area of focus.



In 2022, Peel will improve people's lives in their time of need by:

- Providing 706,800 TransHelp trips
- Providing 11,616 households with income support through Ontario Works (OW) program as of July 2021
- Providing over 11,285 housing subsidies to households
- Serving over 3,376 clients in emergency and transitional shelters
- Providing over 2,306 clients with eviction prevention funds
- Managing 1,128 new units in development
- Providing social service agencies funding, supporting 731,214 residents as of August 2021
- Providing 8,585 fee subsidies making it possible for families to benefit from licensed child care
- Supporting 2,176 children with special needs in licensed child care with enhanced resources
- Providing 129,006 children and parents/caregivers visits made to EarlyON programs
- Responding to an estimated 136,000 emergency calls
- Providing 794 residents with quality care through five long term care homes
- Providing hybrid virtual and in-person Adult Day and Community Support Services to support clients and their caregivers (in response to COVID-19)



In 2022, Peel will contribute to integrated, safe and complete communities by:

- Managing 570,000 tonnes of residential waste
- Collecting and treating 680 million litres per day of municipal wastewater collected and treated for approximately 331,970 retail and wholesale customer accounts
- Treating, transmitting, and distributing 590 million litres per day of municipal water to over 338,160 retail and wholesale customer accounts
- Maintaining 1,682 lane kilometres of roads, 382 kilometres of active transportation infrastructure, and 390 kilometres of storm sewers
- Providing 95,000 children with free dental screening and identifying 11,500 children with urgent dental conditions requiring professional treatment.
- Conducting 11,860 compliance health inspections at 6,565 food premises at least one time

- Welcoming 11,418 estimated virtual 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 232,000 citizen initiated events in Brampton and Mississauga by Peel Regional Police.
- Providing effective and visible policing services including responding to over 31,000 calls for service by Ontario Provincial Police in Caledon
- Continuing to work with Conservation Authorities who regulate approximately 37,980 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 5,625 hectares of Peel public land providing opportunities for recreation for Peel citizens, and the project to plant approximately 173,000 trees, shrubs and seedlings over the course of 2022



In 2022, Peel will be a future-oriented and accountable government by:

- Maintaining Peel's high credit rating
- Modernizing service delivery by leveraging technology and implementing the digital strategy
- Maintaining a skilled, healthy and engaged work force to provide critical services to residents
- Planning for climate change adaptation 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
- Advancing work that contributes to a diverse and inclusive workplace and community
- Managing and planning for the replacement of the Region's \$32 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:



Increasing **Needs Based** Subsidies & Resources for **74 additional Housing units**



COVID-19 response remains Public Health's top priority



Increasing Support to Seniors through the opening of the **Seniors Health and Wellness Village** and Implementation of **Two Butterfly Households**



+\$33M in Reserve Contributions to Sustain **Regional Infrastructure of \$32B** with Investments to Support **Progressive Asset Management**



+26 police officers for community safety



Supporting **Growing Data Integration** and **Modernization through Technology**



Advancing Work that Contributes to a **Diverse and Inclusive** Workplace and Community



Supporting Peel's Vulnerable Population Through **Increased Community Grants**

2022 Operating Budget – Tax Supported Services

Overview

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

Chart 3

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

*Also partially funded from Utility Rate

Tax Rate Impact

As mentioned earlier, budget preparation includes consideration of the overall tax bill facing residents of Peel including the portions for local municipalities and education. Peel strives for minimal impact on taxpayers while maintaining essential and expected service delivery in keeping with the Region's financial principles. *Chart 4* below provides a summary of the 2022 Tax Supported Net Budget.

Chart 4

2022 Net Tax Levy Impact							
	2021	2022	2022 vs. 2021		Assessment Growth		Net Levy Impact
	\$M	\$M	\$M	%	\$M	%	%
Regional Services	649.0	680.9	31.9	4.9			2.0
Police	475.6	498.3	22.7	4.8			1.4
Conservation Authorities	29.3	30.0	0.7	2.4			<0.1%
MPAC	19.7	19.7	(0.0)	(0.2)			-
Total	\$1,173.6	\$1,228.9	\$55.3	4.7%	\$13.9	1.2%	3.5%

Note: Numbers may not add due to rounding

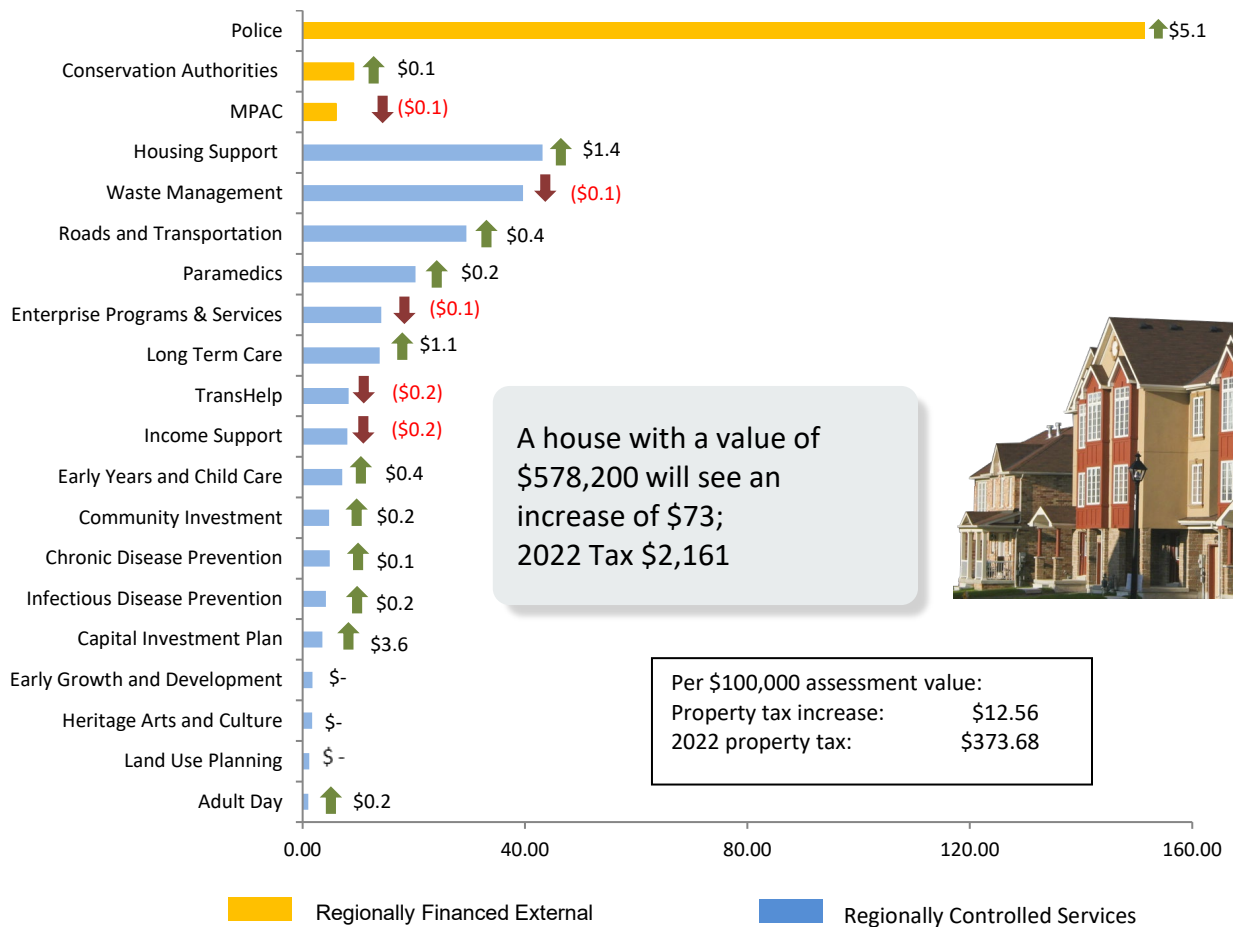
The Budget results in a tax levy increase of \$55.3 million equivalent to a net tax levy increase of 3.5 per cent after assessment growth (see Summary I (a) & (b) for the net budget increase by service and a comparison between 2022 and 2021 budgets). Twenty-five per cent or \$13.9 million of the total increase is funded by

growth in the property assessment base of 1.2 per cent and the remaining 75 per cent or \$41.4 million is funded by a net tax levy increase of 3.5 per cent.

The 3.5 per cent net tax levy increase is composed of 2.0 per cent increase for Regionally Controlled Services and 1.4 per cent increase for Regionally Financed External Organizations.

Chart 5 outlines where the 2022 tax dollars will be spent based on a residential assessment of \$100 thousand.

Chart 5 **Where Your 2022 Tax Dollars Will Be Spent**
(Based on \$100,000 of Residential Assessment)



* Enterprise Programs & Services includes Corporate Services and Service Excellence and Innovation
 Note: numbers may not add due to rounding; \$ - denotes no material change

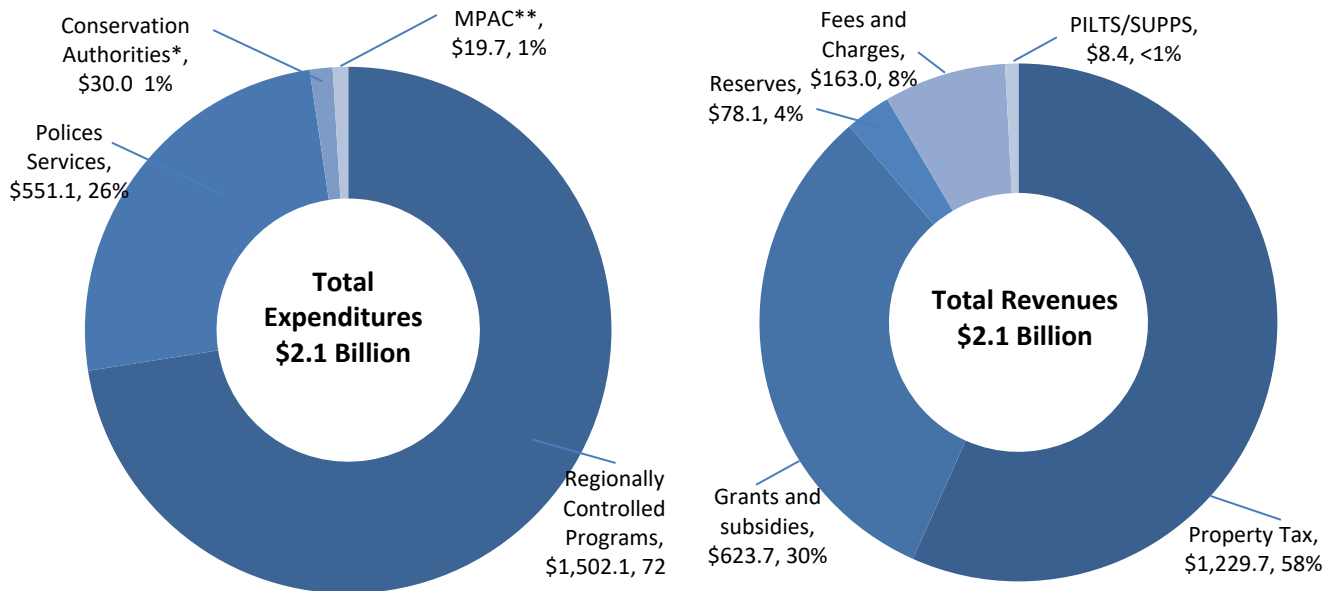
Total Expenditures and Revenues

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

- Forty-two per cent or \$873 million of the total gross budget is funded by non-property tax revenue sources
- Fifty-eight per cent or \$1,230 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 2022 Tax Supported Operating Budget (\$M)



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

** MPAC: Municipal Property Assessment Corporation;

2022 Budget on a Modified Accrual Basis

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

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

Regionally Controlled Services - 2.0 Per Cent Net Tax Levy Increase

Operating Budget Pressures

The Regionally Controlled Tax Supported Services net budget totals \$680.9 million (including the Community Events Policing grants), representing an increase of \$31.9 million or 4.9 per cent over the 2021 Budget. After assessment growth, this is equivalent to a net tax levy increase of 2.0 per cent. The budget increase includes \$6.4 million to enable community priorities identified by Council. The remaining budget increase of \$25.5 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 2021 level of service in 2022. 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 \$10.1 million which is net of funding increases and efficiencies as summarized below.

Labour Costs

Labour costs increased by \$11.2 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 (\$0.3 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 \$7.6 million in budgeted costs have been mitigated through various initiatives and are presented in Summary II of this document. As presented to Council on October 28, 2021 through the report titled "Improvements in Service Delivery", staff continually seek opportunities to find efficiencies and save money. Over the past year, staff have completed 31 improvement initiatives, found better ways to do business such as making service model changes in Early Years and Child Care allowing more funds to be reinvested in the childcare system, reducing energy costs by participating in the Provincial Industrial Conservation Initiative Program and improving the reconciliation process for purchasing cards which allowed more time to focus on service delivery.

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 2022 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	939
Total Public Health	2,000
Total Provincial Funding Replaced by Property Tax	2,939





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 \$6.4 million in additional Service investments. Service level investments are fully annualized.





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

Chart 8


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

Service	Service Outcome	2022 Investment Outcomes	Investments	
			Gross (\$'000)	Net
 Long Term Care	Residents in our Long Term Care homes receive care to enhance their quality of life	Implementation of two Butterfly households at Seniors Health and Wellness Village.	1,171	1,171
	Supports the needs of seniors who live in the community. The program also provides system navigation, counselling, support, and respite for caregivers.	Operationalization of Seniors Health and Wellness Village at Peel Manor	1,176	952
 Paramedics	Peel residents and visitors receive quality pre-hospital care	Additional staffed ambulances by leveraging existing temporary staff during peak times of the year to address the demand.	2,720	-
 Early Years and Child Care	These Programs are affordable and responsive to the needs of families	Expanded EarlyON programs	70	70
 Housing Support	Affordable housing is available to all Peel residents, and homelessness in Peel is prevented	Second Units Program Staffing	-	-
		Needs-Based Housing Subsidies and Staff	1,201	1,201
		Resources to address high risk staffing shortages	335	335
		Improved Management of Shelters	353	-
Living – Total			7,026	3,729

Thriving - Communities are integrated, safe and complete

Service	Service Outcome	2022 Investment Outcomes	Investments	
			Gross (\$'000)	Net
 Waste Management	Waste in the Region of Peel is collected on time and managed in a safe and environmentally responsible manner	Waste Management Priority Project Implementation	-	-
		Asset Management Support	138	-
		Customer Service Impact on CRC Operations	425	425
 Land Use Planning	Communities in Peel are complete and sustainable for residents and businesses	Growth Management Support	242	-
		Development Applications Processing	193	48
 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.	Increase Community Investment Base Funding	1,000	1,000
 Roads and Transportation	People and goods can move safely and efficiently throughout Peel	Stormwater Management to support environmental compliance	126	-
		Development and maintenance of an Occupational Health and Safety Management System (OHSMS)	45	45
		Implementation of Storm Water Systems Operations & Maintenance Program	635	635
Thriving - Total			2,804	2,153

Leading - Government is future-oriented and accountable

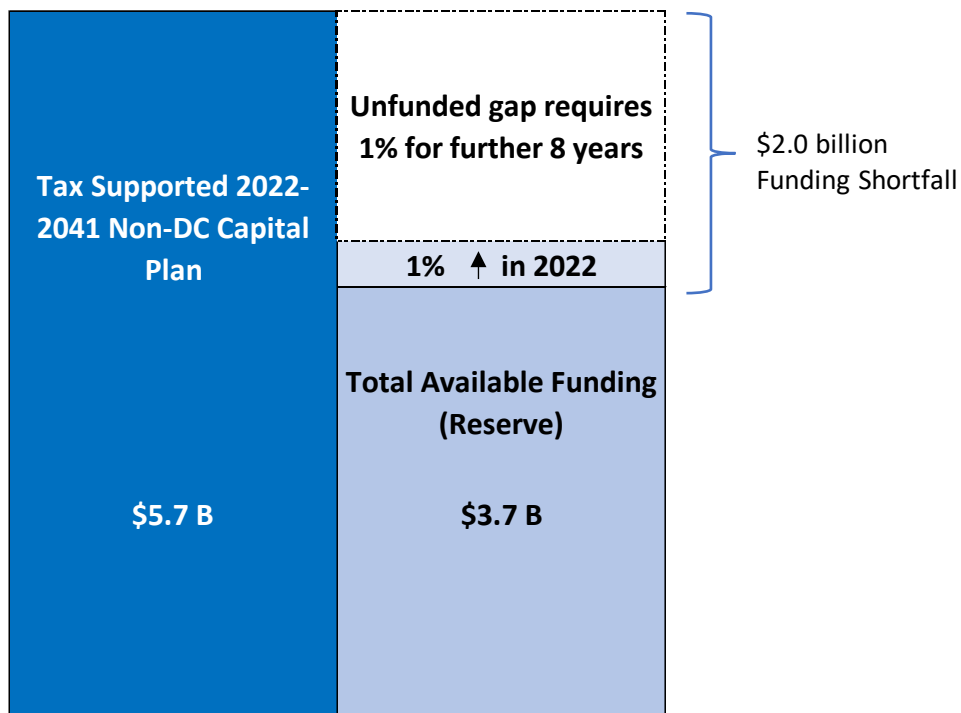
Service	Service Outcome	2022 Investment Outcomes	Investments	
			Gross (\$'000)	Net
 Enterprise Programs and Services	Government is future-oriented and accountable	Enable the Region to advance work that contributes to a diverse and inclusive workplace	536	536
		Ensure Protection of Regional Infrastructure Through Registered Easements	107	-
		Support Data Integration Needs	514	-
Leading - Total			1,157	536

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 (2022-2041) capital requirements including the social housing stock. There is a funding gap currently estimated at \$2.0 billion. To address the long term forecasted funding shortfall of the Tax Supported capital requirements, a one per cent infrastructure levy is proposed in the 2022 Tax Supported budget, which represents approximately \$11.7 million of the tax levy increase. Current analysis shows an annual increase of one per cent infrastructure levy for eight more years until 2030 will close the funding gap.

Chart 9 **20-Year Outlook**
State of Good Repair



Total Asset Value: \$4.2 B
Regionally Controlled Services

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 2022 estimated at \$13.9 million or 1.2 per cent, has been incorporated in the Budget. The increase in revenue is higher than the 0.8% projected for 2022 in the 2021 budget.

Payment In Lieu of Taxes (PILTs) and Supplementary Taxes

The Budget includes \$7.5 million from Payment In Lieu of Taxes (PILTs) and Supplementary Taxes after tax write-offs and rebates. This reflects a decrease of \$7.1 million in PILTs revenue from the Greater Toronto Airports Authority to align with the projected reduction resulting from decreased passenger volume as a result of COVID-19. This impact has been temporarily offset in the 2022 Budget with Safe Restart funding. There is also a \$0.7 million decrease in supplementary tax revenues based on lower growth projected from the City of Brampton.

Grants and Subsidies

Provincial funding assumptions are reviewed annually. The Regionally Tax Supported budget includes \$623.7 million in grants and subsidies, a \$57.5 million or 8.4% per cent decrease from the 2021 Budget. The decrease is largely driven by a reduction in Ontario Works benefits due to a projected reduction in monthly case load, and a decrease in Child Care funding resulting from funding model changes. The decrease was partially offset by slight increases in Paramedic Services and Long Term Care. 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, utilization of temporary funding from the tax rate stabilization reserve, 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 \$163.0 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.

Rate Stabilization Reserve Draws

The Tax Supported Budget includes \$24.4 million in draws from the Tax Rate Stabilization Reserve to support various initiatives and risks as show in Summary III.

Besides draws made from the Rate Stabilization Reserve there is another \$7.1 million from remaining 2021 Safe Restart Fund to offset the impact of the reduction in PILTs revenue from the Greater Toronto Airports Authority as mentioned earlier in the PILTs and Supplementary Taxes section.

Staffing Resources to Achieve Level of Service*

As in *Chart 10* below, the Regionally Controlled Tax Supported Operating Budget includes 4,304 full-time equivalent staffing resources to deliver services to meet community service demands (Summary V (a)).

Chart 10

Region Controlled Tax Supported Staffing Resources

	Staffing Resources to Achieve	
	2021	2022
Tax Supported Services	4,250	4,304

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

The Budget adds a net overall increase of 54.16 full-time equivalent staffing resources for Regionally Controlled Tax Supported services, comprised of 60.16 new FTEs partially offset with a reduction of 6.0 FTEs achieved through the identification of efficiencies. These new staffing resources will help to support the achievement of outcomes such as the operationalization of the Seniors Health and Wellness Village and implementation of two Butterfly Households, support for Community Recycling Centre Operations, advancing diversity, equity and inclusion, and supporting modernization through technology.

Regular and temporary positions are approved and managed in accordance with the Workforce Level Control Policy HRO4-01. The Tax Supported Budget includes wage gapping in the amount of \$8.0 million (equivalent to 73 positions), which recognizes the financial impact of natural staff turnover patterns.

Regionally Financed External Organizations – 1.5 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 \$548 million or \$23.4 million over the 2021 Budget. The proposed increase is equivalent to a net tax levy increase of 1.5 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 taxpayers
Ontario Provincial Police (OPP) Caledon Detachment	Budgeted costs after other revenue sources such as Provincial funding are apportioned to the Town of Caledon property taxpayers
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 \$484.9 million represents an increase of \$22.4 million or 4.8 per cent over the 2021 Budget and is mainly due to base budget increases of 3.8% and service demand of 1%, detailed as follows:

- Base budget increases totalling \$14.0 million primarily related to salaries and benefits for existing staff, as determined by collective agreements. The increases also include inflationary pressures on operating requirements such as fuel and utilities.
- Other pressures in the base increased by a net of \$6.7 million or 1.4% to address operating requirements and reflect the inclusion of investments such as employee wellness and technology advancements. Additional amounts relate to insurance and risk mitigation costs, increase in external recoveries, as well as capital reserve contributions.
- Service Level demand increases driven by growth in Peel Region, complexity of investigations and a commitment to priority populations. An additional \$4.7 million or 1% net increase is required for 26 Uniform Patrol Officers net of a reduction of 6 Civilian Support positions.

Policing at Community Events

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

Ontario Provincial Police (Town of Caledon)

The net budget for Caledon OPP totals \$13.2 million, representing an increase of \$0.3 million or 2.3 per cent over the 2021 Budget and is mainly due to:

- Base Budget changes of \$0.3 million:
 - An increase of \$0.28 million in the OPP contract which reflects cost-of-living adjustments, and base cost increases which are linked to an increase in property counts within the Town of Caledon.
- Facility costs increase of \$0.02M reflect inflationary increases.

The OPP Cost Stabilization Reserve has accumulated gapping surplus, due to billings reconciliation rebates over several previous years. A draw on the OPP Policing Cost Stabilization reserve (introduced in the 2021 budget) continues to be required, to minimize the impact on the Budget.

Conservation Authorities (CAs)

The 2022 net budgets submitted by the three Conservation Authorities' totalling \$30.0 million represents an increase of \$0.7 million or 2.4 per cent over the 2021 Budget. Highlights of the budget increases, related drivers and funding sources are:

- \$0.7 million levy increase, mainly driven by climate change and infrastructure special levy projects, and labour costs funded by the general levy.
- One-time reserve draw - reduction of \$0.05 million to address Emerald Ash Borer (EAB) impacts and restoration efforts on CVC owned properties. Continued funding which was required to address significant public safety concerns resulting from invasive species is no longer required from Peel's EAB Reserve after 2021.
- Utility Rate funding remains unchanged, as the level of funding is appropriate. The utility rate will be revisited in the next budget cycle as the Pandemic restrictions lift and project focus shifts.

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

Chart 11

Conservation Authorities \$000's	General Levy Increases	Special Levy Increases	Total Increase	% Increase
Conservation Levies:				
Credit Valley Conservation	296	304	599	2.4
Toronto & Region Conservation	60	31	91	0.5
Conservation Halton	11	-	11	2.2
Sub-total CA Levy Increase	\$366	\$335	\$701	2.4%
One-Time Costs for EAB*		(50)	(50)	(100)
Total CA Levy Increase	\$366	\$285	\$651	1.4%
Less Peel Funding:				
• Utility Rate	-	-	-	-
• Peel EAB Reserves	-	50	50	(100.0)
Net Budget	\$366	\$335	\$701	2.4%

Note: Numbers may not add up due to rounding

Note: *One-Time Costs consist of Emerald Ash Borer (EAB) reserve reduction for CVC

Municipal Property Assessment Corporation

MPAC’s net budget of \$19.7 million represents a decrease of \$0.03 million or 0.2 per cent over the 2021 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 2023-2025 – Tax Supported Services

2023- 2025 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 a fluctuating economy recovering from the pandemic 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 3.7 per cent over 2023 - 2025. 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 2023 includes estimated provincial funding impacts. The forecast for 2023 reflects the impact in PILTs from the Greater Toronto Airports Authority due to lower passenger volume experienced in 2020. Summary IV provides details on the forecasted net expenditure budget increases for 2023-2025. These forecasted increases may change as Council determines priorities throughout the next four years.

Chart 12 **Operating Forecast 2023 – 2025– Tax Supported**

	Forecast		
	2023 %	2024 %	2025 %
Regionally Controlled	3.5	2.5	2.3
External Agencies	2.3	2.1	2.0
Tax Assessment Growth	(0.8)	(0.8)	(0.8)
Net Tax Levy Impact	5.0%	3.8%	3.5%
Property Tax Impact*	2.1%	1.6%	1.5%

* Based on weighted average municipal portion of tax bill is approximately 42 per cent.

Consistent with the principle of “Respect for the Taxpayer” within the Long Term Financial Planning Strategy, net tax levy increases that are in line with the Canadian Price Index (CPI), generally between 1% and 3%, are recommended. For 2023, staff will bring forward a report to Council after the 2022 Budget deliberations to recommend a target increase for 2023 as well as other recommendations required to achieve the target.

2022 Capital Budget and Ten Year Plan – Tax Supported Services

2022 Capital Budget - \$427.7 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 \$427.7 million (Summary VI(a)). Regionally Controlled services represent 85 per cent (\$364.0 million) of the total Tax Supported capital budget 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 Roads and Transportation at \$150.8 million or 35 per cent and Housing Support at \$121.6 million or 28 per cent, which support Council’s priorities of improving goods movement and transforming housing service delivery. A comparison of the Capital Budget with the 2021 Capital Budget is provided in Summary VI(b). Some of the major capital works in the Tax Supported Capital Budget are as follows:



Living: \$161.9 million

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

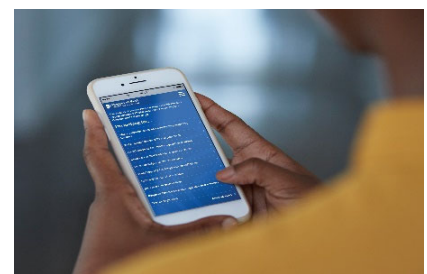
- \$75.2 million related to the Housing Master Plan
- \$39.6 million for Peel Living State of Good Repair
- \$20.0 million in construction costs for a new Paramedics reporting station
- \$7.0 million to maintain Ambulance facilities, fleet and support vehicles facilities
- \$5.1 million to maintain Long Term Care Homes



Thriving: \$234.0 million

Communities are integrated, safe and complete.

- \$107.2 million for road construction, intersection improvements and sustainable and active transportation
- \$30.5 million for road resurfacing and other state of good repair works



Leading: \$31.7 million

Government is future-oriented and accountable.

- \$14.5 million for Climate Change and Energy Management including Pacesetter project at Weaver’s Hill (Peel Living property)
- \$10.8 million to maintain and modernize Technology Assets
- \$6.3 million to maintain Regional office facilities

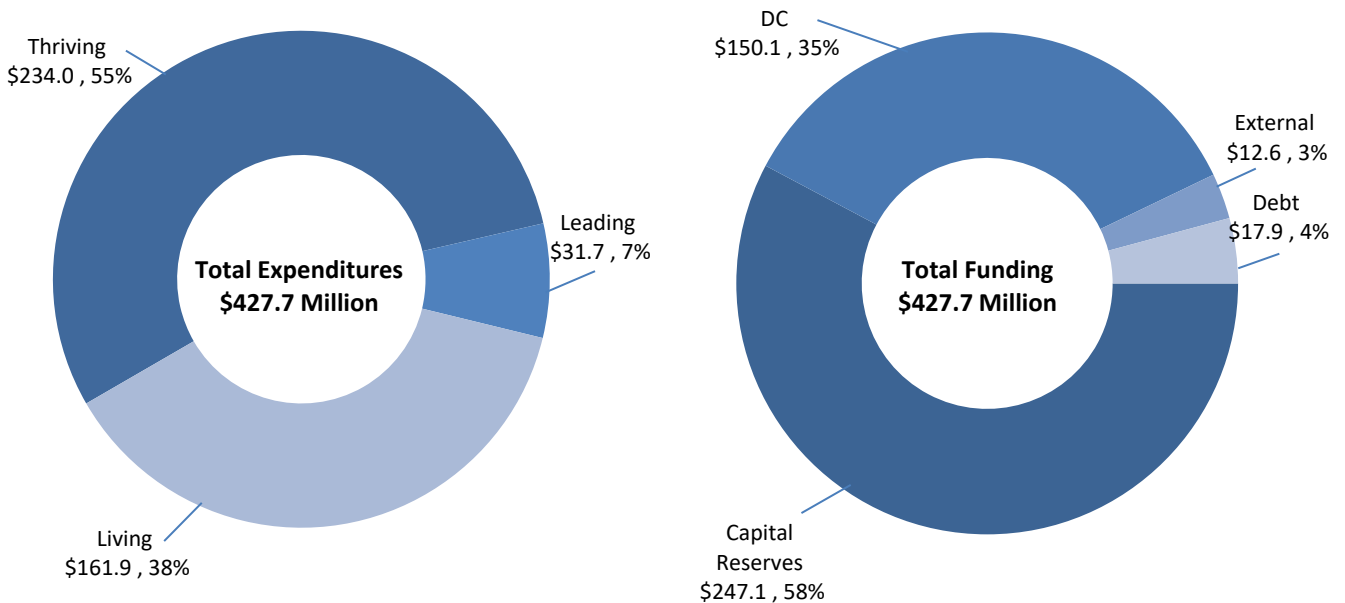
2022 Capital Budget Financing

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 limited-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 \$427.7 million, 58 per cent is funded by capital reserves and reserve funds, 35 per cent is funded by Development Charge (DC) reserve funds, 4 per cent is funded by Debt and 3 per cent is financed by external sources. *Chart 13* below provides the components of the Capital Budget by area of focus and the funding sources.

Chart 13

2022 Tax Supported Capital Budget (\$M)



Operating Impact of 2022 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 \$2.3 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 forecasts.

Chart 14

Operating Impact of 2022 Capital Budget

(In \$ Million)	2022	2023	2024	2025	Beyond 2025	Total
Paramedics	-	-	\$2.3	-	-	\$2.3
Total Operating Impact	-	-	\$2.3	-	-	\$2.3

- Paramedics: General operating costs of \$0.5 million and staffing costs of \$1.8 million for the new reporting station, beginning in 2024.
- Enterprise Programs and Services: The investments made through the Climate Change and Energy Management project will reduce future energy costs as well as the impact of climate change. The use of updated technology will allow for more efficient and effective operations.
- Roads and Transportation: The capital program impact to operating budget is driven by system growth, new infrastructure assets, and the Transportation Asset Management Strategy. Additional resources may be required in 2023 and beyond as capital projects are delivered.

2022-2031 Ten Year Tax Supported Capital Plan - \$4.7 Billion

2022-2031 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 addresses the infrastructure requirements to the 2041 planning horizon. The Ten Year Capital Plan for Tax Supported services totals \$4.7 billion (Summary VII).

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

Living: \$1,462.0 million People's lives are improved in their time of need.

- \$563.9 million for Housing Master Plan
- \$463.6 million for Peel Living State of Good Repair
- \$188.6 million for Ambulance facilities, fleet and support vehicles
- \$64.6 million to maintain Long Term Care Homes
- \$60.0 million in 2031 as placeholder for new Long Term Care Homes

Thriving: \$3,021.9 million Communities are integrated, safe and complete.

- \$1,373.1 million for road construction, intersection improvements and sustainable and active transportation
- \$399.1 million for road resurfacing and other state of good repair works

Leading: \$256.0 million Government is future-oriented and accountable.

- \$155.3 million to maintain and modernize Technology Assets
- \$62.5 million to maintain Office Facilities
- \$34.3 million for Climate Change and Energy Management including the Pacesetter projects

2022-2031 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)	2022-2031 Capital Plan (\$ M)	%
State of Good Repair	\$ 718.5	18%
DC Supported Growth	\$1,343.9	33%
Non-DC Growth & Council Priorities	\$1,999.1	49%
Total	\$4,061.5	100%

State of Good Repair capital work is estimated at \$718.5 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 the housing stock in good condition.

DC Funded Growth capital work estimated at \$1,343.9 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 construction such as widening of Highway 50 from Castlemore Road to Mayfield Road and Mayfield Road from Coleraine Drive to Highway 50.

Non-DC Growth and Council Priorities capital work of \$1,999.1 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 implementation of Council’s Housing Master Plan, climate change adaptation and modernizing technology for improved efficiencies and improved customer experience.

2022-2031 Capital Plan Financing

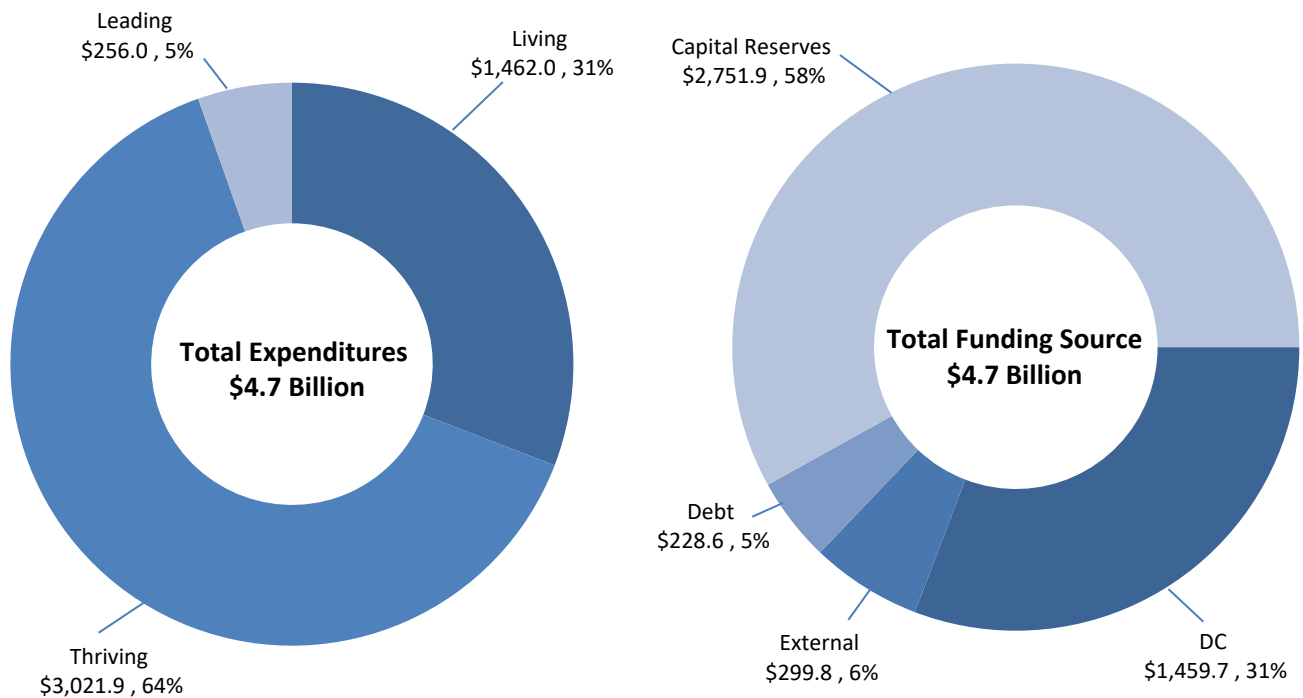
The Tax Supported Capital Plan of \$4.7 billion including external agencies is funded by three sources: 58 per cent is funded by reserves and reserve funds, 31 per cent is funded by DC reserve funds, 6 per cent is funded by external sources and 5 per cent is funded by debt financing.

As reported to Council on May 13, 2021 in the report “Peel’s Growth Management Program and Development Charge Performance”, the ongoing monitoring of growth will continue to inform the timing and location of infrastructure investments through long-term capital planning and the annual budget process in order to manage the Region’s debt risk and respond to potential impacts associated with the COVID-19 pandemic. Timing of DC revenue receipt may 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.

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

Chart 16

2022-2031 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 and 2021 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 including the state of good repair of the social housing stock. There is a projected shortfall of \$2.0 billion by the end of 2041. Included in the 2022 Tax Supported Operating Budget is a one per cent net tax levy increase or \$11.7 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 eight years from 2022 to 2030 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 were made in late 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

Council passed the 2020 Development Charge By-law in December 2020, and it came into effect on January 22, 2021. Development charges fund growth-related infrastructure projects are required to accommodate residential and non-residential development and are the primary source of funding for the growth-related portion of the Region's capital plan. The 2020 Development Charge By-law will help fund a significant portion of the Region's capital program from 2021 to 2041. Ongoing work in 2021 includes continued management of the Region's cash flow and capital expenditures in response to the potential reduction in non-residential development charge revenues due to the COVID-19 pandemic and other systemic issues that could contribute to development charge shortfalls.

Furthermore impacts from legislative changes (Bill 108 (*“More Homes, More Choice Act, 2019”*)) effective in 2020 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, debt will be leveraged where appropriate during the period of the Capital Plan. Peel will seek to maintain sufficient flexibility and overall liquidity to meet the infrastructure needs of the community.

In the Capital Plan, debt has been identified to finance projects not eligible for or have limited DC funding, such as affordable housing, in addition to debt used to offset the revenue and expenditure differences for development charge related projects. Staff will seek Council approval prior to issuing any additional debt.

2022 Operating Budget - Utility Rate Supported Services

Overview - 5.8 Per Cent Utility Rate Increase

The Utility Rate Supported Operating Budget totals \$638.2 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 \$124.9 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 5.8 per cent.

2022 Peel Combined Annual Water & Wastewater Utility Bill

(An average household in Peel uses approximately 290 cubic metres of water per year)



* Based on 2021 Residential Rates

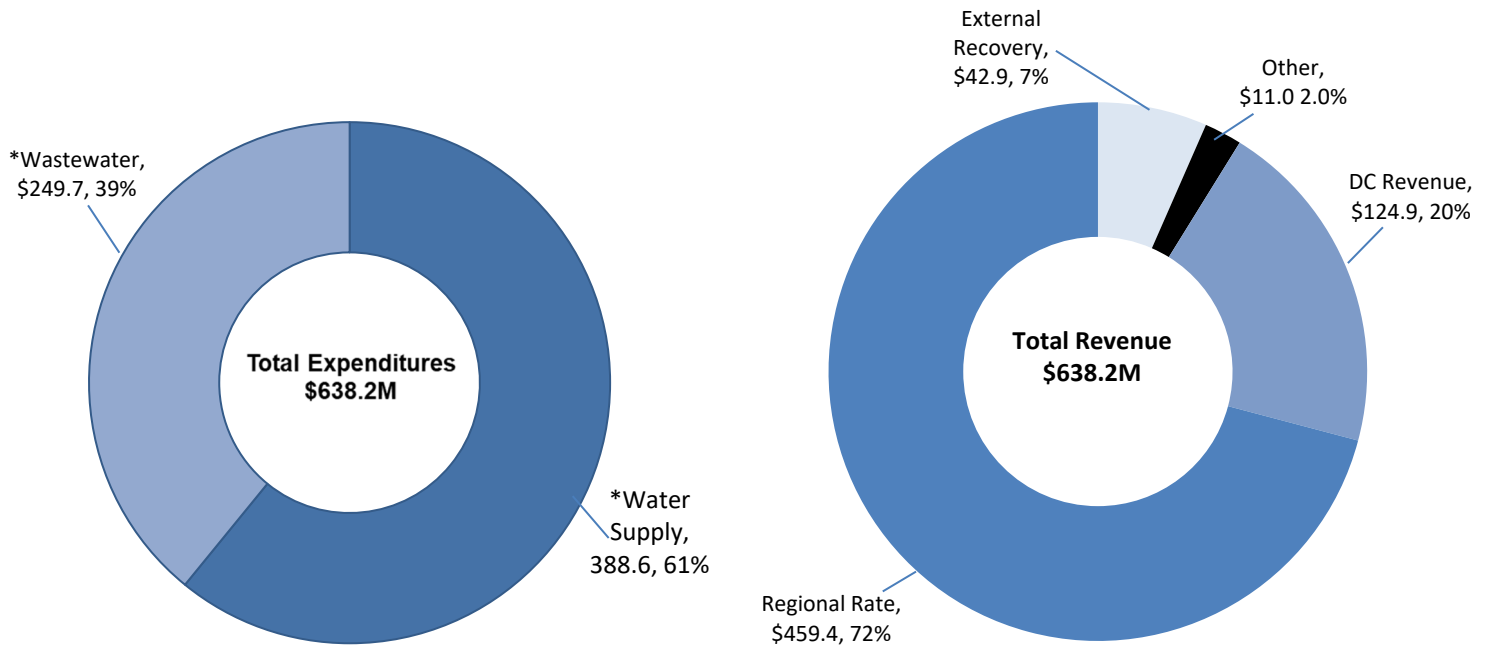
** 2022 Proposed Rate

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

This 5.8 per cent utility rate increase translates into an increase of \$47 to the residential annual water bill based on average household consumption of 290m³ or \$0.13 per day and an increase of \$118 to the small business water bill based on average consumption of 695m³ or \$0.32 per day. In 2022 the average residential homeowner will pay a water bill in the amount of \$838 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 2022 utility rate increases.

Chart 17 2022 Utility Rate Supported Operating Budget (\$M)



*Note: includes \$16 million Conservation Authorities expenditures and \$125 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 \$32.2 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 Consumption and Capital Infrastructure Funding.

Base Pressures

Base pressures include adjustments for inflation, economic factors and prior year management decisions. \$11.0 million related to base pressures in the Utility Rate budget includes:

- \$4.0 million inflationary impact related to materials, supplies and services as well as labour costs
- \$3.1 million increase in the Ontario Clean Water Agency (OCWA) contract
- \$2.9 million due to the removal of the prior year reserve draw to mitigate 2021 volume risk
- \$1.7 million due to electricity cost increases



The above pressures are partially offset by efficiencies of \$0.7 million achieved by line-by-line review and continuous improvement.

The budget includes resources to provide water and wastewater services for 2,935 new customers in 2022.

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	2022 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
 Water Supply	Safe, reliable and high quality drinking water is available to Peel customers	To support the development of the Health and Safety Management System	99	-
		To support water source protection required by legislation	136	68
		To expedite the development application process	126	-
 Wastewater	Wastewater in the Region of Peel is removed in a safe and environmentally responsible manner	To support the Inflow and Infiltration Mitigation Strategy	-	-
Thriving - Total			361	68

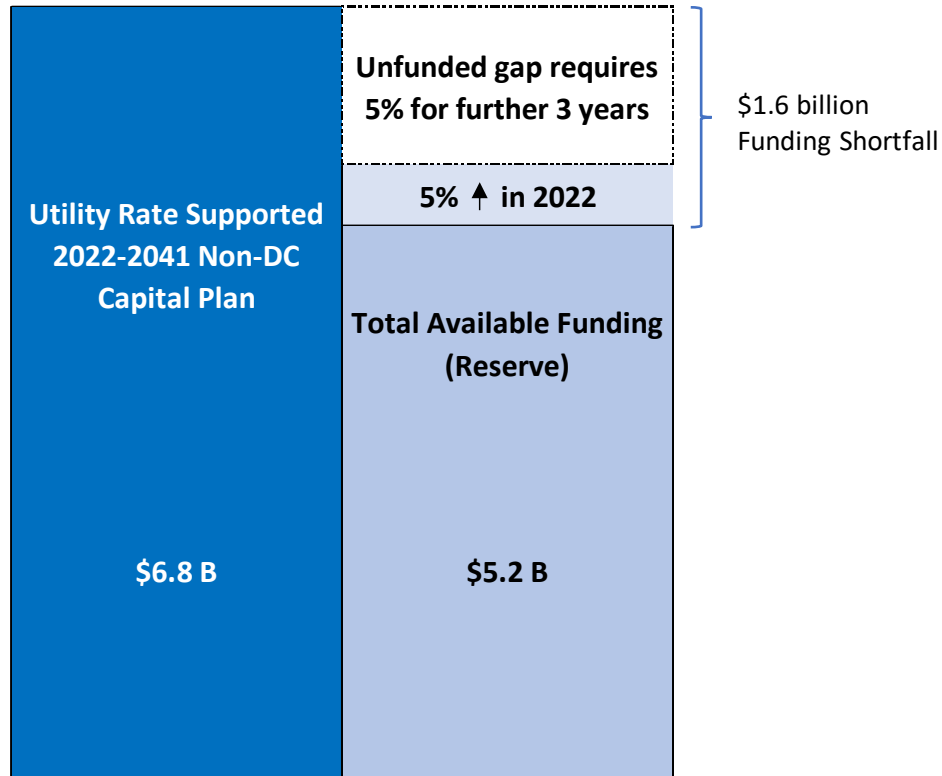
Capital Infrastructure Funding – Through the Utility Rate

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 \$6.8 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 \$1.6 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 \$21.1 million has been included in the 2022 Utility Rate Supported budget. Analysis shows an annual increase of five per cent for three more years until 2025 will close the current funding gap.

Chart 19

20-Year Outlook
State of Good Repair



Total Asset Value: \$27.6 B
Regionally Controlled Services

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 2022 Budget, there is some uncertainty around the overall water consumption. Throughout 2021, there has been a significant increase in water consumption in the residential sector due to stay-at-home activities during COVID, however it is uncertain what the ongoing impact of COVID-19 will be.

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 \$28.8 million, which represents the full cost recovery of providing water and wastewater services to York Region. The largest component of the Utility Rate budget is the direct billing to Peel’s residential and commercial ratepayers which represents approximately 72 per cent of the total funding source.

Rate Stabilization Reserve Draw

The Utility Rate Supported Budget includes \$1.4 million in draws from the Rate Stabilization Reserve to support various initiatives and risks as show in Summary III.

*Staffing Resources to Achieve Level of Service**

As in the *Chart 20* below, the Utility Rate Supported Operating Budget includes 542 full-time equivalent staffing resources to deliver services to meet the demands of Peel community (Summary V (a)-(b)).

Chart 20

	Staffing Resources to Achieve	
	2021*	2022*
Utility Rate Services	538	542

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

The Budget adds an increase of 4.0 full-time equivalent staffing resources that will help to support the achievement of outcomes including the development of the Health and Safety Management System, the expediting of the development application process, water source protection as required by legislation, and the Inflow and Infiltration Mitigation Strategy.

The overall Utility Rate budget includes wage gapping in the amount of \$1.9 million (17 positions), which recognizes the financial impact of the natural staff turnover patterns.

Operating Budget Outlook 2023-2025 – 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 2023-2025, Peel Utility Rate Supported services are forecasting an average combined annual rate increase of 5.8 per cent, of which 86 per cent is to maintain infrastructure which currently projects a funding shortfall of \$1.6 billion by the end of 2041. 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 2023 to 2025 to support state of good repair of existing and new regional infrastructure.

2022 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.

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 2022 – 2025				
	Budget		Forecast	
	2022	2023	2024	2025
Operations	0.8%	0.8%	0.8%	0.8%
Capital Infrastructure	5.0%	5.0%	5.0%	5.0%
Total Utility Rate Impact	5.8%	5.8%	5.8%	5.8%
Household Bill (annual consumption of 290m ³)	\$838	\$886	\$938	\$992
Small Business (annual consumption of 695m ³)	\$2,145	\$2,270	\$2,401	\$2,540

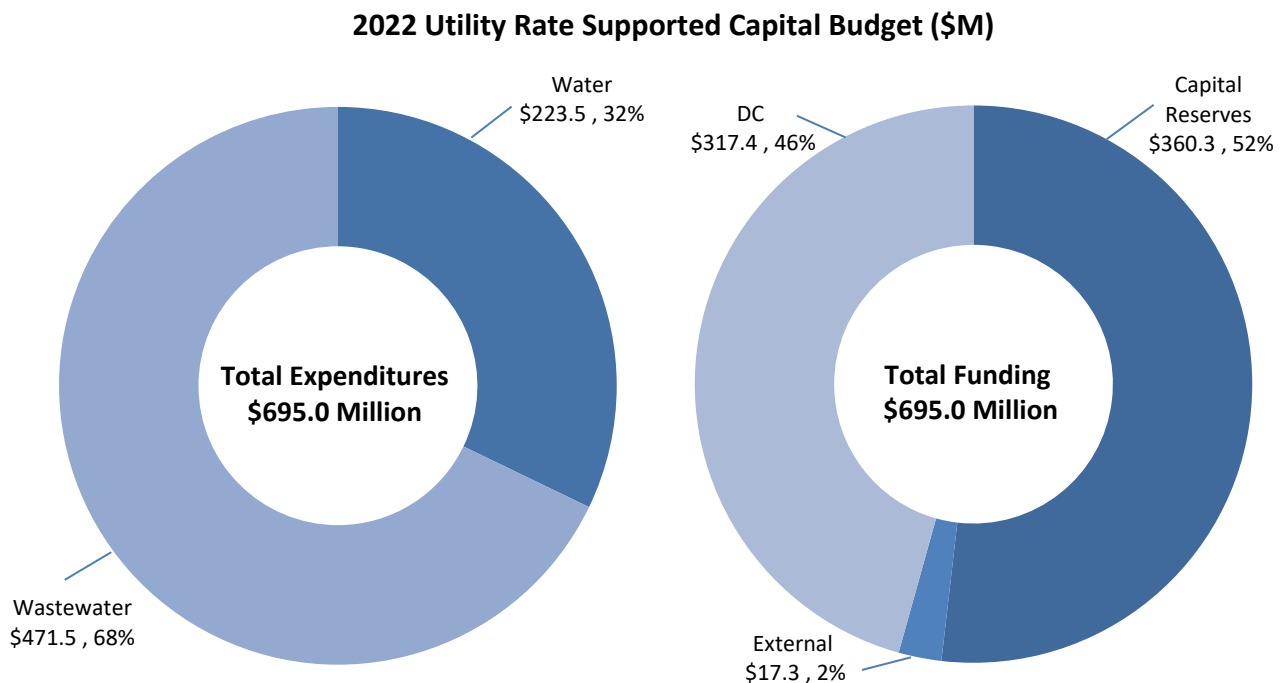
2022 Capital Budget – Utility Rate Supported Services

2022 Capital Budget - \$695.0 Million

The Utility Rate Supported Capital Budget totals \$695.0 million (Summary VI(a)). Water Supply accounts for \$223.5 million or 32 per cent and Wastewater totals \$471.5 million or 68 per cent. A comparison of the Capital Budget with the 2021 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 2022 Utility Rate Supported Capital Budget.

As presented in *Chart 22* below, of the Utility Rate supported capital budget of \$695.0 million, 52 percent or \$360.3 million is funded from Capital Reserves, 46 per cent or \$317.4 million from DC reserves and \$17.3 million from External Funding.

Chart 22



Thriving: \$695 million

Communities are integrated, safe and complete.

Highlights of the 2022 investments include:

- Investment in G.E. Booth Wastewater Treatment Plant - \$251.0 million
- Accommodating MTO highway widenings – 401 and QEW - \$41.0 million
- East Sanitary Trunk storage facility to store wastewater overflows - \$40.0 million
- Watermain replacement and rehabilitation to reduce watermain breaks - \$38.0 million
- Implementation of low water pressure system improvements in southwest Mississauga - \$33.0 million
- Local Collection System Repair and Replacement to improve reliability - \$23.0 million
- Queensway East Sanitary Trunk Sewer construction to support growth - \$20.0 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 and placed into service

2022-2031 Ten Year Capital Plan - \$7.2 Billion

2022-2031 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 Plan for Utility Rate Supported Services totals \$7.2 billion.

Highlights of the Capital Plan include:

- Investment in G.E. Booth and Clarkson Wastewater Treatment Plants for capacity and Biosolids expansion - \$1,976.5 million
- Investment in construction of multiple watermains - \$1,372.0 million
- Future collection system, sanitary trunk sewer and treatment plant projects - \$482.5 million
- Fleet growth & replacement of aging vehicles and residential/commercial water meter replacement - \$111.3 million
- Lake-based transmission mains inspection, maintenance and rehabilitation - \$106.0 million

2022-2031 Capital Plan by Classification

The Utility Rate Supported Capital Plan of \$7.2 billion can be separated into three general categories as in *Chart 23*: State of Good Repair, DC Funded Growth, Non-DC Funded Growth & Council Priorities.

State of Good Repair (SOGR) capital work estimated at \$2.0 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 \$4.2 billion represents investment in new capital to service Peel’s population growth financed from DC funding sources. Approximately 59 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	2022-2031 Capital Plan (\$ M)	%
State of Good Repair	\$2,020.4	28%
DC Supported Growth	\$4,206.2	59%
Non-DC Growth and Council Priorities	\$927.9	13%
Total	\$7,154.5	100%

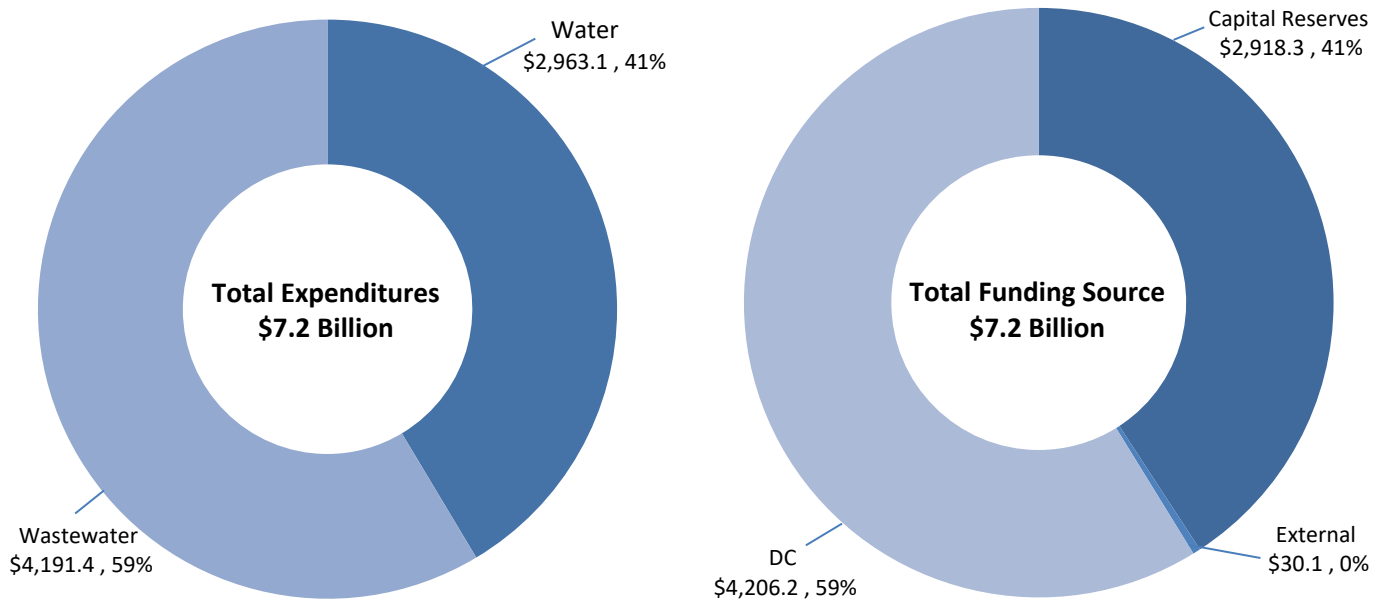
2022-2031 Capital Plan Financing

The Utility Rate Supported Capital Plan of \$7.2 billion (Summary VII) is funded by three sources: 59 per cent is funded by DC reserve fund, 41 per cent is funded by reserves and reserve funds, and less than 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

2022-2031 Utility Rate Supported Capital Plan (\$M)



Development Charge Reserve Fund

Development Charges are used to fund growth eligible under the *Development Charges Act*. If there is a material difference in the timing between when development charge revenue is received and when infrastructure expenditures are needed then debt may be required. A strategy to review the timing of capital projects has been implemented.

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.

2022 OPERATING AND CAPITAL BUDGET

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 \$1.6 billion in available funding by the end of year 2041. Included in the 2022 Utility Rate Budget is a 5 per cent rate levy increase or \$21.1 million to mitigate the unfunded shortfall and to support Peel's long term infrastructure requirements. An annual increase of 5 per cent for another three years from 2023 to 2025 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 2022 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 2022 annual reserve contributions for Tax and Utility Rate supported services both exceed their respective estimated 2022 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 2022 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

- **Economic Recovery:** In 2021, Peel's economy continued to recover from the COVID-19 induced recession of 2020. Low interest rates, and ongoing government supports to individuals and businesses remain critical to economic growth, and the efforts of Region's mass vaccination program facilitated the reopening of the economy. As a result, there were improvements across Peel's economy. Businesses impacted by COVID-19 health measures reopened as measures were lifted. Many residents re-entered the labour market and were successful in finding employment resulting in a reduction in Peel's unemployment rate during the first half of the year.

Prospects for Peel's economy are positive. The macroeconomic environment remains supportive of growth. Interest rates remain at historic lows and the reopening of the economy is progressing alongside increasing vaccination rates. However, the economic recovery in Peel remains fragile, as it does at broader global,

national and provincial levels. This is due to ongoing risks, such as further waves of COVID-19, imbalances in some markets (such as lumber and wood products and steel) resulting in higher prices, and global supply chain challenges which will likely constrain growth in some sectors.

Rising home prices, more stringent mortgage rules and elevated unemployment rates will keep unaffordability risks high in Peel, resulting in increasing demand for some Regional services. At the same time, the changing nature of employment continues at an accelerated pace, lowering growth prospects for the Region's commercial and industrial property taxes. This will likely further the shift of Regional revenues toward the residential sector.

- **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 2022. 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. The 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:** 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 2022 Budget includes an average monthly caseload of 14,525 based on actual and projected caseload levels. The projection is lower than last year because there has been a decline in caseload due to Federal assistance programs like the Canadian Emergency Response Benefit (CERB) because of COVID. It is anticipated that as these Federal programs end that caseload will increase. Social Assistance benefit costs are funded 100% 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 2021 and 2022 or 370 calls per day which is same level as 2019. However, the rate at which the call volume may increase post-pandemic could be much quicker.
- **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: 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 current assessment cycle.

As a result of COVID-19, the ARB has temporarily suspended its Schedule of Events during early 2020 and then resumed the compliance with the schedule later that year, resulting in extension of the appeal and RFRs deadlines. Because of this suspension, the ARB has experienced a significant increase in the volume of appeal work to be completed moving forward.

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 2022 property tax year. Additionally, since the 2020 Assessment Update has been once again postponed, property assessments for the 2022 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 2022 tax year will be the same as the 2021 tax year (unless there have been changes to the properties such as: additions, new construction, renovations, etc.).

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 phased out the vacant unit rebate by 2020 taxation year (as legislated by O. Reg. 581/17) and fully removed the vacant/excess land sub-class reduction program for 2021 and future taxation years (as legislated by O.Reg. 352/20).

Weather

- **Utility Rate Supported Services, Transportation and TransHelp:** Operations of three Regional services can be influenced by seasonal weather patterns: Water Supply, Wastewater, and Roads & Transportation. Weather impacts water consumption demand primarily during the summer 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 2022.

- **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.

In addition, the COVID-19 impact is projected to carry on into 2022. As indicated through the October 28, 2021 reports to Council, “Resourcing Public Health Services COVID-19 Vaccination and the Ongoing COVID-19 Response” and “Pandemic Response - Financial Update”, temporary resources have been planned to support the ongoing COVID-19 response. However, a key unknown is whether or not mass vaccination will become an ongoing program for Public Health. No confirmation of the program or any associated funding from the Province had been announced at the time of the development of the 2022 Budget.

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. 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 \$624 million in external funding from upper levels of government for 2022. This represents a \$57.5 million decrease from the funding levels in the 2021 Budget, largely driven by a reduction in Ontario Works benefits due to a projected reduction in monthly case load, and a decrease in Child Care funding resulting from funding model changes. The decrease was partially offset by slight increases in Paramedic Services and Long Term Care. An investment of \$2.9 million in property tax dollars has been included in the 2022 Budget to replace part of the funding reduction to maintain core service levels in impacted services. As observed over the 2021 year, there were multiple changes to the provincial funding announcements and this may continue into 2022. 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.
- **Safe Restart Program:** In 2020, the Region of Peel received a total of \$47.9 million in funding through the federal-provincial Safe Restart Agreement program. In 2021, Peel received \$24.6 million in COVID-19 Recovery funding, for a total allocation of \$72.5 million. In 2020, a total of \$16.9 million was utilized to fund the eligible COVID-19 related costs and pressures for Tax and Utility Rate Supported Services. The remaining funding of \$55.6 million will be used to help fund COVID-19 related costs and pressures in 2021

and 2022. At the time of the development of the 2022 Budget, it was anticipated that there would be sufficient remaining funds. However, this will greatly depend on the duration 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 2022 Budget includes \$34.2 million in rate stabilization reserve draws to mitigate pressures on both the tax and utility rate supported programs; \$24.4 million for Regionally Controlled Tax supported services, \$1.4 million for Regionally Controlled Utility Rate supported services, and \$8.5 million for Peel Regional Police and Ontario Provincial Police. Utilization of the Rate Stabilization Reserves is contingent on Peel's actual 2022 financial performance. Summary III (a) provides details on the Proposed Rate Stabilization Reserve Draws.

Debt Financing

- **Tax Supported Debt:** As of August 31, 2021, Tax Supported debt (net) totals \$66.3 million. Debt financing costs of \$4.2 million that are expected to be paid in 2022 have been included in the Tax Supported operating budget.
- **Debt to Support Affordable Housing:** To maximize both the number of affordable housing units that can be developed and augment the use of internal capital reserves, debt will be leveraged where appropriate during the period of the Capital Plan. As part of the Housing Master Plan, the Region entered 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 2021 and 2028.
- **Peel Housing Corporation Mortgages:** While the Region of Peel does not directly hold the mortgages related to Peel Housing Corporation, as its sole shareholder, the Region of Peel is required to include the building mortgages and any future debt requirements as part of its overall debt capacity. As of August 31, 2021, Peel Housing Corporation mortgages outstanding totaled approximately \$101.9 million.
- **Development Charge Supported Debt:** Development Charge debt issued to date is \$1.6 billion (\$1.2 billion net of sinking funds and principal payments). The Region issued an additional \$130 million on October 12, 2021, which is in addition to the amounts noted.
- **2022 New Debt Requirements:** Based on forecasted DC revenue and spending forecasts for 2022, staff have included an estimated total of \$150 million to \$200 million in potential DC debt issuance. DC related debt charges are expected to be funded by future DC revenues. Debt is also expected to be utilized in 2022 as part of the Housing Master Plan – actual amounts drawn will depend on the progression of projects under the Housing Master Plan. Total net debt forecast for 2022 is \$1.8 billion as seen in 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 approximately 8.0 per cent in 2021, below the ARL limit of 25 per cent, and is expected to trend higher over the coming years.

Chart 25

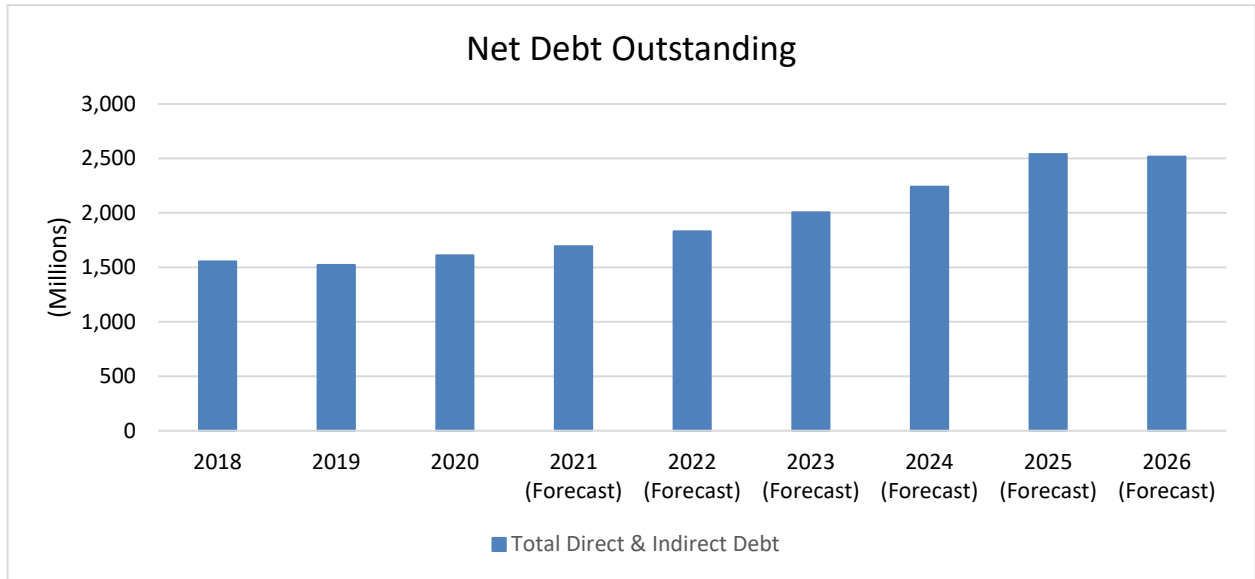
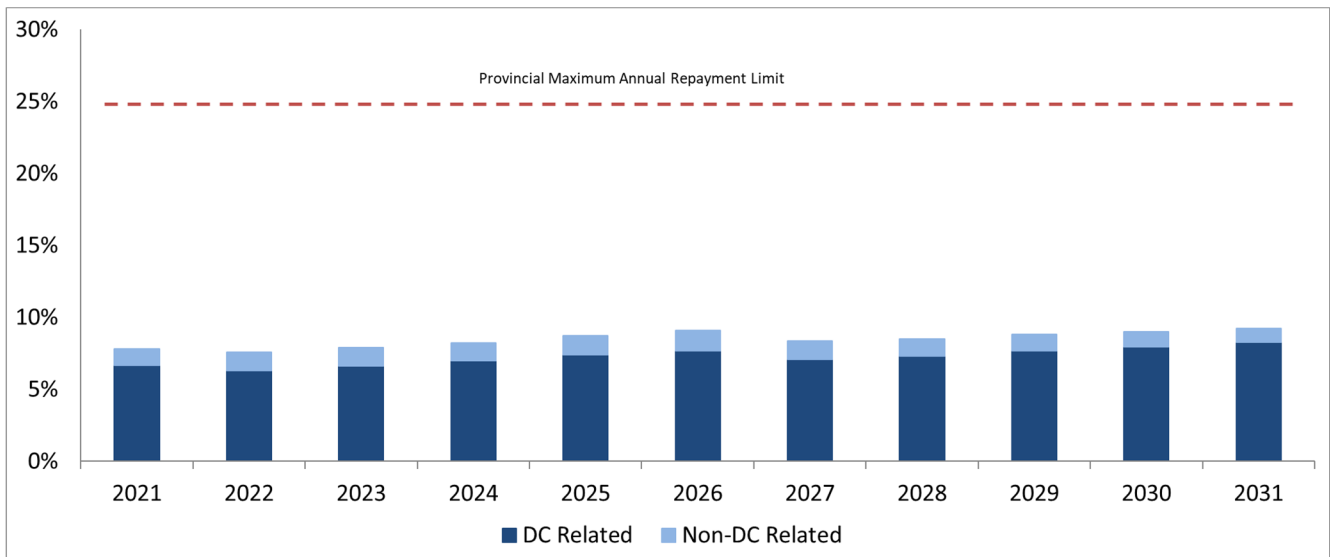


Chart 26



- 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 September 2021 the Region’s DC reserves is a positive balance of \$74 million. Staff will closely monitor revenue flows in 2022 to inform expenditure and potential borrowing decisions.

Uncertain Liabilities

- GO Transit:** The Budget does not include Peel’s potential liability to GO Transit of \$241.8 million (at August 31, 2021), which includes the August 2021 year-to-date amount for the 2007 through 2021 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.

- **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
DISCRETIONARY PROGRAMS	
Housing Stability	Provides financial assistance to eligible residents who need help securing or maintaining affordable accommodation.
Discretionary Benefits to OW and ODSP Clients	Discretionary benefits are provided to eligible OW and ODSP recipients and eligibility is determined on a case by case basis. Some examples of discretionary benefits are: last month’s rent, rental/utility arrears, moving cost, medical equipment, dental costs and others.
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

2022 OPERATING AND CAPITAL BUDGET

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, the 2021 rebates are \$445 in the City of Mississauga, \$425 in the City of Brampton and \$514 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 183,500 businesses.

2022 OPERATING AND CAPITAL BUDGET

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 2022 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 necessary maintenance of Regional infrastructure, which assists in delivering the services our citizens need and expect.

Overall, the 2022 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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2022 Operating Budget Summary
(\$'000)

	2022 Proposed Budget				2021 Budget	Change from 2021	
	Total Expenditure	Revenue Grants	Revenue Other	Net Expenditure	Net Expenditure	\$	%
Property Tax Supported							
Adult Day	8,286	(4,112)	(763)	3,411	2,747	664	24.2
Community Investment	19,261	(730)	(2,900)	15,631	14,705	926	6.3
Early Years and Child Care	210,937	(184,380)	(3,169)	23,389	21,954	1,435	6.5
Housing Support	229,781	(50,577)	(37,271)	141,933	135,751	6,182	4.6
Income Support	208,475	(182,087)	-	26,388	26,565	(177)	(0.7)
Long Term Care	106,975	(40,227)	(21,153)	45,595	41,615	3,980	9.6
Paramedics	130,298	(60,701)	(2,823)	66,774	65,337	1,437	2.2
TransHelp	30,950	(495)	(3,198)	27,258	27,439	(182)	(0.7)
Living	944,964	(523,309)	(71,278)	350,378	336,113	14,266	4.2
Chronic Disease Prevention	40,498	(24,435)	(53)	16,010	15,405	605	3.9
Early Growth and Development	23,433	(17,598)	(9)	5,827	5,626	200	3.6
Heritage Arts and Culture	5,881	(33)	(292)	5,556	5,445	111	2.0
Infectious Disease Prevention	43,440	(26,694)	(3,028)	13,718	13,014	704	5.4
Land Use Planning	7,868	-	(3,908)	3,960	3,803	157	4.1
Roads and Transportation	101,307	-	(4,480)	96,827	94,330	2,497	2.6
Waste Management	168,101	(16,041)	(21,757)	130,304	129,032	1,272	1.0
Thriving	390,530	(84,801)	(33,527)	272,202	266,656	5,546	2.1
CAO Office	2,797	-	-	2,797	2,799	(2)	(0.1)
Corporate Services	59,806	-	(5,593)	54,213	54,558	(345)	(0.6)
Regional Chair	824	-	-	824	795	29	3.6
Council	2,035	-	-	2,035	2,006	28	1.4
Non-Program (Less Capital Allocation)	63,642	(10,264)	(93,784)	(40,406)	(40,740)	334	(0.8)
Service Excellence & Innovation	27,789	-	(691)	27,097	26,802	296	1.1
Subtotal Enterprise Programs and Services	156,891	(10,264)	(100,068)	46,560	46,220	340	0.7
Capital Allocation	11,736	-	-	11,736	-	11,736	100.0
Leading	168,627	(10,264)	(100,068)	58,296	46,220	12,076	26.1
Regionally Controlled Services	1,504,122	(618,374)	(204,872)	680,876	648,988	31,888	4.9
External Organizations - Thriving							
Police Services							
Peel Regional Police	536,815	(15,600)	(36,314)	484,900	462,500	22,400	4.8
Community Events Policing Grant	280	-	-	280	274	5	2.0
Ontario Provincial Police	14,041	-	(885)	13,156	12,861	295	2.3
Subtotal Police Services	551,135	(15,600)	(37,199)	498,335	475,635	22,700	4.8
Conservation Authorities	29,967	-	-	29,967	29,266	701	2.4
Municipal Property Assessment Corporation	19,683	-	-	19,683	19,717	(34)	(0.2)
Subtotal Conservation and Assessment	49,650	-	-	49,650	48,983	667	1.4
Region Financed External Organizations	600,785	(15,600)	(37,199)	547,986	524,618	23,368	4.5
Total Property Tax Supported Services	2,104,907	(633,975)	(242,071)	1,228,862	1,173,606	55,255	4.7
Less Assessment Growth						(13,961)	(1.2)
Net Tax Levy Impact						41,294	3.5
Utility Rate Supported - Thriving							
Water Supply	388,569	-	(88,583)	299,986	281,008	18,978	6.8
Wastewater	249,653	-	(47,364)	202,290	187,869	14,421	7.7
Total Utility Rate Supported Services	638,222	-	(135,946)	502,276	468,878	33,398	7.1
Total Region	2,743,129	(633,975)	(378,017)	1,731,138	1,642,484	88,654	5.4

2022 Operating Budget by Area of Focus

Living	944,964	(523,309)	(71,278)	350,378	336,113	14,266	4.2
Thriving	1,629,537	(100,401)	(206,672)	1,322,464	1,260,152	62,312	13.7
Leading	168,627	(10,264)	(100,068)	58,296	46,220	12,076	26.1
Total Region	2,743,129	(633,975)	(378,017)	1,731,138	1,642,484	88,654	5.4

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budgeted through Enterprise Programs and Services

2022 VS 2021 Operating Budget
(\$'000)

	2021		2022		2022 Variance			
	Total Expenditure	Net Expenditure	Total Expenditure	Net Expenditure	Total Expenditure		Net Expenditure	
					\$	%	\$	%
Property Tax Supported								
Adult Day	7,608	2,747	8,286	3,411	679	8.9	664	24.2
Community Investment	16,225	14,705	19,261	15,631	3,036	18.7	926	6.3
Early Years and Child Care	210,176	21,954	210,937	23,389	761	0.4	1,435	6.5
Housing Support	271,874	135,751	229,781	141,933	(42,093)	(15.5)	6,182	4.6
Income Support	262,104	26,565	208,475	26,388	(53,629)	(20.5)	(177)	(0.7)
Long Term Care	102,693	41,615	106,975	45,595	4,282	4.2	3,980	9.6
Paramedics	125,494	65,337	130,298	66,774	4,804	3.8	1,437	2.2
TransHelp	31,325	27,439	30,950	27,258	(374)	(1.2)	(182)	(0.7)
Living	1,027,499	336,113	944,964	350,378	(82,535)	(8.0)	14,266	4.2
Chronic Disease Prevention	39,924	15,405	40,498	16,010	574	1.4	605	3.9
Early Growth and Development	23,233	5,626	23,433	5,826	200	0.9	200	3.6
Heritage Arts and Culture	5,860	5,445	5,881	5,556	21	0.4	111	2.0
Infectious Disease Prevention	43,194	13,014	43,440	13,718	246	0.6	704	5.4
Land Use Planning	7,312	3,803	7,868	3,960	556	7.6	157	4.1
Roads and Transportation	98,272	94,330	101,307	96,827	3,036	3.1	2,497	2.6
Waste Management	160,679	129,032	168,101	130,304	7,423	4.6	1,272	1.0
Thriving	378,473	266,656	390,530	272,202	12,057	3.2	5,546	2.1
CAO Office	2,799	2,799	2,797	2,797	(2)	(0.1)	(2)	(0.1)
Corporate Services	61,729	54,558	59,806	54,213	(1,924)	(3.1)	(345)	(0.6)
Chair	795	795	824	824	29	3.6	29	3.6
Council	2,006	2,006	2,035	2,035	29	1.4	28	1.4
Non-Program(Less Capital Allocation)	64,007	(40,740)	63,642	(40,406)	(366)	(0.6)	334	(0.8)
Service Excellence & Innovation	27,493	26,802	27,789	27,097	296	1.1	296	1.1
Subtotal Enterprise Programs and Services	158,830	46,220	156,891	46,560	(1,939)	(1.2)	340	0.7
Capital Allocation	-	-	11,736	11,736	11,736	100.0	11,736	100.0
Leading	158,830	46,220	168,627	58,296	9,797	6.2	12,076	26.1
Regionally Controlled Services	1,564,802	648,988	1,504,122	680,876	(60,681)	(3.9)	31,888	4.9
External Organizations - Thriving								
Police Services								
Peel Regional Police	509,584	462,500	536,815	484,900	27,231	5.3	22,400	4.8
Community Events Policing Grant	274	274	280	280	5	2.0	5	2.0
OPP	13,746	12,861	14,041	13,156	295	2.1	295	2.3
Subtotal Police Services	523,604	475,635	551,135	498,335	27,531	5.3	22,700	4.8
Conservation Authorities	29,316	29,266	29,967	29,967	651	2.2	701	2.4
Municipal Property Assessment Corporation	19,717	19,717	19,683	19,683	(34)	(0.2)	(34)	(0.2)
Subtotal Conservation and Assessment	49,033	48,983	49,650	49,650	617	1.3	667	1.4
Region Financed External Organizations	572,637	524,618	600,785	547,986	28,148	4.9	23,368	4.5
Total Property Tax Supported	2,137,439	1,173,606	2,104,907	1,228,862	(32,532)	(1.5)	55,255	4.7
Assessment Growth with Notional							(13,961)	(1.2)
Net Tax Levy Impact							41,294	3.5
Utility Rate Supported - Thriving								
Water Supply	368,282	281,008	388,569	299,986	20,287	5.5	18,978	6.8
Wastewater	236,559	187,869	249,653	202,290	13,094	5.5	14,421	7.7
Total Utility Rate Supported Services	604,841	468,878	638,222	502,276	33,382	5.5	33,398	7.1
Total Region	2,742,280	1,642,484	2,743,129	1,731,138	849	0.0	88,654	5.4

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budgeted through Enterprise Programs and Services

2022 Budget - Full Accrual Based
(\$'000)

	Revenue	Expenses
Operating Budget		
Council Proposed Budget	2,743,129	2,743,129
In-year budget adjustments	-	-
Board Proposed Peel Housing Corporation	106,202	106,202
Adjustment for intercompany transactions	(56,307)	(56,307)
PSAB Adjustments		
Contributions to reserves/reserve funds	-	(518,662)
Contributions from reserves/reserve funds	(68,125)	-
Payment to sinking fund for debt retirement	-	(66,432)
Other liabilities		2,223
Other adjustments	-	-
Adjusted Operating Budget	2,724,900	2,210,154
Capital Budget		
Council Proposed Budget*	1,117,344	1,117,344
Timing difference between budget and spending	(432,344)	(432,344)
Board Proposed Peel Housing Corporation	52,763	52,763
Timing difference between budget and spending	12,237	12,237
PSAB Adjustments		
Contributions from reserves/reserve funds	(357,339)	-
Acquisition of tangible capital assets	-	(561,163)
Amortization	-	319,254
Adjusted Capital Budget	392,661	508,091
Other		
Reserve fund interest and other revenue	56,871	-
Budget to be presented in Financial Statements	3,174,432	2,718,245

*proposed budget is net of capital provider loan

The schedule above provides a reconciliation of the total proposed 2022 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 2022 Budget from the modified accrual method to a full accrual method.

**Summary of Budget Costs Mitigated in 2022 Operating Budget
(' \$000)**

Service	Budget Costs Mitigated	Total Expenditures	Total Revenue	Net Costs
Property Tax Supported				
Adult Day	Efficiencies identified from operational cost reviews	(32)	-	(32)
Early Years and Child Care	Adjustments from the ongoing review of budgets	(119)	-	(119)
Community Investment	Adjustments from the ongoing review of budgets	(348)	-	(348)
Housing Support	Adjustments from the ongoing review of budgets	(1,182)		(1,182)
Income Support	Adjustments from the ongoing review of budgets	(1,052)	-	(1,052)
Long Term Care	Efficiencies identified from operational cost reviews	(243)	-	(243)
Paramedic Services	Efficiencies identified from operational cost reviews	(573)	-	(573)
TransHelp	TransHelp trip reductions	(1,036)	126	(910)
	Removal of contract position	(102)		(102)
Living		(4,687)	126	(4,561)
Chronic Disease Prevention	Efficiencies identified from operational cost reviews	(176)		(176)
Early Growth and Development	Efficiencies identified from operational cost reviews	(50)		(50)
Heritage Arts and Culture	Adjustments from the ongoing review of budgets	(96)		(96)
Infectious Disease Prevention	Efficiencies identified from operational cost reviews	(79)		(79)
Land Use Planning	Operational process improvements	(34)		(34)
Roads and Transportation	Operational process improvements	(130)		(130)
Waste Management	Operational process improvements	(270)		(270)
	Operational process improvements	(600)		(600)
Thriving		(1,435)	-	(1,435)
Enterprise Programs and Services	Adjustments from the ongoing review of budgets	(1,130)		(1,130)
	Adjustments from the ongoing review of services	(334)		(334)
	Savings from various continuous improvement initiatives	(29)		(29)
Leading		(1,493)	-	(1,493)
Regionally Controlled Tax Supported Services Subtotal		(7,615)	126	(7,489)
Conservation Authorities	General Levy - Program Review	(598)		(598)
Property Tax Supported Services Total		(8,213)	126	(8,087)
Utility Rate Supported Services - Thriving				
Wastewater	Expenditure reduction through line-by-line reviews	(26)		(26)
	Expenditure reduction through line-by-line reviews	(454)		(454)
Water Supply	Expenditure reduction through line-by-line reviews	(220)		(220)
Utility Rate Supported Services Total		(700)	-	(700)
Total Budget Costs Mitigated		(8,913)	126	(8,787)

Note: May not add up due to rounding

Summary of 2022 Budget Rate Stabilization Reserve Draws

Service	2022 Budget \$'000	Reason for the Draw
Tax Supported Services		
Roads and Transportation	\$1,000	2022 budget for COVID-related expenses.
	\$300	Automated Speed Enforcement
TransHelp	\$198	2022 budget for COVID-related expenses.
Waste Management	\$397	2022 budget for COVID-related expenses.
	\$468	To fund 6 contract Band 3 staffing resources for cart maintenance
	\$327	Heart Lake Community Recycling Centre brought in house for cost saving starting April 2022 so requires three months of temporary funding for non-recurring costs
	\$784	Tonnage increase due to Covid 19 impact
	\$2,754	Smoothing the financial impact of the Blue Box program from 2022 to 2025
Land Use Planning	\$267	To fund the contract staffing resource for upcoming development related projects (2021/22).
Community Investment	\$600	Anti human trafficking strategy - Funding for specialized programming in a service hub delivered by non-profit service providers and operating funds for dedicated emergency housing supports. Reserve Funding to be gradually phased out and program to be funded through the net tax levy.
	\$2,000	As per 2022 Budget: Allocated specifically to address applications from the Region's food banks to assist with their capital and operational requirements and therefore better serve those in need in the Region of Peel, (2022&2023 2 year initiative); (Council Resolution # RCB-2021-74)
	\$300	Social Enterprise Model Pilot Program - 2 year (2022 & 2023, Council Resolution #2019-418)
Early Years and Child Care	\$2,820	Draw from reserves fund to phase in the provincial funding reduction impact over the four years from 2022 to 2025
Long Term Care	\$224	Transition costs for new Seniors' Health and Wellness Village (Council Resolution # 2021-396,397)
	\$2,284	36 FTE LTC staff + 1 HR Associate for COVID Response (Council Resolution # 2020-809)
Paramedics	\$2,550	Upstaffing of 23 Casual FTE to meet call demand in COVID recovery
	\$170	One-time expense for indirect expenses related to upstaffing to meet call demand in COVID recovery
Infections Disease Prevention	\$1,934	30 contract positions to respond to COVID-19 (Council Resolution # 2020-924)
	\$249	2 EPS contract positions to respond to COVID-19, 1 HR and 1 Communications staff (Council Resolution # 2020-924)
Enterprise Programs and Services	\$100	External consulting costs, equally shared amongst: Business and Financial Planning, Treasury, Corp Finance and Policy and Strategic Initiatives
	\$57	To fund the one-time setup cost for the remote agents in Customer Contact Center. Implementation of this initiative is deferred from 2021 to 2022 due to the impact of COVID-19.
	\$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
	\$500	Securement of goods and services such as PPE for COVID-19 response
	\$3,650	WSIB Actuarial Adjustment as per current Actuarial Study
Total Tax Supported Services:	\$24,382	

Summary of 2022 Budget Rate Stabilization Reserve Draws

Service	2022 Budget \$'000	Reason for the Draw
Utility Rate Supported Services		
Water Supply	\$457	This is for COVID-19 Peel Satellite Yards Contingency initiated in March 2020 in response to the COVID-19 pandemic. OCWA continues to provide enhanced cleaning at Peel Satellite yards offices including kitchenettes and washrooms. The funds are also used to purchase PPE for the staff.
	\$289	For COVID-related expenses procured by Operations support.
Wastewater	\$353	This is for COVID-19 Peel Satellite Yards Contingency initiated in March 2020 in response to the COVID-19 pandemic. OCWA continues to provide enhanced cleaning at Peel Satellite yards offices including kitchenettes and washrooms. The funds are also used to purchase PPE for the staff.
	\$289	For COVID-related expenses procured by Operations Support.
Total Utility Rate Supported Services:	\$1,388	
Regionally Controlled Services	\$25,770	
External Organizations		
Ontario Provincial Police	\$495	\$69K to phase-in continuing incremental costs due to COVID-19 and assist in Financial Recovery. Balance of \$426K to phase out the budgeted savings relating to contract enhancement vacancies that had been experienced in previous years billing reconciliations.
Peel Regional Police	\$7,963	To fund one-time expenditures
Total External Organizations	\$8,458	
Total Region	\$34,228	

Note: May not add up due to rounding

Summary of 2022 COVID-19 Funding Reserve Draws

Service	2022 Budget \$'000	Reason for the Draw
<i>Tax Supported Services</i>		
Enterprise Programs and Services	\$7,130	Decrease of \$7.1M in Greater Toronto Airports Authority payments in lieu of taxes (PILTs) due to decreased passenger volume as a result of COVID-19
Total Tax Supported Services:	\$7,130	
Total Region	\$7,130	

**2022 - 2025 Operating Budget Forecast
(\$'000)**

	2022 Proposed Budget					2023 Forecast				
	Expense	Revenue	Net Exp	\$	%	Expense	Revenue	Net Exp	\$	%
Property Tax Supported										
Adult Day	8,286	(4,875)	3,411	664	24.2%	11,633	(7,568)	4,065	654	19.2%
Community Investment	19,261	(3,630)	15,631	926	6.3%	19,392	(3,630)	15,761	131	0.8%
Early Years and Child Care	210,937	(187,548)	23,389	1,435	6.5%	202,680	(177,989)	24,691	1,302	5.6%
Housing Support	229,781	(87,848)	141,933	6,182	4.6%	233,385	(84,264)	149,121	7,188	5.1%
Income Support	208,475	(182,087)	26,388	(177)	(0.7%)	230,487	(202,777)	27,709	1,321	5.0%
Long Term Care	106,975	(61,380)	45,595	3,980	9.6%	107,273	(59,517)	47,757	2,162	4.7%
Paramedics	130,298	(63,525)	66,774	1,437	2.2%	132,050	(62,578)	69,472	2,699	4.0%
TransHelp	30,950	(3,693)	27,258	(182)	(0.7%)	31,928	(3,639)	28,290	1,032	3.8%
Living	944,964	(594,586)	350,378	14,266	4.2%	968,828	(601,961)	366,866	16,488	4.7%
Chronic Disease Prevention	40,498	(24,488)	16,010	605	3.9%	41,518	(24,489)	17,029	1,019	6.4%
Early Growth and Development	23,433	(17,607)	5,827	200	3.6%	24,135	(17,607)	6,528	701	12.0%
Heritage Arts and Culture	5,881	(325)	5,556	111	2.0%	5,981	(328)	5,652	96	1.7%
Infectious Disease Prevention	43,440	(29,722)	13,718	704	5.4%	38,574	(23,844)	14,731	1,013	7.4%
Land Use Planning	7,868	(3,908)	3,960	157	4.1%	8,345	(3,981)	4,364	404	10.2%
Roads and Transportation	101,307	(4,480)	96,827	2,497	2.6%	101,814	(3,224)	98,590	1,762	1.8%
Waste Management	168,101	(37,798)	130,304	1,272	1.0%	172,764	(41,188)	131,576	1,272	1.0%
Thriving	390,530	(118,328)	272,202	5,546	2.1%	393,130	(114,662)	278,468	6,266	2.3%
CAO Office	2,797	-	2,797	(2)	(0.1%)	2,853	-	2,853	56	2.0%
Corporate Services	59,806	(5,593)	54,213	(345)	(0.6%)	60,262	(5,681)	54,581	368	0.7%
Council & Chair	2,858	-	2,858	57	2.0%	2,920	-	2,920	62	2.2%
Non-Program (Less Capital Allocation)	63,642	(104,048)	(40,406)	334	(0.8%)	74,672	(95,873)	(21,201)	19,205	(47.5%)
Service Excellence & Innovation	27,789	(691)	27,097	296	1.1%	28,693	(700)	27,993	896	3.3%
Subtotal Enterprise Programs and Services*	156,892	(110,332)	46,560	340	2.6%	169,400	(102,254)	67,146	20,586	44.2%
Capital Allocation	11,736	-	11,736	11,736	100.0%	12,289	-	12,289	553	4.7%
Leading	168,627	(110,332)	58,296	12,076	26.1%	181,689	(102,254)	79,435	21,139	36.3%
Regionally Controlled Services	1,504,122	(823,246)	680,876	31,888	4.9%	1,543,647	(818,878)	724,769	43,893	6.4%
External Organizations - Thriving										
Police Services										
Peel Regional Police	536,815	(51,915)	484,900	22,400	4.8%	562,515	(51,915)	510,600	25,700	5.3%
Community Events Policing Grant	280	-	280	5	2.0%	285	-	285	6	2.0%
Ontario Provincial Police	14,041	(885)	13,156	295	2.3%	14,430	(785)	13,645	489	3.7%
Subtotal Police Services	551,135	(52,800)	498,335	22,700	4.8%	577,230	(52,700)	524,530	26,195	5.3%
Conservation Authorities	29,967	-	29,967	701	2.4%	31,385	-	31,385	1,418	4.7%
Municipal Property Assessment Corporation	19,683	-	19,683	(34)	(0.2%)	20,024	-	20,024	341	1.7%
Subtotal Conservation and Assessment	49,650	-	49,650	667	1.4%	51,409	-	51,409	1,758	3.5%
Region Financed External Organizations	600,785	(52,800)	547,986	23,368	4.5%	628,639	(52,700)	575,939	27,953	5.1%
Total Property Tax Supported Services	2,104,907	(876,045)	1,228,862	55,255	4.7%	2,172,286	(871,578)	1,300,708	71,847	5.8%
Utility Rate Supported - Thriving**										
Water Supply	388,569	(88,583)	299,986	18,978	6.8%	408,645	(88,675)	319,970	19,984	6.7%
Wastewater	249,653	(47,364)	202,290	14,421	7.7%	262,322	(47,466)	214,856	12,566	6.2%
Total Utility Rate Supported Services	638,222	(135,946)	502,276	33,398	7.1%	670,967	(136,141)	534,826	32,550	6.5%
Total Region	2,743,129	(1,011,992)	1,731,138	88,654	5.4%	2,843,253	(1,007,719)	1,835,534	104,397	6.0%

Note: May not add up due to rounding

* Costs for Community Events Policing Grant are budgeted through EPS

** Peel Direct Billing

2022 - 2025 Operating Budget Forecast
(\$'000)

	2024					2025				
	Expense	Revenue	Forecast Net Exp	\$	%	Expense	Revenue	Forecast Net Exp	\$	%
Property Tax Supported										
Adult Day	9,380	(4,916)	4,464	399	9.8%	9,590	(4,932)	4,658	194	4.4%
Community Investment	17,226	(1,330)	15,895	134	0.9%	17,363	(930)	16,433	538	3.4%
Early Years and Child Care	200,183	(174,180)	26,003	1,312	5.3%	200,572	(173,248)	27,324	1,321	5.1%
Housing Support	234,252	(81,768)	152,484	3,363	2.3%	234,650	(78,415)	156,235	3,752	2.5%
Income Support	246,510	(217,444)	29,066	1,357	4.9%	259,426	(228,967)	30,459	1,393	4.8%
Long Term Care	109,727	(60,286)	49,441	1,684	3.5%	112,241	(60,873)	51,368	1,927	3.9%
Paramedics	138,143	(64,710)	73,433	3,961	5.7%	143,006	(67,780)	75,226	1,793	2.4%
TransHelp	33,030	(3,789)	29,241	951	3.4%	34,168	(3,946)	30,222	981	3.4%
Living	988,450	(608,423)	380,027	13,160	3.6%	1,011,017	(619,091)	391,926	11,899	3.1%
Chronic Disease Prevention	42,408	(24,490)	17,918	889	5.2%	43,322	(24,491)	18,831	912	5.1%
Early Growth and Development	24,762	(17,607)	7,155	627	9.6%	25,407	(17,607)	7,799	644	9.0%
Heritage Arts and Culture	6,079	(332)	5,747	95	1.7%	6,179	(335)	5,844	97	1.7%
Infectious Disease Prevention	39,489	(23,861)	15,628	897	6.1%	40,427	(23,879)	16,548	921	5.9%
Land Use Planning	8,844	(4,055)	4,789	425	9.7%	9,025	(4,131)	4,894	105	2.2%
Roads and Transportation	103,239	(3,271)	99,968	1,378	1.4%	104,421	(3,319)	101,103	1,135	1.1%
Waste Management	166,935	(34,087)	132,848	1,273	1.0%	144,470	(10,350)	134,120	1,272	1.0%
Thriving	391,757	(107,703)	284,054	5,585	2.0%	373,251	(84,112)	289,139	5,085	1.8%
CAO Office	2,910	-	2,910	57	2.0%	2,968	-	2,968	59	2.0%
Corporate Services	60,693	(5,772)	54,921	340	0.6%	61,110	(5,864)	55,245	325	0.6%
Council & Chair	2,983	-	2,983	63	2.2%	3,048	-	3,048	65	2.2%
Non-Program (Less Capital Allocation)	86,301	(96,057)	(9,756)	11,445	(54.0%)	98,573	(96,249)	2,324	12,080	(123.8%)
Service Excellence & Innovation	29,600	(708)	28,892	899	3.2%	30,511	(717)	29,794	902	3.1%
Subtotal Enterprise Programs and Services*	182,487	(102,537)	79,950	12,804	19.1%	196,210	(102,830)	95,249	15,299	19.1%
Capital Allocation	13,007	-	13,007	718	5.8%	13,605	-	13,605	598	4.6%
Leading	195,494	(102,537)	92,957	13,522	17.0%	209,815	-102,830	106,985	14,028	15.1%
Regionally Controlled Services	1,575,701	(818,664)	757,037	32,268	4.5%	1,594,083	(806,033)	788,050	31,013	4.1%
External Organizations - Thriving										
Police Services										
Peel Regional Police	587,715	(51,915)	535,800	25,200	4.9%	613,015	(51,915)	561,100	25,300	4.7%
Community Events Policing Grant	291	-	291	6	2.0%	297	-	297	6	2.0%
Ontario Provincial Police	14,829	(660)	14,169	524	3.8%	15,257	(540)	14,717	548	3.9%
Subtotal Police Services	602,835	(52,575)	550,260	25,729	4.9%	628,568	(52,455)	576,113	25,854	4.7%
Conservation Authorities	32,817	-	32,817	1,432	4.6%	34,276	-	34,276	1,459	4.4%
Municipal Property Assessment Corporation	20,371	-	20,371	347	1.7%	20,724	-	20,724	353	1.7%
Subtotal Conservation and Assessment	53,187	-	53,187	1,779	3.5%	54,999	-	54,999	1,812	3.4%
Region Financed External Organizations	656,022	(52,575)	603,447	27,508	4.8%	683,568	(52,455)	631,113	27,665	4.6%
Total Property Tax Supported Services	2,231,723	(871,239)	1,360,484	59,776	4.6%	2,277,651	(858,488)	1,419,162	58,678	4.3%
Utility Rate Supported - Thriving**										
Water Supply	429,060	(88,771)	340,289	20,319	6.4%	450,484	(88,869)	361,615	21,326	6.3%
Wastewater	275,164	(47,573)	227,591	12,735	5.9%	289,234	(47,682)	241,552	13,961	6.1%
Total Utility Rate Supported Services	704,224	(136,344)	567,880	33,054	6.2%	739,718	(136,551)	603,167	35,287	6.2%
Total Region	2,935,947	(1,007,582)	1,928,365	92,830	5.1%	3,017,368	(995,039)	2,022,329	93,965	4.9%

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	
	2021	2022 Proposed
Adult Day	54.82	57.82
Community Investment	32.70	32.50
Early Years and Child Care	105.68	105.60
Housing Support	211.30	217.86
Income Support	372.82	370.54
Long Term Care	741.73	764.49
Paramedics	638.08	638.08
TransHelp	129.10	129.10
Living	2,286.23	2,315.99
Chronic Disease Prevention	270.98	270.98
Early Growth and Development	168.30	168.30
Heritage Arts and Culture	22.00	22.00
Infectious Disease Prevention	247.87	247.87
Land Use Planning	50.50	54.50
Roads and Transportation	191.70	194.70
Waste Management	215.20	224.20
Thriving	1,166.54	1,182.55
CAO Office	13.00	13.00
Corporate Services	525.16	529.16
Council & Chair	3.00	3.00
Total Corporate Services	541.16	545.16
Service Excellence & Innovation	256.40	260.80
Leading	797.56	805.96
Total Regionally Controlled Property Tax Supported	4,250.33	4,304.49
Utility Rate Supported - Thriving		
Water Supply	291.13	294.13
Wastewater	247.13	248.13
Total Utility Rate Supported Services	538.25	542.25
Total Regionally Controlled	4,788.58	4,846.74
Peel Living	56.00	56.00
Peel Regional Police	3,148.00	3,168.00
Total Region	7,992.58	8,070.74

* Regular Positions (Full Time Equivalent, FTE)

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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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Total Expenditures: \$8.3 million **Net Expenditures: \$3.4 million**

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	7,608	4,861	2,747	%
Cost of Living/Inflation				
Labour Cost	319	-	319	
Goods and Services	174	-	174	
User Fees	-	15	(15)	
Cost Mitigation¹				
Miscellaneous Savings	(32)	-	(32)	
Base Budget Changes Subtotal	461	15	446	
Service Level Demand²				
Implementation of two Butterfly households at Seniors Health and Wellness Village at Peel Manor (SHWV)	218	-	218	
Service Level Changes Subtotal	218	-	218	
Total 2022 Budget Change	679	15	664	
2022 Proposed Budget	8,286	4,875	3,411	24.2%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Miscellaneous savings of \$32 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels however will impact resourcing at the program level.

Service Level Demand²

- Operationalization of SHWV requires an Increase in base staffing, and other operating expenses to support the implementation of Peel Integrated Care model. This funding request was endorsed at the April 8th, 2021 Council report (Council Resolutions #2021-396 & 397).

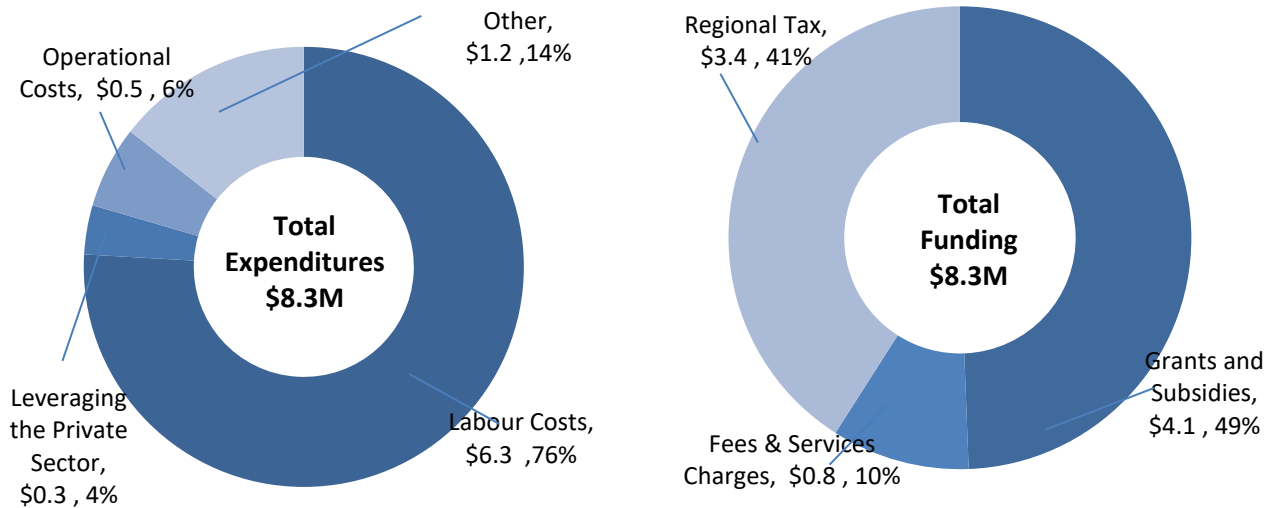
Staffing Resources to Achieve Level of Service*

2021	2022
54.82	57.82

*Regular Positions (Full Time Equivalent, FTE)

- The change in 3 FTEs is related to implementation of the Peel Integrated Care model at SHWV

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic.
- Development of Ontario Health Central Region and 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.
- System transformation across Community Support Services and Adult Day Services is underway in response to COVID-19. A hybrid Adult Day and Community Services model continues to evolve to provide in-person and virtual services to active and waitlisted clients and caregivers. Revision of Service Accountability Agreements to reflect changes in service delivery is expected in 2022. Impact is currently unknown.

Measuring our Performance

- 92% of clients report improved brain stimulation contributing to an increase in their overall mood following a virtual service intervention
- 652 clients received virtual services in 2020 during the in-person closure of ADS

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	7,608	8,286	8.9%	11,633	40.4%	9,380	(19.4%)	9,590	2.2%
Total Revenue	(4,861)	(4,875)	0.3%	(7,568)	55.2%	(4,916)	(35%)	(4,932)	0.3%
Net Expenditure	2,747	3,411	24.2%	4,065	19.2%	4,464	9.8%	4,658	4.4%

Note: May not add up due to rounding

- The forecasted increase in 2023 is due to 1-year pilot for Adult Day Services and respite services as endorsed at the April 8th, 2021 Council report (Council Resolutions #2021-396 & 397)
- Forecast year increases related to maintaining 2019/2020 service levels or equivalent post COVID-19

Total Expenditures: \$19.3 million

Net Expenditures: \$15.6 million

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	16,225	1,521	\$14,705	%
<i>Annualization</i>				
<i>Cost of Living/Inflation</i>				
Labour & Goods and Services	274	-	274	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries¹</i>				
Fiscal year adjustment for MCCSS Provincial Funding for Anti-Human Sex Trafficking	110	110	-	
<i>Cost Mitigation²</i>				
Miscellaneous Savings	(348)	-	(348)	
<i>Other Pressures</i>	-	-	-	
Base Budget Changes Subtotal	36	110	(74)	
<i>Service Level Demand³</i>				
Increasing the Community Investment Funded Program Support (1FTE)	1,000	-	1,000	
Two-year funding for Region of Peel Food Banks, funded through reserves (2022 & 2023)	2,000	2,000	-	
Service Level Changes Subtotal	3,000	2,000	1,000	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	3,036	2,110	926	
2022 Proposed Budget	19,261	3,630	15,631	6.3%

Note: May not add up due to rounding

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

- \$0.1M fiscal year adjustment for Anti-Human Sex Trafficking Provincial funding from Ministry of Children, Community and Social Services (MCCSS) – equal increase to both expense and revenue

Cost Mitigation²

- Miscellaneous savings of \$348 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels

Service Level Demand³

- \$1.0M increase in support to the Community through the grant program (1FTE). Although need in the community has continued to grow, the Community Investment Program has not received a cost-of-living increase (2%) or any increase in funding in the past 5 years (2017-2021)
- \$2.0M each year for two years (2022 and 2023) to be allocated to food banks to assist with their capital and operational requirements and therefore better serve those in need in the Region of Peel, funded through reserves

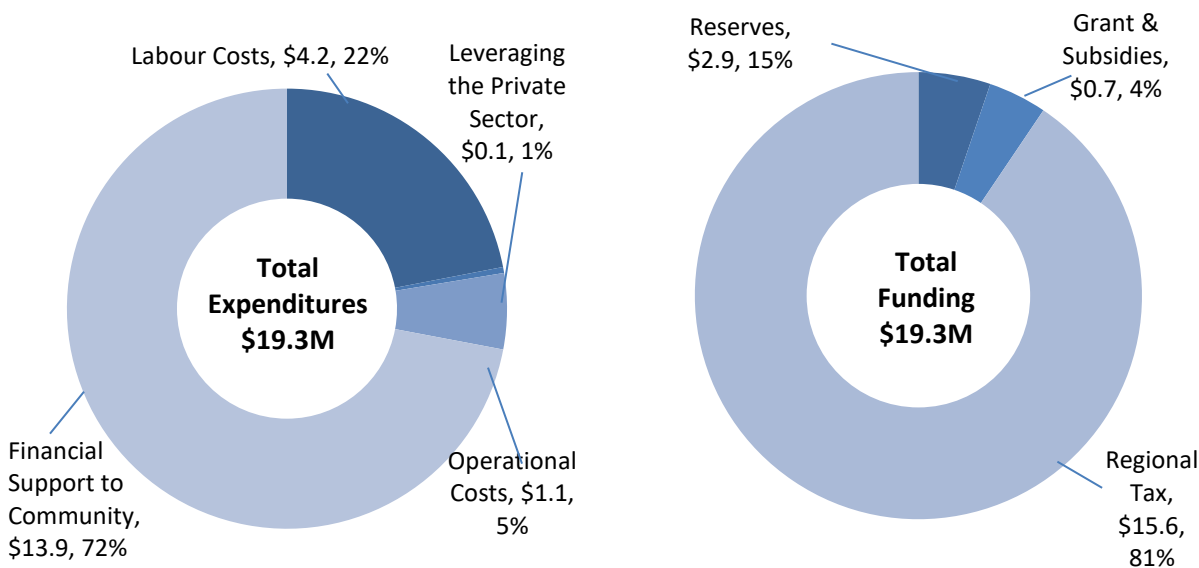
Staffing Resources to Achieve Level of Service*

2021	2022
32.70	32.50

*Regular Positions (Full Time Equivalent, FTE)

- 1 FTE Community Investment Funded Program Support
- Elimination of 1.2 positions due to cost containment

2022 Total Expenditures & Funding Source (In \$M)



Note: May not add up due to rounding

2022 Budget Risks

- Increase demand for funding from the not-for-profit sector due to the disproportionate impact of the pandemic on Peel’s most vulnerable populations.
- Reduction in the grant program would result in negative impacts to the sector and Peel residents as the service demand will not be met.

Measuring our Performance

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	16,225	19,261	18.7%	19,392	0.7%	17,226	(11.2%)	17,363	0.8%
Total Revenue	(1,521)	(3,630)	138.7%	(3,630)	0.0%	(1,330)	(63.4%)	(930)	(30.1%)
Net Expenditure	14,705	15,631	6.3%	15,761	0.8%	15,895	0.9%	16,433	3.4%

Note: May not add up due to rounding

- Anti-Human Trafficking program reserve draws reduced by \$0.4M in 2025, remaining \$0.2M to be reduced in 2026, total program costs of \$1.8M fully tax supported by 2026
- 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
- Two-year funding for food bank grant applications for \$2.0M each year (2022&2023), offset by reserves removed in 2024

Total Expenditures: \$199.4 million**Net Expenditures: \$23.4 million****2022 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	210,176	188,222	21,954	%
Base Budget Changes	-	-	-	
<i>Annualization</i>				
<i>Cost of Living/ Inflation¹</i>				
Labour & Goods and Services	545	-	545	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries²</i>				
Funding reduction remaining from 2021		(3,759)	3,759	
Withdraw from reserves		2,820	(2,820)	
2022 administration funds reduction	(3,348)	(3,348)	-	
One-Time federal investment	11,502	11,502	-	
Leased Day Care Centres	11	11	-	
<i>Cost Mitigation³</i>				
Cost containment	(119)	-	(119)	
<i>Other Pressures⁴</i>				
One-time transition funding for COVID	(1,229)	(1,229)	-	
Base Budget Changes Subtotal	7,362	5,997	1,365	
Service Level Demand⁵				
• Completion of EarlyON programs	70	-	70	
• One -time funding for COVID	(6,670)	(6,670)	-	
Service Level Changes Subtotal	(6,600)	(6,670)	70	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	762	(673)	1,435	
2022 Proposed Budget	210,938	187,548	23,389	6.5%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost of Living/Inflation¹

- Cost of living increase in staffing costs

Base Subsidy/Recoveries²

- The deferred 2021 provincial funding reduction impact of \$3.8M
- Draw from the tax stabilization reserves to phase in the \$3.8M impact over the next four years (2022 – 2025)
- The Region is expecting an additional \$3.3M (original estimate was \$3.7M) funding reduction for 2022. Through efficiencies and program delivery changes (without any impact to fee subsidy or special needs) the pressure has been eliminated to \$0.
- One-time federal investment in Early Year and Child Care Workforce Funding of \$11.5M to support the retention and recruitment of a high-quality workforce with no net impact

Cost Mitigation³

- Miscellaneous savings of \$0.1M resulting from the ongoing review of budgets; these reductions will not impact service levels.

Other Pressures⁴

- In 2021, the ministry provided one-time transitional grants. The \$1.2M was approved by Council to address COVID-19 through 2021 Budget

Service Level Demand⁵

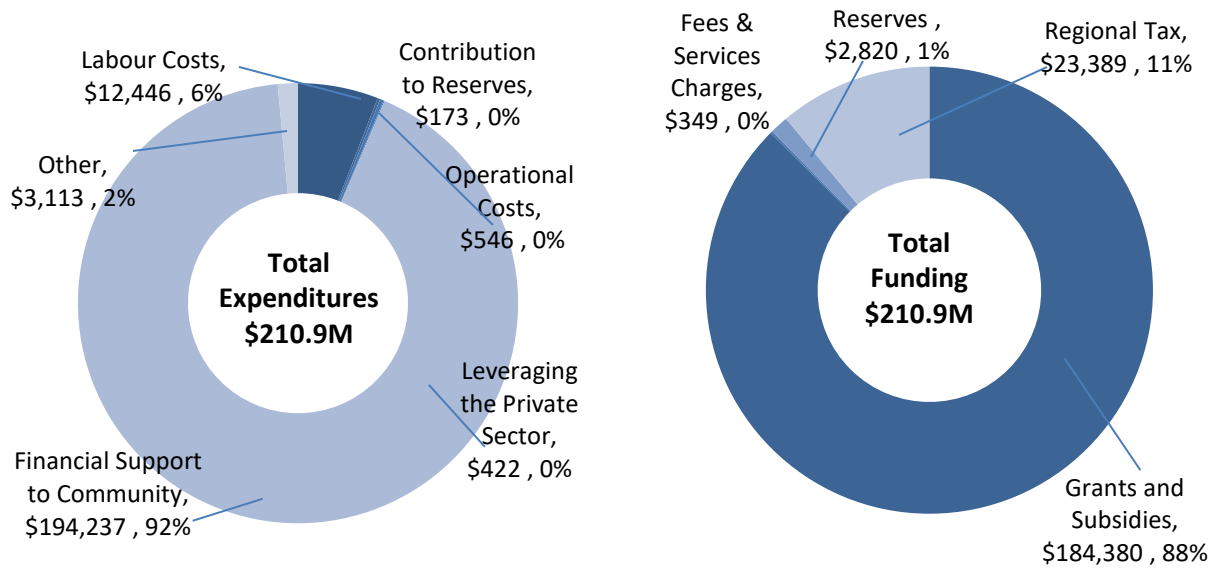
- The expansion of EarlyON by \$70K was approved in principle by Council in 2018 to complete implementation of the service delivery model.
- Provincial one-time COVID funding removed with no net impact. The funding supported the childcare sector to continue to adapt to the COVID-19 environment and address unique needs stemming from the pandemic.

Staffing Resources to Achieve Level of Service*

2021	2022
105.68	105.60

*Regular Positions (Full Time Equivalent, FTE)

2022 Total Expenditures & Funding Source (In \$000)



2022 Budget Risks

- Further administration funding reductions for 2022 puts the burden on the Region with potential service impacts
- Additional Federal 2022 Early Years and Child Care funding is expected but cannot be used to offset administrative funding pressure as a result of change in provincial policies
- No additional COVID-19 funding for 2022 available to support the ongoing impacts of the pandemic on the sector
- Additional resource pressures in preparing for the potential implementation of the National Child Care Plan

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 that reported their needs were met
- Average percentage that Region of Peel funding reduces licensed childcare fees that families pay

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	210,176	210,937	0.4%	202,680	(3.9%)	200,183	(1.2%)	200,572	0.2%
Total Revenue	188,222	187,548	(0.4%)	177,989	(5.1%)	174,180	(2.1%)	173,248	(0.5%)
Net Expenditure	21,954	23,389	6.5%	24,691	5.6%	26,003	5.3%	27,324	5.1%

Note: May not add up due to rounding

- In 2023 the confirmed one-time federal funding for the first quarter is \$2.9M vs \$11.5M for 2022. And draw from the tax stabilization reserves continues until 2025 to phase in the \$3.8M provincial funding reduction impact
- In 2024 one-time funding is removed
- In 2025 the forecast only reflects inflationary changes

Total Expenditures: \$229.8 million**Net Expenditures: \$141.9 million****2022 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	271,874	136,123	135,751	%
Annualization	-	-	-	
Cost of Living/Inflation				
Labour Costs	682	-	681	
Goods and Services	1,507	545	963	
Economic Factors	-	-	-	
Base Subsidy/Recoveries¹				
Loans (Peel Living & Service Manager)	(175)	(175)	-	
Federal Funding Decrease as per Ontario Gazette	-	(782)	782	
Reduction in subsidy due to end of mortgages of Federal Providers	(346)	-	(346)	
Peel Living Debenture	(68)	-	(68)	
Changes in administration costs and funding	(2,346)	(2,346)	-	
Housing Provider Subsidy Cost	3,661	(5)	3,666	
Reaching Home additional base funding for 2022	133	133	-	
COVID-19 Funding	(45,968)	(45,968)	-	
Cost Mitigation²				
Miscellaneous Savings	(1,182)	-	(1,182)	
Other Pressures³				
Phasing in tax impact for Housing Stability Program	-	(150)	150	
Peel Living - Mental Health Supports and Services - Services and Housing in the Province (SHIP)	240	240	-	
Discontinuation of Transitional Housing - Angela's Place	(120)	(120)	-	
Base Budget Changes Subtotal	(43,981)	(48,628)	4,646	
Service Level Demand⁴				
Peel Housing Corporation Resources (4 Contracts)	353	353	-	
Needs based housing Subsidies & Resources (2 FTE)	1,201	-	1,201	
Resources to address high risk staffing shortages (3 FTE)	335	-	335	
Second Units Program Resource Request (3 FTE) Funded within existing Base Budget	-	-	-	

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
Service Level Changes Subtotal	1,889	353	1,536	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	(42,092)	(48,275)	6,182	
2022 Proposed Budget	229,781	87,848	141,933	4.6%

Note: May not add up due to rounding

Operating budget pressure notes:

Base Subsidy/Recoveries¹

- \$46M in COVID-19 funding removed – both revenue and expense
- \$3.6M increase in Housing Subsidy for Community Providers including Peel Housing Corporation
- \$0.3M reduction in subsidy due to Federal Community Providers reaching the end of mortgages
- \$0.7M Federal funding decrease in Housing due to the end of operating agreements with providers and reduction to Peel Living Debenture
- \$0.1M increase in Reaching Home Federal Funding – increase to both expenses and revenue

Cost Mitigation²

- Miscellaneous savings of \$1.2 million resulting from the ongoing review of budgets; these reductions will not impact service levels

Other Pressures³

- \$0.2M reductions in Rent Bank Reserve draw to phase in tax impact for Housing Stability Program

Service Level Demand⁴

- \$1.2M Needs based housing subsidies & resources (2 FTE)
- \$0.3M Resources to address current staffing levels insufficient to sustain existing service levels and provide adequate oversight and controls (3 FTE)
- Peel Housing Corporation (PHC) Resource Request (4 Contracts) funded from within existing base budget. PHC has assumed enhanced property management responsibilities including 2 new shelters.
- Second Units Program Resource Request (3 FTE) funded from within existing base budget

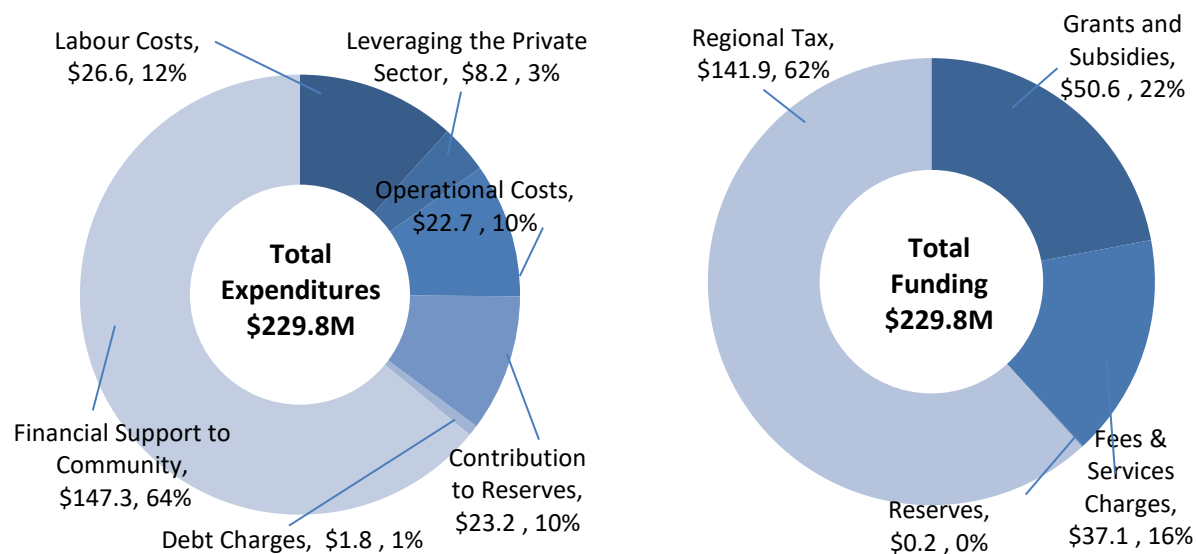
Staffing Resources to Achieve Level of Service*

	2021	2022
Housing – Admin	148.30	154.86
Peel Living – Admin	63.00	63.00
Sub-Total	211.30	217.86
Peel Living Site Staff	56.00	56.00
Total	267.30	273.86

*Regular Positions (Full Time Equivalent, FTE)

- 2 Housing Resources to support Needs Based Subsidy
- 3 Resources to address high risk staffing shortages
- 3 Housing Resources to support the Second Units Program
- Elimination of 1.5 positions due to cost containment

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- Federal or Provincial funding changes or eliminations
- Demand for affordable housing for low-income and middle-income households far exceeds supply and subsidy service levels
- Market Rent Increase for the Subsidy program was absorbed within the 2021 base budget
- Standard overflow practices at the shelters are putting pressure on the operating budget

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	271,874	229,781	(15.5%)	233,385	1.6%	234,252	0.4%	234,650	0.2%
Total Revenue	(136,123)	(87,848)	(35.5%)	(84,264)	(4.1%)	(81,768)	(3.0%)	(78,415)	(4.1%)
Net Expenditure	135,751	141,933	4.6%	149,121	5.1%	152,484	2.3%	156,235	2.5%

Note: May not add up due to rounding

General Forecast Comments

- No Market Rent Increase (MRI) was built into the forecast
- No projected increase in CHPI and Home for Good Funding beyond March 2022
- Reaching Home; no expected increase to funding beyond March 2022

2023 Main Drivers

- \$4.0M Provincial Funding for Strong Communities removed
- \$0.8M Canada Ontario Community Housing Initiative (COCHI) funding and expenses removed
- \$0.7M Federal Funding increase
- \$0.1M Operating funding from the Social Infrastructure Fund (SIF) removed
- \$0.3M Investment in Affordable Housing (IAH) funding removed
- \$0.8M Community Provider Subsidy increase

2024 Main Drivers

- Remaining \$1.1M Provincial Funding for Strong Communities removed
- \$1.6M Federal Funding decrease
- Remaining \$0.1M Operating funding from the Social Infrastructure Fund (SIF) removed
- Remaining \$0.3M Investment in Affordable Housing (IAH) funding removed
- Community Provider Subsidy remains at 2023 levels

2025 Main Drivers

- \$4.1M Federal Funding decrease
- \$1.4M Community Provider Subsidy decrease

Total Expenditures: \$208.5 million**Net Expenditures: \$26.4 million****2022 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	262,104	235,540	26,565	%
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation¹</i>				
Labour Costs and Goods & Services	875	-	875	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries²</i>				
New/Discontinued Services – “COVID Isolation Emergency Support Fund”	(400)	(400)	-	
<i>Cost mitigation³</i>				
Miscellaneous Savings	(1,052)	-	(1,052)	
<i>Other Pressures</i>	-	-	-	
Base Budget Changes Subtotal	(577)	(400)	(177)	
<i>Service Level Demand⁴</i>				
<ul style="list-style-type: none"> Ontario Benefit decrease due to change in monthly case load (decrease from 19,180 to 14,525) and rate adjustment Reduction based on budgeted case load for Advance Child Care and Support to Employment Program (STEP) 	(52,598)	(52,598)	-	
	(454)	(454)	-	
Service Level Changes Subtotal	(53,052)	(53,052)	-	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	(53,629)	(53,452)	(177)	
2022 Proposed Budget	208,475	182,087	26,388	(0.7%)

Note: May not add up due to rounding

Operating budget pressure notes:

Cost of Living/Inflation¹

- Cost of Living increase in staffing costs

Base Subsidy/Recoveries²

- The temporary COVID 19 Isolation Emergency Support Fund was originally for the period April 1, 2021 to June 30, 2021 but was extended to Sept. 30, 2021. The purpose of the fund was to provide financial assistance to individuals who are not eligible for social assistance programs and other federal or provincial income assistance.

Cost Mitigation³

- Miscellaneous savings of \$1.1M resulting from the ongoing review of budgets; these reductions will not impact service levels.

Service Level Demand⁴

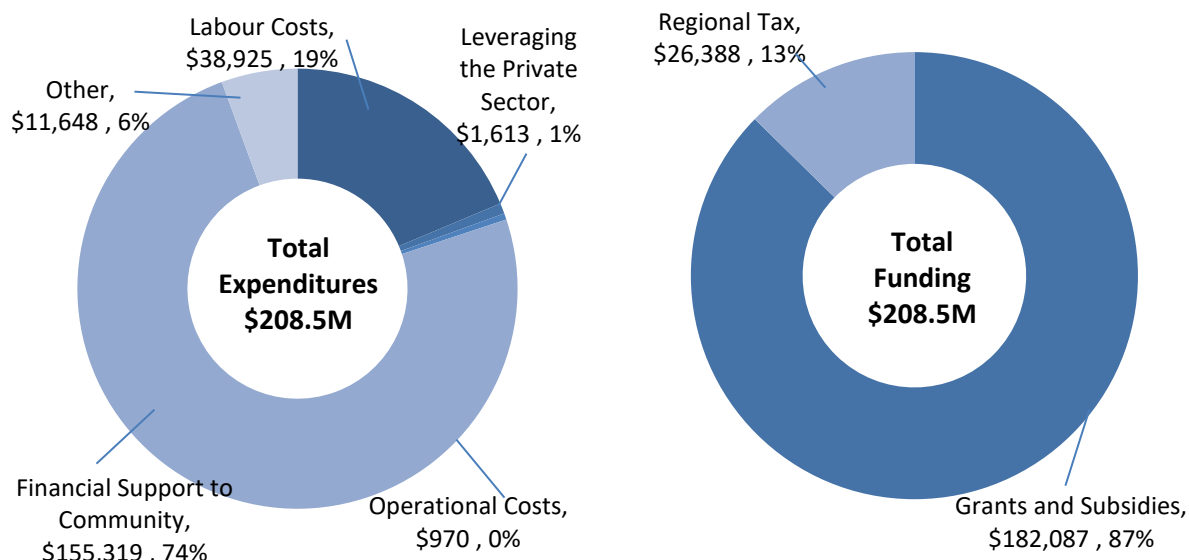
- 2022 benefit costs are completely funded by the Province and reflect a decrease from 2021 budget of 4,655 cases per month. The budgeted monthly average case load is 14,525 compared to the 2020 budget of 19,180. Actual case loads are lower than budgeted due to the availability of Federal assistance, such as CERB. It is anticipated that the case load will increase in 2022 but be lower than originally anticipated in 2021. Rates are based on previous year averages.

Staffing Resources to Achieve Level of Service*

2021	2022
372.82	370.54

*Regular Positions (Full Time Equivalent, FTE)

2022 Total Expenditures & Funding Source (In \$'000)



2022 Budget Risks

- 2022 funding will remain at the 2021 levels. The Ministry is currently reviewing the existing funding formula.
- Uncertainty in case load numbers due to economic uncertainty.

Measuring our Performance

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	262,104	208,475	(20.5%)	230,487	10.7%	246,510	7.0%	259,426	5.2%
Total Revenue	(235,540)	(182,087)	(22.7%)	(202,777)	11.4%	(217,444)	7.2%	(228,967)	5.3%
Net Expenditure	26,565	26,388	(0.7%)	27,709	5.0%	29,066	4.9%	30,459	4.8%

Note: May not add up due to rounding

- Ontario Works administration funding is held at the 2021 actual funding amount for the next three years.
- The caseload numbers have been adjusted to reflect a caseload of 16,500 for 2023, 17,900 for 2024 and 19,000 for 2025.
- Staffing levels were kept flat, but if the caseload increases as projected, additional staff may be required to maintain current service levels.

Total Expenditures: \$107.0 million **Net Expenditures: \$45.6 million**

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	102,693	61,078	41,615	%
Cost of Living/Inflation				
Labour costs	1,735	-	1,735	
Goods and Services	909		909	
Base Subsidy/Recoveries				
Increase in base funding/recoveries	-	332	(332)	
Cost Mitigation¹				
Miscellaneous Savings	(243)	-	(243)	
Base Budget Changes Subtotal	2,401	332	2,069	
Service Level Demand²				
Seniors Health and Wellness Village				
<ul style="list-style-type: none"> Implementation of two Butterfly households at Seniors Health and Wellness Village at Peel Manor (SHWV) 	1,170	-	1,170	
<ul style="list-style-type: none"> Base cost for operationalization of SHWV upon completion (Aug 2022) 	487	(254)	741	
<ul style="list-style-type: none"> One-time transition cost to the new facility (100% funded from reserves) 	224	224	-	
COVID-19				
<ul style="list-style-type: none"> 37 Contract Staff (2nd year of 2-year term, funded from Phase 1 Safe Restart Fund, Gross cost \$2.3M, Net cost \$0M) 	-	-	-	
Service Level Changes Subtotal	1,881	(30)	1,911	
Total 2022 Budget Change	4,282	301	3,980	
2022 Proposed Budget	106,975	61,380	45,595	9.6%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Miscellaneous savings of \$243 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels

Service Level Demand²

- Two Butterfly households at SHWV are included as per the Butterfly model implementation across all regional homes approved by Council on May 10th, 2018 in a report titled “Dementia Butterfly Care Model”. The costs are included for 14 FTEs and one-time implementation costs for training and structural changes are included in the 2022 proposed capital budget.
- Operationalization of SHWV requires an Increase in base staffing, and other operating expenses to support the core functions and maintain current services level as well as one-time transition cost to move to the new building. This funding request was endorsed at the April 8th, 2021 Council report (Council Resolutions #2021-396 & 397)
- COVID 19 - Contract staff resources ((2nd year of two-year term) 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

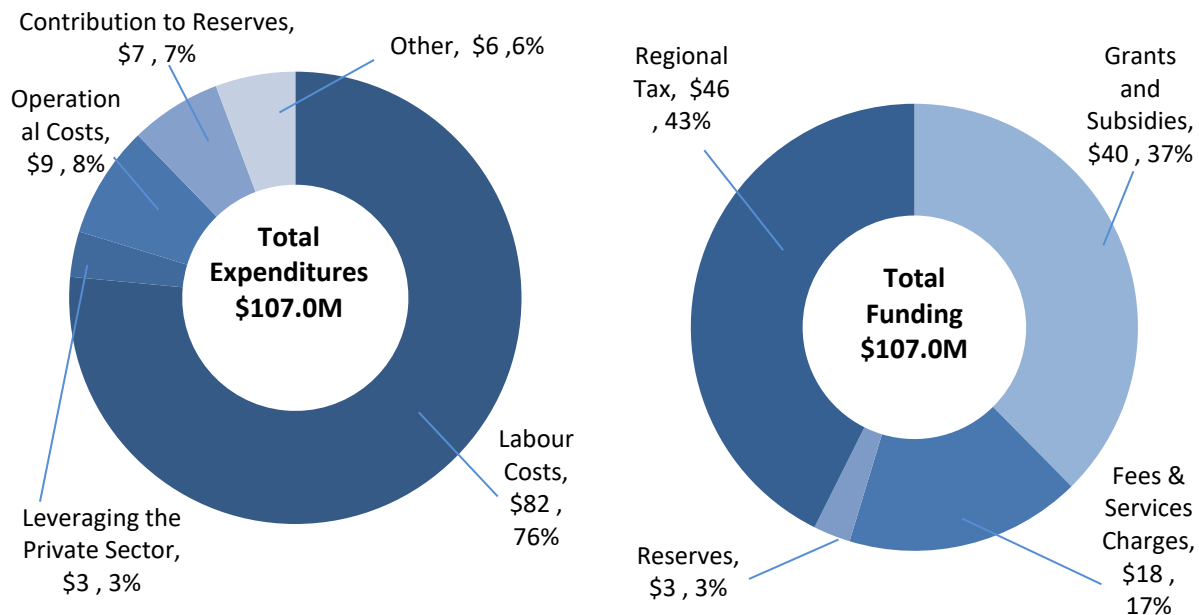
Staffing Resources to Achieve Level of Service*

2021	2022
741.73	764.49

*Regular Positions (Full Time Equivalent, FTE)

- The change in FTEs is related to implementation of two Butterfly households at SHWV (14 FTEs) and operationalization of the SHWV (8.76 FTE)

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic
- The Province of Ontario recently announced its intent to move towards 4 hours of care. There is an uncertainty about the timing and extent of funding from the province. There is a risk that the funding provided for this initiative is not adequate.

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	102,693	106,975	4.2%	107,273	0.3%	109,727	2.3%	112,241	2.3%
Total Revenue	(61,078)	(61,380)	0.5%	(59,517)	(3.0%)	(60,286)	1.3%	(60,873)	1.0%
Net Expenditure	41,615	45,595	9.6%	47,757	4.7%	49,441	3.5%	51,368	3.9%

Note: May not add up due to rounding

- Forecast year increases related to maintaining current level of service

Total Expenditures: \$130.3 million **Net Expenditures: \$66.8 million**

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	125,494	60,157	65,337	%
Cost of Living/Inflation				
Labour costs	2,892	-	2,892	
Goods and services	565	-	565	
Base Subsidy/Recoveries				
Increase in Provincial funding	-	1,448	(1,448)	
Cost Mitigation¹				
Miscellaneous Savings	(573)	-	(573)	
Other Pressures				
Community Paramedicine for Long Term Care (CPLTC)	-	-	-	
<ul style="list-style-type: none"> • Staffing & goods and services (Gross cost \$3.0M, funding period Jan 2021- March 2024, 100% funded by the Province, Council Resolution #2021/400) • Vehicle purchases for the initiative- moving partial funding to capital budget 	(800)	(800)	-	
Base Budget Changes Subtotal	2,084	648	1,437	
Service Level Demand²				
Contingency staffing to address fluctuations in call volumes (100% reserve funded)	2,720	2,720	-	
Service Level Changes Subtotal	2,720	2,720	-	
Total 2022 Budget Change	4,804	3,368	1,437	
2022 Proposed Budget	\$130,298	63,525	66,774	2.2%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Miscellaneous savings of \$573 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

Service Level Demand²

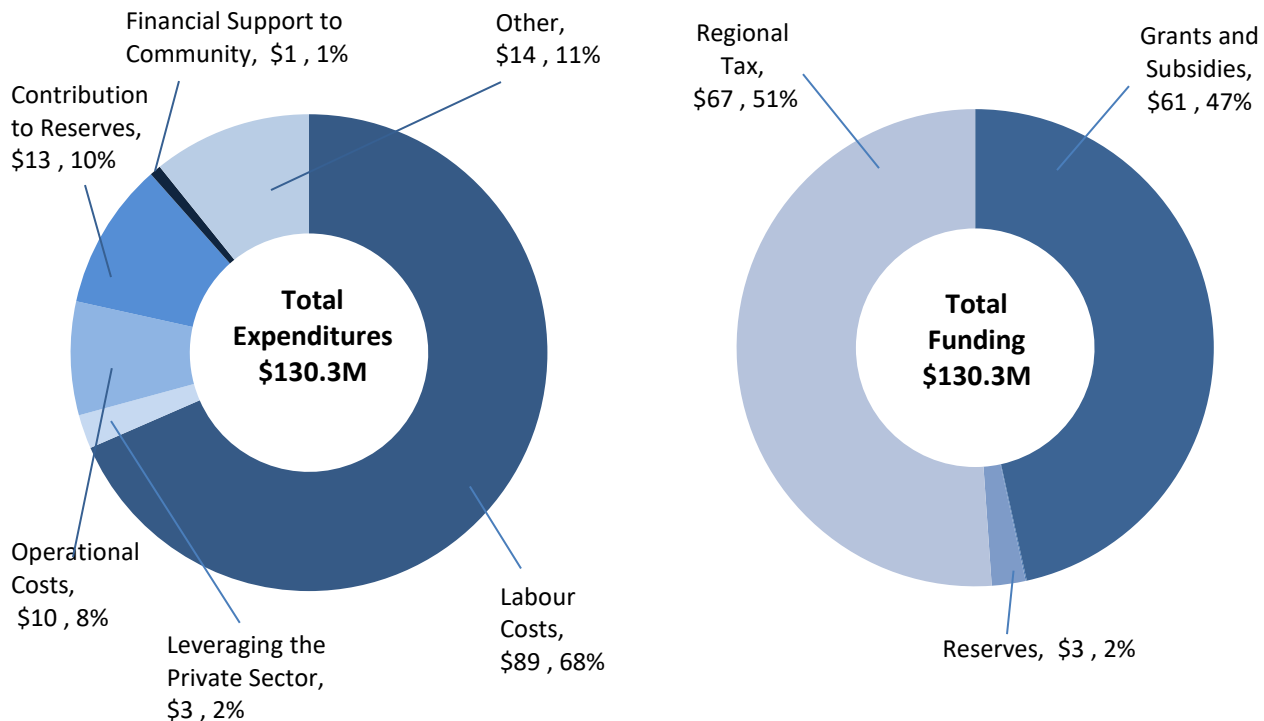
- As call demand remains lower than pre-COVID in 2019, Paramedic Services is starting to see an increase in call demand and offload delay. It is uncertain what will happen with call demand as we start to move out of our pandemic response and the impacts pandemic response has had on the community. This request is to address system pressure through additional staffed ambulances with existing temporary staff during peak times of the year to address the demand.

Staffing Resources to Achieve Level of Service*

2021	2022
638.08	638.08

*Regular Positions (Full Time Equivalent, FTE)

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

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

- 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.
- There has been rising number of WSIB and Posttraumatic stress disorder (PTSD) cases in our staff. While steps are being taken to address the rising trend, there is risk that availability of staff resources is severely impacted due to the trend. It may require additional resources to address the pressure.
- COVID has had a profound impact on Paramedics staff across the Province including Peel. The heightened need for thorough personal protection attention and the number of COVID related patients cared for by paramedics as well as the multiple directives and medical protocol changes is starting to take a toll on their mental health and well-being causing higher than normal staff absences.

Measuring our Performance

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	125,494	130,298	3.8%	132,050	1.3%	138,143	4.6%	143,006	3.5%
Total Revenue	(60,157)	(63,525)	5.6%	(62,578)	(1.5%)	(64,710)	3.4%	(67,780)	4.7%
Net Expenditure	65,337	66,774	2.2%	69,472	4.0%	73,433	5.7%	75,226	2.4%

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.
- Estimated staff and resources (\$2.3M) for operationalization of the new reporting station (construction costs included in the proposed 2022 capital budget) is included in year 2024.

Total Expenditures: \$31.0 million**Net Expenditures: \$27.3 million****2022 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	31,325	(3,886)	27,439	%
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i> Labour costs/Goods and Services, etc.	737	47	785	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries</i> Reduction to Dedicated Gas Tax funding allocation	-	46	46	
<i>Cost Mitigation¹</i> Removal of contract position	(102)	-	(102)	
<i>Other Pressures</i>	-	-	-	
Base Budget Changes Subtotal	635	93	729	
Growth	-	-	-	
Service Level Demand² Decrease in trip volumes by 37,200	(1,036)	126	(910)	
Subsidy Changes	-	-	-	
Other Pressures Operational costs related to COVID offset by reserves	26	(26)	-	
Service Level Changes Subtotal	(1,010)	100	(910)	
New/Discontinued Services	-	-	-	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	(375)	193	(181)	
2022 Proposed Budget	30,950	(3,693)	27,258	(0.7%)

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Removal of short-term contract position resulted in savings of \$102 thousand. This reduction will not impact service levels.

Service Level Demand²

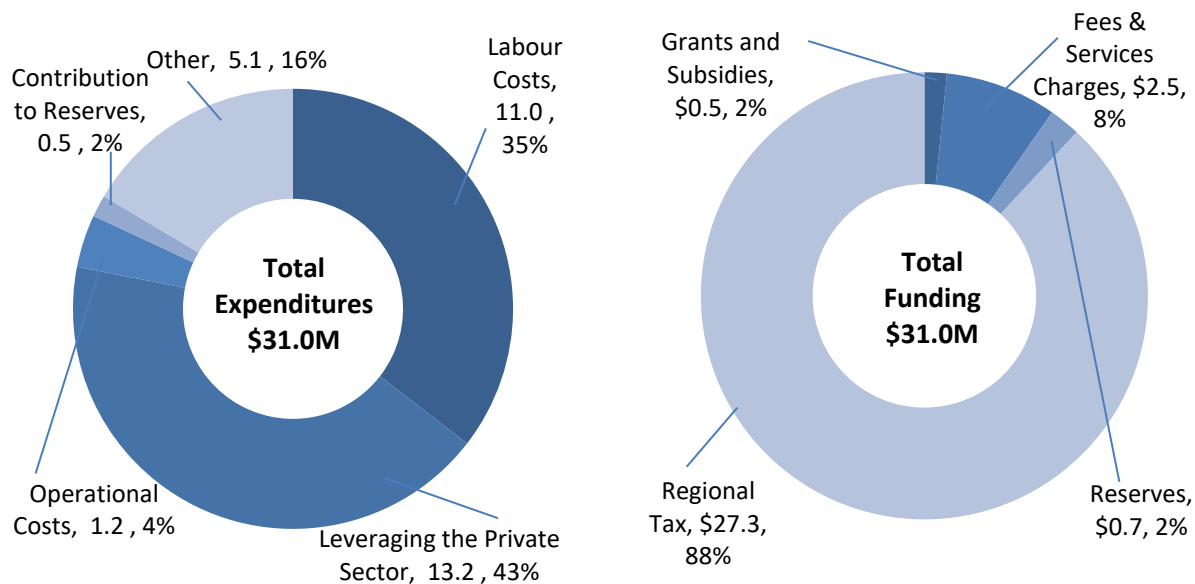
- The Budget is reflective of trends in trip demand in 2018 and 2019 which show slow down after the AODA implementation in 2017. The 2021 Budget included a reduction of 35,000 trips and the 2022 Budget includes a reduction of 37,200 trips to reflect slower growth trends for a total of 706,800 trips. Staff will continue monitoring the situation and will reflect further trip adjustments, if justified, in the 2023 Budget.

Staffing Resources to Achieve Level of Service*

2021	2022
129.10	129.10

*Regular Positions (Full Time Equivalent, FTE)

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- The Budget includes a reduction of 37,200 trips to reflect slower growth trends. Actual trip demand and growth could be different than budgeted pending the duration of COVID-19.

Measuring our Performance

- Number of trips
- Number of passenger complaints
- Passenger satisfaction through surveys

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	31,325	30,950	(1.2%)	31,928	3.2%	33,030	3.4%	34,168	3.4%
Total Revenue	(3,886)	(3,693)	(5.0%)	(3,639)	(1.5%)	(3,789)	4.1%	(3,946)	4.1%
Net Expenditure	27,439	27,258	(0.7%)	28,290	3.8%	29,241	3.4%	30,222	3.4%

Note: May not add up due to rounding

- Forecast reflects 1.6% in trip growth between 2023 and 2025

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: \$40.5 million	Net Expenditures: \$16.0 million
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2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	39,924	24,519	15,405	%
Cost of Living/Inflation¹ Labour costs & Goods and Services	780	-	780	
Base Subsidy/Recoveries² Ontario Cannabis Legislation Implementation Fund (OCLIF)	(31)	(31)	-	
Cost Mitigation³ Miscellaneous Savings	(176)	-	(176)	
Base Budget Changes Subtotal	574	(31)	605	
Other Pressures	-	-	-	
Service Level Changes Subtotal	-	-	-	
New/Discontinued Services	-	-	-	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	574	(31)	605	
2022 Proposed Budget	40,498	24,488	16,010	3.9%

Note: May not add up due to rounding

Operating budget pressure notes:**Cost of Living/Inflation¹**

- Cost of Living increase in staffing costs.

Base Subsidy/Recoveries²

- Ontario Cannabis Legislation Implementation Fund (OCLIF) base funding of \$29,000 ended in 2021, Council Resolution #2019-1146.
- \$2,000 for user fees that have not been collected since legalization of Cannabis.

Cost Mitigation³

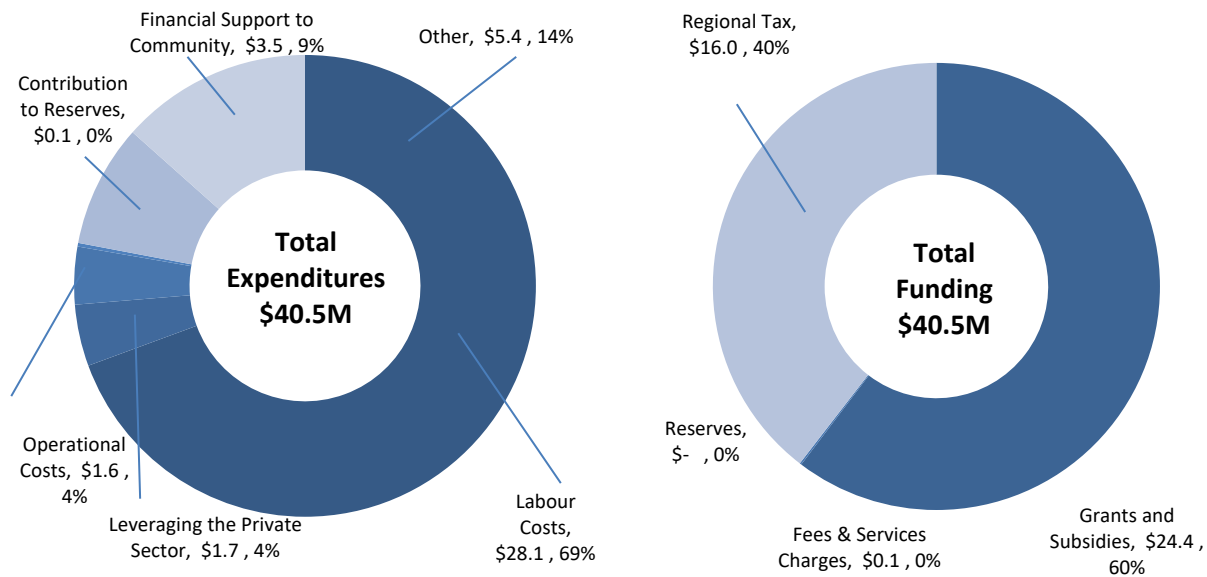
- Staff identified various process improvements through line-by-line reviews of the expenditures. This resulted in \$176,000 in one-time savings from the ongoing review of budgets. These reductions will not impact service levels.

Staffing Resources to Achieve Level of Service*

2021	2022
270.98	270.98

*Regular Positions (Full Time Equivalent, FTE)

2022 Total Expenditures & Funding Source (In \$M)



2022 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 when the cost share formula shifts to a 60/40 ratio. The Province has indicated continuation of 2021 funding levels; however, no confirmation will be received on the approved amounts until mid-2022.
- 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 COVID-19 pandemic.

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	39,924	40,498	1.4%	41,518	2.5%	42,408	2.1%	43,322	2.2%
Total Revenue	(24,519)	(24,488)	(0.1%)	(24,489)	0.0%	(24,490)	0.0%	(24,491)	0.0%
Net Expenditure	15,405	16,010	3.9%	17,029	6.4%	17,918	5.2%	18,831	5.1%

Note: May not add up due to rounding

- Forecast years’ increases are related to maintaining base services.
- We have assumed based funding will not increase from 2021 levels for 2022 and the forecasted years. No confirmation of this funding will be received until mid-2022.

Total Expenditures: \$23.4 million **Net Expenditures: \$5.8 million**

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	23,233	17,607	5,626	%
<i>Cost of Living/Inflation¹</i> Labour costs & Goods and Services	250	-	250	
<i>Cost Mitigation²</i> Miscellaneous Savings	(50)	-	(50)	
Base Budget Changes Subtotal	200	-	200	
Other Pressures	-	-	-	
Service Level Changes Subtotal	-	-	-	
New/Discontinued Services	-	-	-	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	200	-	200	
2022 Proposed Budget	23,433	17,607	5,827	3.6%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost of Living/Inflation¹

- Cost of Living increase in staffing costs.

Cost Mitigation²

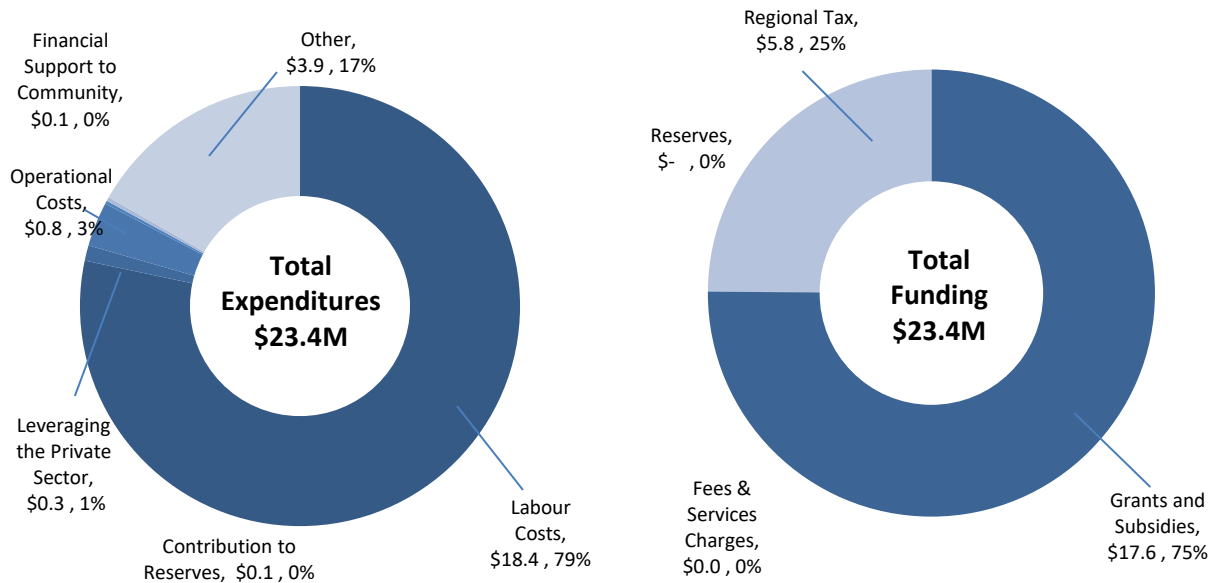
- Staff identified various process improvements through line-by-line reviews of the expenditures. This resulted in \$50,000 in one-time savings from the ongoing review of budgets. These reductions will not impact service levels.

Staffing Resources to Achieve Level of Service*

2021	2022
168.30	168.30

*Regular Positions (Full Time Equivalent, FTE)

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- Home and in person service delivery for infant feeding and the Healthy Babies Healthy Children program will continue to be modified due to the COVID-19 pandemic.
- Most Healthy Babies Healthy Children staff remain redeployed to assist with the magnitude of the COVID-19 response in Peel. The Ministry of Children, Community and Social Services have discontinued the allowance to utilize their funds to fund redeployed HBHC staff in COVID-19 response.
- There is uncertainty with the provincial base funding. The approved funding may be lower than the assumed amount if the cost share formula shifts to a 60/40 ratio. The Province has indicated continuation of 2021 funding levels; however, no confirmation will be received on the approved amounts until mid-2022.
- The Province has announced a public health modernization which will have significant cost implications during and after transition. The consultation process has been paused due to the ongoing COVID-19 pandemic.

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	23,233	23,433	0.9%	24,135	3.0%	24,762	2.6%	25,407	2.6%
Total Revenue	(17,607)	(17,607)	0.0%	(17,607)	0.0%	(17,607)	0.0%	(17,607)	0.0%
Net Expenditure	5,626	5,827	3.6%	6,528	12.0%	7,155	9.6%	7,799	9.0%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.
- We have assumed based funding will not increase from 2021 levels for 2022 and the forecasted years. No confirmation of this funding will be received until mid-2022.

Total Expenditures: \$5.9 million **Net Expenditures: \$5.6 million**

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	5,860	415	5,445	%
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i>	197	-	197	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries</i>				
Adjustments through on-going budget review	-	(10)	10	
<i>Cost Mitigation¹</i>				
Miscellaneous savings resulting from the on-going review of budgets	(96)	-	(96)	
<i>Other Pressures</i>				
Base Budget Changes Subtotal	101	(10)	111	
Other Pressures				
• Removal of one-time COVID -19 janitorial cost and provincial COVID funding	(80)	(80)	-	
Service Level Changes Subtotal	(80)	(80)	-	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	21	(90)	111	
2022 Proposed Budget	5,881	325	5,556	2.0%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Miscellaneous savings of \$96 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

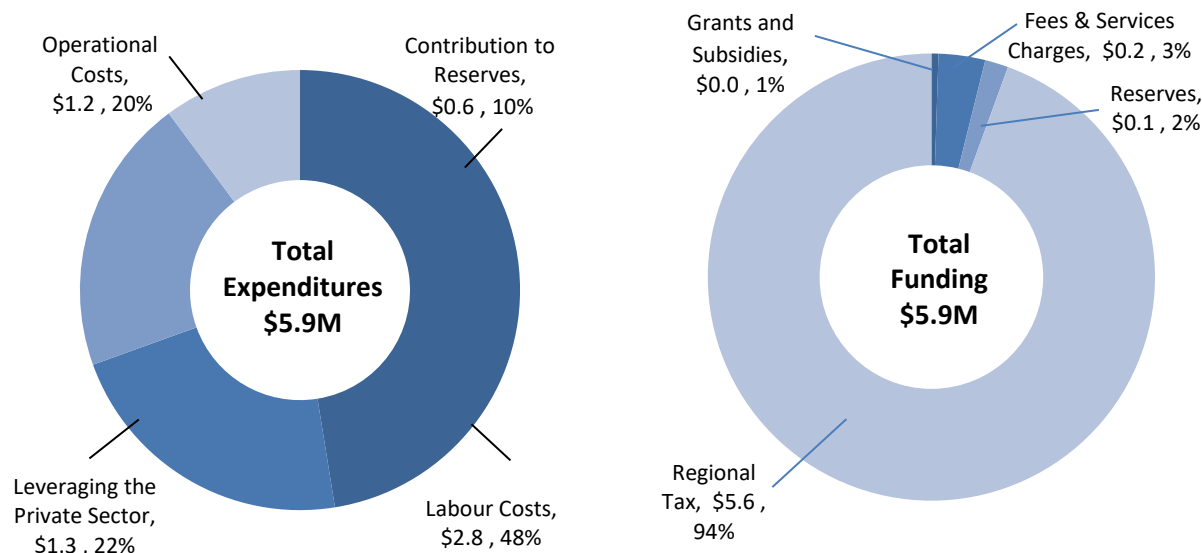
Staffing Resources to Achieve Level of Service*

2021	2022
22.00	22.00

*Regular Positions (Full Time Equivalent, FTE)

- No change to staffing levels in 2022

2022 Total Expenditures & Funding Source (In \$M)



2022 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)

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	5,860	5,881	0.4%	5,981	1.7%	6,079	1.6%	6,179	1.6%
Total Revenue	(415)	(325)	(21.6%)	(328)	1.0%	(332)	1.1%	(335)	1.1%
Net Expenditure	5,445	5,556	2.0%	5,652	1.7%	5,747	1.7%	5,844	1.7%

Note: May not add up due to rounding

Total Expenditures: \$43.4 million**Net Expenditures: \$13.7 million****2022 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	43,194	30,179	13,014	%
Cost of Living/Inflation¹ Labour costs & Goods and Services	778	-	778	
Base Subsidy/Recoveries² 32 contract positions to respond to COVID-19 funded from Phase 1 Safe Restart fund (Council Resolution #2020-924)	(471)	(471)	-	
Ontario Cannabis Legalization Implementation Fund (OCLIF)	(61)	(61)	-	
Align User Fees based on historical trending	(60)	(60)	-	
Cost Mitigation³ Miscellaneous Savings	(79)	-	(79)	
Base Budget Changes Subtotal	107	(592)	703	
Service Level Demand⁴ 64 School-Focused Nurses Initiative continuation from 2021, funded by the Province until July 2022	366	366	-	
Discontinuation of Five9 cloud software	(230)	(230)	-	
Service Level Changes Subtotal	136	136	-	
New/Discontinued Services	-	-	-	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	246	(457)	704	
2022 Proposed Budget	43,440	29,722	13,718	5.4%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost of Living/Inflation¹

- Cost of Living increase in staffing costs.

Base Subsidy/Recoveries²

- 32 contract positions to respond to COVID-19 funded from Phase 1 Safe Restart fund. Contracts started later in 2021 than anticipated. Partial costs in 2022. (Council Resolution #2020-924)
- Ontario Cannabis Legislation Implementation Fund (OCLIF) base funding of \$58,000 ended in 2021, Council Resolution #2019-1146.
- \$3,000 for user fees that have not been collected since legalization of Cannabis.

Cost Mitigation³

- Staff identified various process improvements through line-by-line reviews of the expenditures. This resulted in \$79,000 in one-time savings from the ongoing review of budgets. These reductions will not impact service levels.

Service Level Demand⁴

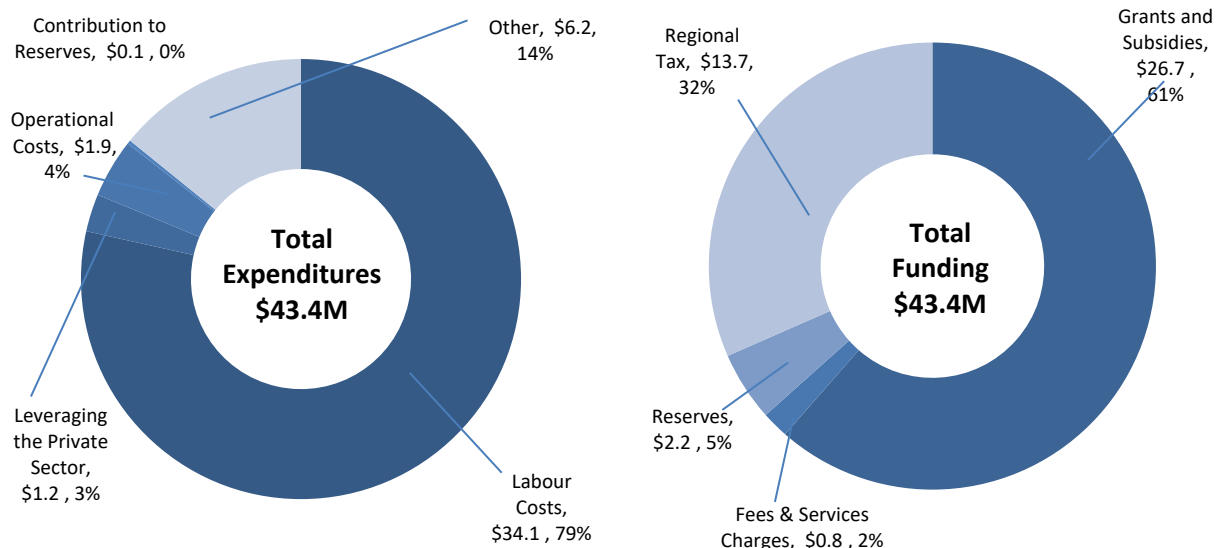
- Province continued Ontario’s plan for Safe Reopening of Schools investing in 64 School-Focused Nurses in Peel to provide rapid-response support and provided one-time 100 per cent funding.
- \$230,000 Discontinuation of Five9 cloud contact center software to allow staff to work remote due to COVID-19

Staffing Resources to Achieve Level of Service*

2021	2022
247.87	247.87

*Regular Positions (Full Time Equivalent, FTE)

2022 Total Expenditures & Funding Source (In \$M)



2022 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 when 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-2022.
- 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 COVID-19 pandemic.
- Uncertainty with what will need to be done regarding School Immunizations

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	43,194	43,440	0.6%	38,574	(11.2%)	39,489	2.4%	40,427	2.4%
Total Revenue	(30,179)	(29,722)	(1.5%)	(23,844)	(19.8%)	(23,861)	0.1%	(23,879)	0.1%
Net Expenditure	13,014	13,718	5.4%	14,731	7.4%	15,628	6.1%	16,548	5.9%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.
- 2023 forecast decreases as a result of seven temporary full-time staff whose contracts are expected to end in 2022 for the COVID-19 response (Council Resolution #2020-924)
- We have assumed based funding will not increase from 2021 levels for 2022 and the forecasted years. No confirmation of this funding will be received until mid-2022.

Total Expenditures: \$7.9 million **Net Expenditures: \$4.0 million**

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	7,312	3,509	3,803	%
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i>	398	0	398	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries</i>				
User Fee Revenue	-	255	(255)	
<i>Cost Mitigation¹</i>				
Cost containment	(34)		(34)	
<i>Other Pressures</i>	-	-	-	
Base Budget Changes Subtotal	364	255	109	
Growth				
Service Level Demand²				
• Development application processing and Regional Planning – user fee funded	193	145	48	
• Growth Management support – capital funded	-	-	-	
Subsidy Changes	-	-	-	
Other Pressures	-	-	-	
Service Level Changes Subtotal	193	145	48	
New/Discontinued Services Subtotal	-	-	-	
Total 2022 Budget Change	556	399	157	4.1%
2022 Proposed Budget	7,868	3,908	3,960	

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Saving of \$34 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

Service Level Demand²

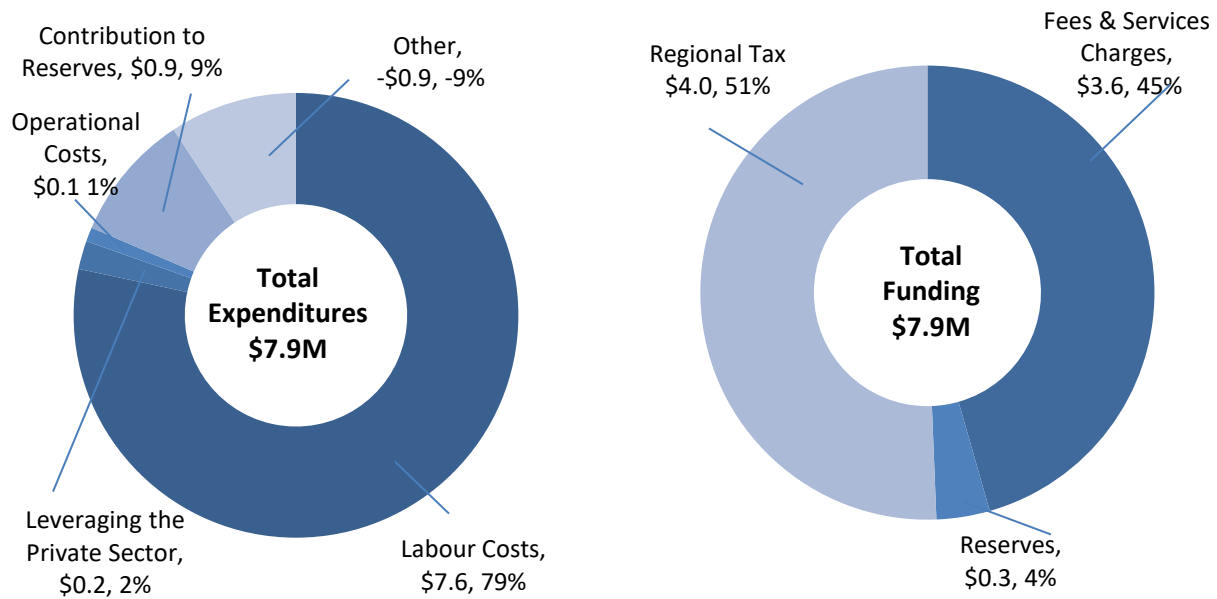
- Through previous budgets, Council approved funding to provide service levels which utilized 2 contract staff for development application processing and Regional Planning and 2 contract staff for Growth Management support. The 2022 budget reflects these becoming regular FTE to sustain the approved service level.

Staffing Resources to Achieve Level of Service*

2021	2022
50.5	54.5

*Regular Positions (Full Time Equivalent, FTE)

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- The content and scope of further Provincial and stakeholder input could affect resources required to complete the current planning and growth management work
- An increased volume and complexity of development applications impacting staff processing times
- Resource demand required for continual evaluation of infrastructure staging and financing to manage risk

Measuring our Performance

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	7,312	7,868	7.6%	8,345	6.1%	8,844	6%	9,025	2.0%
Total Revenue	(3,509)	(3,908)	11.4%	(3,981)	1.9%	(4,055)	1.9%	(4,131)	1.9%
Net Expenditure	3,803	3,960	4.1%	4,364	10.2%	4,789	9.7%	4,894	2.2%

Note: May not add up due to rounding

- Service levels in 2023 and 2024 will require additional staff support and consulting services.

Total Expenditures: \$101.3 million**Net Expenditures: \$96.8 million****2022 Operating Budget Pressures**

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	98,272	3,942	94,330	%
Annualization	-	-	-	
Cost of Living/Inflation				
Labour costs/Goods and services, etc.	1,798	18	1,780	
Development user fees	-	120	(120)	
Economic Factors	-	-	-	
Base Subsidy/Recoveries	-	-	-	
Cost Mitigation¹				
Reduction to electricity and maintenance for streetlighting	(130)		(130)	
Other Pressures				
Increased contract costs for traffic signals maintenance	185		185	
Base Budget Changes Subtotal	1,853	138	1,715	
Growth				
Roads' operations and maintenance asset infrastructure growth	53	-	53	
	-	-	-	
Service Level Demand²				
• Staffing requests to meet service demands; 1 contract conversion and 2 new requests	45	-	45	
Subsidy Changes	-	-	-	
Other Pressures				
Operational costs related to COVID-19; offset by reserve draw	520	520	-	
Service Level Changes Subtotal	618	520	98	
New/Discontinued Services				
• New investment – Storm Systems operations and maintenance	635	-	635	
• Reduction in cost for Emerald Ash Borer program	(34)	(120)	86	

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
and reduction to working fund reserves • Regional savings due to download of Embleton Road to City of Brampton	(37)	-	(37)	
New/Discontinued Services Subtotal	564	(120)	684	
Total 2022 Budget Change	3,035	538	2,497	
2022 Proposed Budget	101,307	4,480	96,827	2.6%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Reduction of \$130 thousand to electricity and maintenance for streetlighting due to previous LED implementation

Service Level Demand²

- Through previous budgets, Council approved funding to provide service levels which utilized 1 contract staff for delivery. The 2022 budget reflects these becoming regular FTE to sustain the approved service level
- In addition, 2 new Permanent FTEs are reflected to support health and safety initiatives and stormwater management in the 2022 Budget

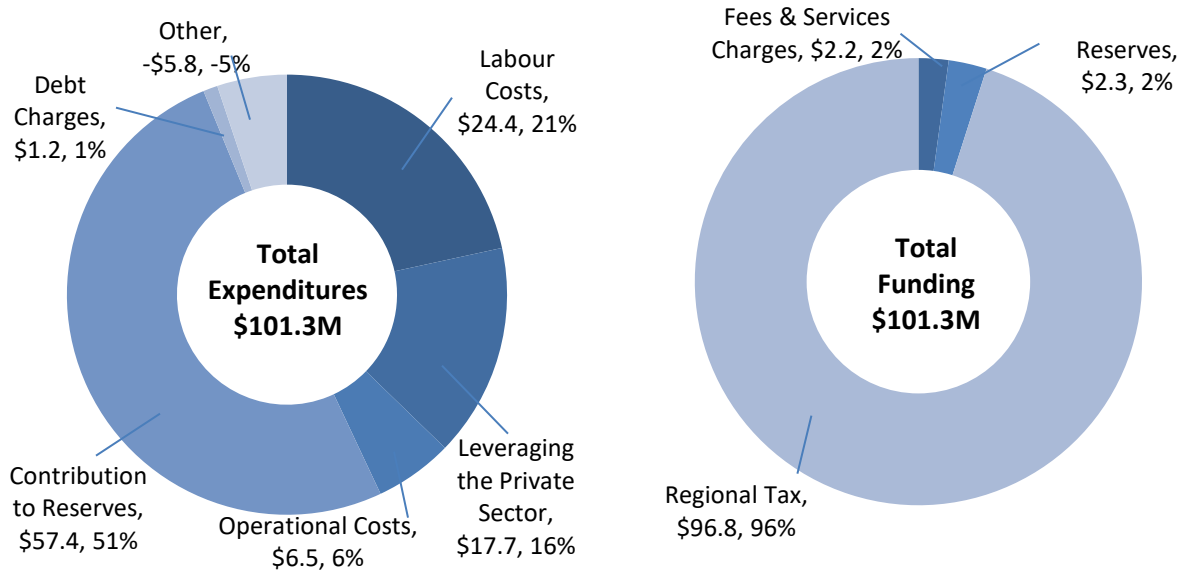
Staffing Resources to Achieve Level of Service*

2021	2022
191.70	194.70

*Regular Positions (Full Time Equivalent, FTE)

- 1 contract conversion and 2 new requests as per details above

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- Budget for winter maintenance is based on a “typical” winter season. If the number of winter events is unusually high, Budget could be exceeded. Winter Maintenance Working Fund can be utilized to mitigate the risk.

Measuring our Performance

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	98,272	101,307	3.1%	101,814	0.5%	103,239	1.4%	104,421	1.1%
Total Revenue	(3,942)	(4,480)	13.7%	(3,224)	(28.0%)	(3,271)	1.4%	(3,319)	1.5%
Net Expenditure	94,330	96,827	2.6%	98,590	1.8%	99,968	1.4%	101,103	1.1%

Note: May not add up due to rounding

Total Expenditures: \$168.1 million

Net Expenditures: \$130.3 million

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	160,679	31,647	129,032	%
Annualization				
Cost of Living/Inflation				
Labour costs/Goods and services, etc.	3,697	-	3,697	
Economic Factors				
Base Subsidy/Recoveries				
Higher Extended Producer Responsibility funding	-	1,250	(1,250)	
Cost Mitigation¹				
Cost containment and Process improvement	(870)		(870)	
Other Pressures	-	-	-	
Base Budget Changes Subtotal	2,827	1,250	1,577	
Growth				
Service Level Demand²				
• Collection and processing cost due to tonnage increase - growth	2,010	-	2,010	
• Collection and processing cost due to tonnage increase resulting from COVID-19 (fully offset by reserve draw)	959	959	-	
• Material Recovery Facility commissioning	1,203	1,188	15	
• Community Recycling Centre (CRC) Operations support	425	-	425	
• Waste Management Priority project implementation (contract conversion)	-	-	-	
• Asset Management Support – funded from capital	-	-	-	
• Pulling forward expected savings from future Blue Box transition	-	2,754	(2,754)	
Subsidy Changes	-	-	-	
Other Pressures	-	-	-	
Service Level Changes Subtotal	4,597	4,901	(304)	
New/Discontinued Services Subtotal	-	-	-	

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
Total 2022 Budget Change	7,423	6,151	1,273	
2022 Proposed Budget	168,101	37,798	130,305	1.0%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- \$0.6M savings related to Heart Lake Community Recycling Centre (CRC) operating transition to in house and creating synergy among all CRCs.
- \$0.3M saving on process improvement.

Service Level Demand²

- Waste Management has been experiencing significant increase in tonnage resulting from impacts of growth. As a result, 2022 Budget includes cost related to collection and processing of garbage, recycling and organics material in the amount of \$2.0M.
- 2022 Budget includes additional \$1.0M due to COVID-19, which is fully offset by reserve draws.
- Staff will continue monitoring and assessing impacts of COVID-19 on tonnage and the resulting cost.

Staffing Resources to Achieve Level of Service*

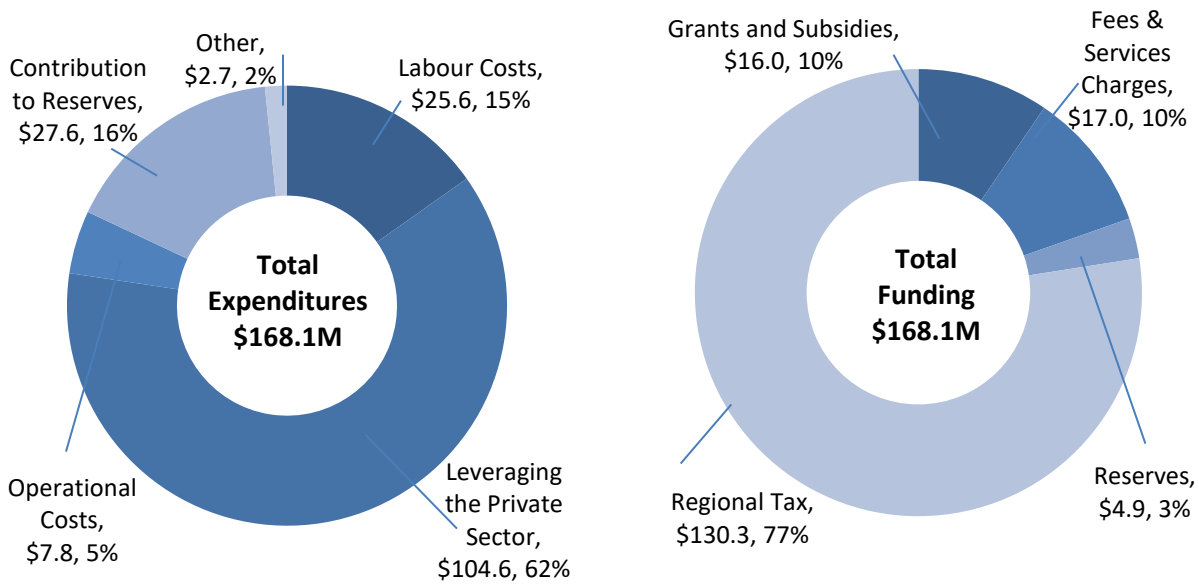
2021	2022
215.2	224.2

*Regular Positions (Full Time Equivalent, FTE)

- 7 FTE requests for CRC operations - Two contract conversion (1 full-time and 2 part-time) and the addition of 5 new CRC positions (4 full-time and 2 part-time) with a financial impact of \$425K to the 2022 operating budget. These positions will provide the staffing necessary to manage CRC tonnage and usership levels that have been increasing for several years and are expected to continue to increase, in a manner that will ease recruitment and administrative burden on People Leaders, decrease overtime and increase staff engagement.
- 1 FTE request for Waste Management priority project implementation - one contract conversion. The Advisor position is necessary to maintain Waste Management contributions to ongoing corporate projects and to develop and implement divisional initiatives (e.g. Business Contingency, Emergency Plans, Health & Safety, budget, People Plan/Succession Plan, COVID response and recovery, etc.).

- 1 FTE for Asset Management – no operating budget impact; funded from capital. The Advisor, Asset Management will support the Waste Management division to ensure compliance with provincial asset management legislation and the ongoing work to maintain the Asset Management system ensuring assets remain in a state of good repair.

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- Tonnage continues increasing due to population growth and the impacts of COVID-19
- Blue Box Transition in 2024 will have significant impact on Waste Management. Staff continue to assess and plan for the transition.

Measuring our Performance

- Tonnage for all waste streams and sources (Garbage, Recycling and Organics from Curbside collection, Multi-Residential collection, Community Recycling Centre dropped off by residents)
- Waste generated per household
- Waste 3Rs diversion rate
- Contamination rate in blue and green bins

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	160,679	168,101	4.6%	172,764	2.8%	166,935	(3.4)%	144,470	(13.5)%
Total Revenue	(31,647)	(37,798)	19.4%	(41,188)	9.0%	(34,087)	(17.2)%	(10,350)	(69.6)%
Net Expenditure	129,032	130,304	1.0%	131,576	1.0%	132,848	1.0%	134,120	1.0%

Note: May not add up due to rounding

Net Expenditures Before Billings: \$202.3 million **Peel Required Billings: \$181.5 million**

2022 Operating Budget Pressures

\$'000	Net Expenditures Before Other Billings	Other Billings	Peel Required Billings 2022 vs 2021	
2021 Revised Cost of Service	187,869	20,572	167,297	%
<i>Annualization</i>				
<i>Cost of Living/Inflation</i>				
• Other (Good Services/Material/Labor etc.)	3,300		3,300	
<i>Base Subsidy/Recoveries</i>				
• External billing adjustments	258	258		
<i>Cost Mitigation¹</i>				
• Cost containment through line by line reviews	(454)		(454)	
• Cost containment through continuous improvement	(26)		(26)	
<i>Other Pressures</i>				
• Electricity rate increase	435		435	
• Ontario Clean Water Agency (OCWA) contract cost	1,560		1,560	
• Removal of 2021 consumption mitigation	1,047		1,047	
Base Budget Changes Subtotal	6,120	258	5,862	
<i>Service Level Demand²</i>				
• Infrastructure levy – 5%	8,300		8,300	
• Inflow and infiltration mitigation (contract conversion)	-		-	
<i>Other Pressures</i>				
• COVID-19 response at Wastewater facilities – PPE and enhanced cleaning (\$0.642M funded by rate stabilization reserve draw)	-		-	
Service Level Changes Subtotal	8,300		8,300	
New/Discontinued Services Subtotal				
Total 2022 Budget Change	14,420	258	14,162	
2022 Proposed Budget	202,290	20,830	181,460	8.5%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Securing COVID-19 infrastructure resilience fund in the amount of \$8 million to manage inflow and infiltration
- Incremental cost avoidance of \$900K in electricity resulting from participation in Industrial Conservation Initiative
- Cost savings of \$480K as a result of ongoing operational budget reviews; these reductions will not impact service levels

Service Level Demand²

- No significant changes in service level
- Continuation of the 5% increase to reserve contributions to maintain condition and performance of infrastructure and the state of good repair.
- 1 regular FTE (contract conversion) to meet the key ToCP outcomes of the Inflow and Infiltration Mitigation Strategy in support of the “Adapt and Mitigate the Effects of Climate Changes” ToCP with full capital recovery.

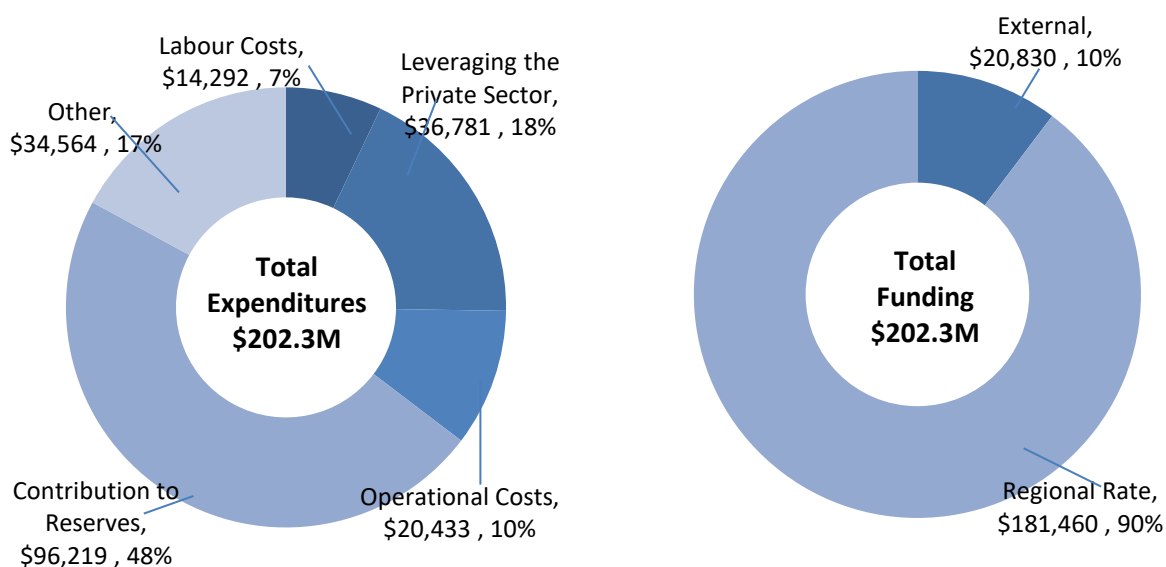
Staffing Resources to Achieve Level of Service*

2021	2022
247.13	248.13

*Regular Positions (Full Time Equivalent, FTE)

Through previous budgets, Council approved funding to provide service levels which utilized 1 contract staff for delivery. The 2022 budget reflects these becoming regular FTE to sustain the approved service level.

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- Impact of COVID-19 on operations (facilities and staff) will depend on the duration and severity of the pandemic
- Wastewater billings are a proxy of water consumption; uncertainty around water consumption volumes;
 - Unpredictable weather conditions
 - Recovery from COVID-19 impact
- The wastewater surcharge revenue remains subject to economic and industry conditions.

Measuring our Performance

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	187,869	202,290	7.7%	214,886	6.2%	227,631	5.9%	241,610	6.1%
Other Revenue	(20,572)	(20,830)	1.2%	(21,048)	1.0%	(21,253)	1.0%	(22,092)	3.9%
Peel Billings	167,297	181,460	8.5%	193,838	6.8%	206,378	6.5%	219,518	6.4%
Rate Increase			5.8%		5.8%		5.8%		5.8%

Note: May not add up due to rounding

Overall, the utility rate programs are forecasting an average combined annual rate increase of 5.8% for the years 2023-2025. 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: \$300.0 million

Peel Required Billings: \$278.0 million

2022 Operating Budget Pressures

\$'000	Net Expenditures Before Other Billings	Other Billings	Peel Required Billings 2022 vs 2021	
2021 Revised Cost of Service	281,008	21,046	259,962	%
Annualization				
Cost of Living/Inflation				
• Other (Good Services/Labour Etc.)	1,109		1,109	
Base Subsidy/Recoveries				
• External billings adjustment	976	976		
Cost Mitigation¹				
• Cost containment through line by line reviews	(220)		(220)	
Other Pressures				
• Electricity rate increase	1,236		1,236	
• Ontario Clean Water Agency (OCWA) contract cost	1,445		1,445	
• Removal of 2021 consumption mitigation	1,562		1,562	
Base Budget Changes Subtotal	6,108	976	5,132	
Service Level Demand²				
• Infrastructure levy – 5%	12,800		12,800	
• Health & Safety (capital recovery)	-		-	
• Water source protection (partial capital recovery)	70		70	
• Development application (capital recovery)	-		-	
Other Pressures				
• COVID-19 response at Water facilities – PPE and enhanced cleaning (\$0.746M funded by utility rate stabilization reserve draw)	-		-	
Service Level Changes Subtotal	12,870		12,870	
New/Discontinued Services Subtotal				
Total 2022 Budget Change	18,978	976	18,002	
2022 Proposed Budget	299,986	22,022	277,965	6.9%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Incremental cost avoidance of \$1.1M in 2021 in electricity resulting from participation in Industrial Conservation Initiative
- Cost savings of \$220K as a result of ongoing operational budget review; these reductions will not impact service levels
- Cost avoidance of \$50K in reduced administrative time by implementing digital Job Safety Inspection Process

Service Level Demand²

- No significant changes in service level
- Continuation of the 5% infrastructure levy to maintain condition and performance of water infrastructure
- 1 new regular FTE request for a Coordinator to support the development of the Health and Safety Management System which ensures safety of staff and residents with 100% capital recovery
- 1 new regular FTE request for a Project Manager to support water source protection required by legislation with 50% capital recovery
- 1 new regular FTE request for a Specialist to expedite development applications process with 100% capital recovery

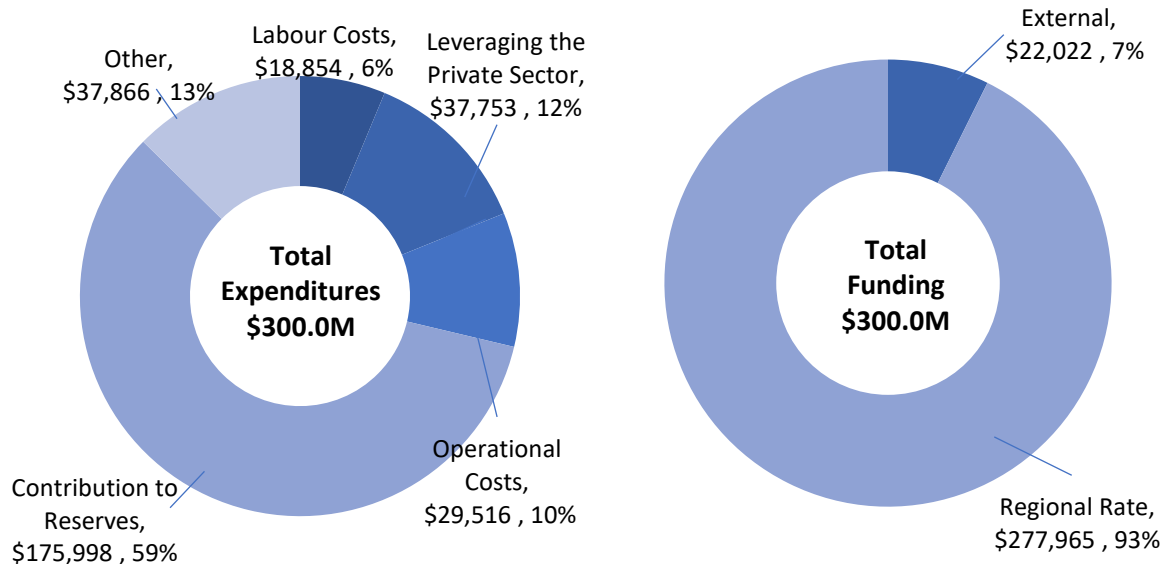
Staffing Resources to Achieve Level of Service*

2021	2022
291.13	294.13

*Regular Positions (Full Time Equivalent, FTE)

- 3 FTEs requested in 2022 budget to ensure health and safety of staff, comply with the water source protection legislation as well as expedite development application process

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

- Impact of COVID-19 on operations (facilities and staff) will depend on the duration and severity of the pandemic
- Uncertainty around water consumption volumes;
 - Unpredictable weather conditions
 - Recovery from COVID-19 impact

Measuring our Performance

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

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	281,008	299,986	6.8%	319,988	6.7%	340,302	6.3%	361,632	6.3%
Other Revenue	(21,046)	(22,022)	4.6%	(22,974)	4.3%	(23,864)	3.9%	(24,784)	3.9%
Peel Billings	259,962	277,965	6.9%	297,014	6.8%	316,439	6.5%	336,848	6.4%
Rate Increase			5.8%		5.8%		5.8%		5.8%

Note: May not add up due to rounding

Overall, the utility rate programs are forecasting an average combined annual rate increase of 5.8% for the years 2023-2025. 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.



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: \$168.6 million

Net Expenditures: \$58.3 million

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	158,830	112,610	46,220	%
Annualization	-	-	-	
Cost of Living/Inflation				
Labour	2,802	-	2,802	
Goods and Services	707	-	707	
Economic Factors				
Reduction in supplemental taxes and increased tax appeals net of non-airport payments in lieu of taxes (PILTs)	-	(704)	704	
Increase in insurance premium and deductible	744	-	744	
Base Subsidy/Recoveries				
Updated allocation to Tax and Utility services and Peel Living	(3,615)	45	(3,660)	
Cost Mitigation¹				
Adjustments from the ongoing review of budgets	(1,130)	-	(1,130)	
Adjustments from the ongoing review of services	(334)	-	(334)	
Savings from various continuous improvement initiatives	(29)	-	(29)	
Other Pressures	-	-	-	
Base Budget Changes Subtotal	(856)	(659)	(196)	
Service Level Demand²				
• Diversity, Equity and Inclusion Investment	536	-	536	
Other Pressures³				
• Reduction in airport PILTs payments as a result of decreased passenger traffic during COVID	-	(7,130)	7,130	
• Provincial COVID funding for reduced airport PILTs revenue	-	7,130	(7,130)	
• Removal of 2021 COVID response costs and Provincial COVID funding	(2,119)	(2,119)	-	
• Addition of 2022 COVID response costs and rate stabilization reserve funding	500	500	-	

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
Service Level Changes Subtotal	(1,083)	(1,619)	536	
New/Discontinued Services Subtotal	-	-	-	
Total Changes Before Infrastructure Levy	(1,939)	(2,278)	340	
Infrastructure Levy – Tax Supported ³	11,736	-	11,736	
Total 2022 Budget Change	9,797	(2,278)	12,076	
2022 Proposed Budget	168,627	110,332	58,296	26.1%

Note: May not add up due to rounding

Operating budget pressure notes:

Cost Mitigation¹

- Miscellaneous savings of \$1.5 million resulting from the ongoing review of budgets and services; these reductions will not impact service levels.

Service Level Demand²

- The Diversity, Equity and Inclusion investment is for additional staffing resources which are described under “Staffing Resources to Achieve Level of Service”.

Other Pressures³

- Decrease of \$7.1M in Greater Toronto Airports Authority payments in lieu of taxes (PILTs) is offset by the use of Provincial COVID funding.
- \$2.1M decrease for additional resources (staffing, PPE, cleaning) in 2021 related to COVID-19 response; fully offset by Provincial COVID funding
- \$0.5M increase for additional resources (securement of PPE) in 2022 related to COVID-19 response; fully funded by rate stabilization reserves.
- The infrastructure levy of \$11.7M is to maintain tax-supported infrastructure and contributes to the overall financial health of the Region of Peel.

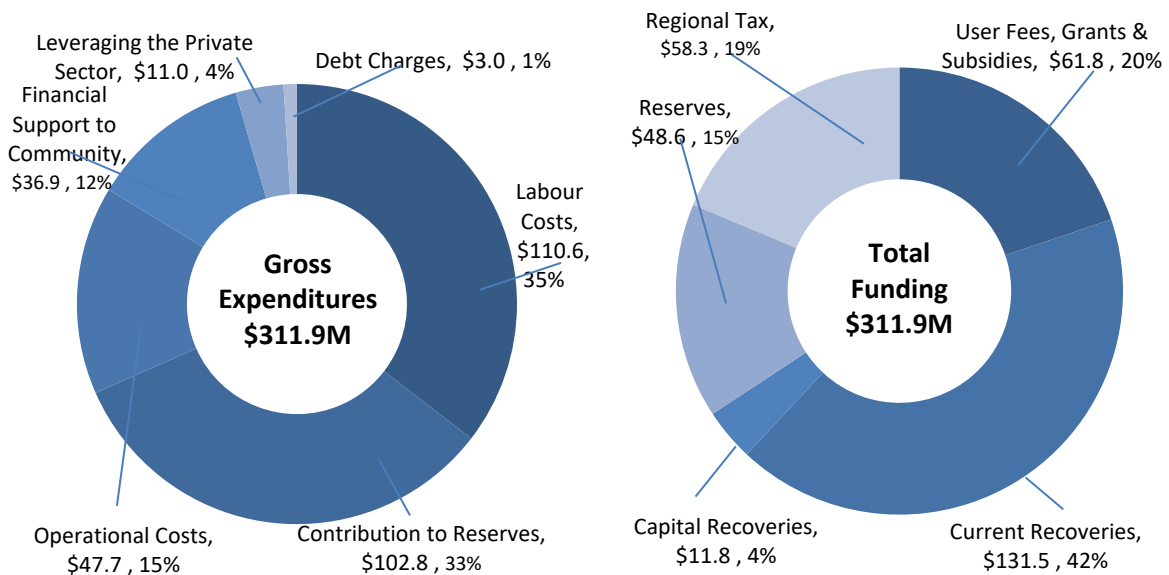
Staffing Resources to Achieve Level of Service*

2021	2022
797.56	805.96

*Regular Positions (Full Time Equivalent, FTE)

- At a cost of \$536K add 4 FTE to advance diversity, equity and inclusion work that contributes to a diverse and inclusive workplace and community
- At no net cost add 1 FTE to ensure protection of Regional infrastructure through registered easements
- At no net cost add 4.4 FTE for data integration needs that have been growing over time
- At a savings of \$151K, reduce 1 FTE dedicated to corporate social responsibility due to the ability to embed this work in the work of all staff now that the framework and guidelines have been completed

2022 Gross Expenditures & Funding Source (In \$M)



2022 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”

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	158,830	168,627	6.2%	181,689	7.7%	195,494	7.6%	209,815	7.3%
Total Revenue	(112,610)	(110,332)	(2.0%)	(102,254)	(7.4%)	(102,537)	0.3%	(102,830)	0.3%
Net Expenditure	46,220	58,296	26.1%	79,435	36.3%	92,957	17.0%	106,985	15.1%

Note: May not add up due to rounding

Major drivers of the forecast are:

- 2023
 - \$12.3M to maintain infrastructure.
 - The impact from the reduction in 2022 of \$7.1M in payments in lieu of taxes from the Greater Toronto Airports Authority, which will no longer be funded by Safe Restart Funding as of 2023.
 - As per the Association of Municipalities of Ontario, an increase in Federal Gas Tax program of \$1.9M.
- 2024 and 2025
 - Incremental levies to maintain infrastructure.

2022 Capital Budget - Sources of Financing
(\$'000)

	Development Charges	Reserves & Reserve Funds*	External Funding	Debt Funding	Total Financing	% of Total
Property Tax Supported						
Adult Day	-	-	-	-	-	-
Community Investment	-	-	-	-	-	-
Early Years and Child Care	-	115	-	-	115	-
Housing Support	24,664	71,052	7,962	17,949	121,627	10.8%
Income Support	-	-	-	-	-	-
Long Term Care	-	9,107	-	-	9,107	0.8%
Paramedics	6,054	20,147	800	-	27,001	2.4%
TransHelp	344	3,002	733	-	4,079	0.4%
Living	31,062	103,423	9,496	17,949	161,930	14.4%
Chronic Disease Prevention	-	250	-	-	250	-
Early Growth and Development	-	-	-	-	-	-
Heritage Arts and Culture	-	560	-	-	560	-
Infectious Disease Prevention	-	100	-	-	100	-
Land Use Planning	1,280	1,030	-	-	2,310	0.2%
Roads and Transportation	96,270	54,085	450	-	150,805	13.4%
Waste Management	-	16,271	-	-	16,271	1.4%
Thriving	97,550	72,296	450	-	170,296	15.2%
Corporate Services	200	21,210	-	-	21,410	1.9%
Service Excellence & Innovation	-	10,334	-	-	10,334	0.9%
Leading	200	31,544	-	-	31,744	2.8%
Regionally Controlled Tax Supported Services	128,812	207,263	9,946	17,949	363,970	32.4%
External Organizations - Thriving						
Police Services	21,287	36,421	2,605	-	60,313	5.4%
Conservation Authorities	-	3,416	-	-	3,416	0.3%
Region Financed External Organizations	21,287	39,837	2,605	-	63,729	5.7%
Total Property Tax Supported Services	150,099	247,099	12,551	17,949	427,698	38.1%
Utility Rate Supported - Thriving						
Water Supply	50,986	171,869	679	-	223,534	19.9%
Wastewater	266,464	188,438	16,582	-	471,484	42.0%
Total Utility Rate Supported Services	317,449	360,308	17,261	-	695,018	61.9%
Total Region	467,548	607,407	29,812	17,949	1,122,717	100.0%

Note: May not add up due to rounding

*Includes contribution from Federal Gas Tax Reserve Fund

**2022 vs 2021 Capital Budget Summary
(\$'000)**

	2022 Capital Budget	2021 Capital Budget	Change from 2021	
			\$	%
Property Tax Supported				
Adult Day	-	-	-	-
Community Investment	-	-	-	-
Early Years and Child Care	115	3,318	(3,203)	(96.5%)
Housing Support	121,627	137,247	(15,620)	(11.4%)
Income Support	-	-	-	-
Long Term Care	9,107	5,028	4,079	81.1%
Paramedics	27,001	28,109	(1,108)	(3.9%)
TransHelp	4,079	2,130	1,949	91.5%
Living	161,930	175,832	(13,902)	(7.9%)
Chronic Disease Prevention	250	250	-	-
Early Growth and Development	-	-	-	-
Heritage, Arts and Culture	560	456	104	22.8%
Infectious Disease Prevention	100	100	-	-
Land Use Planning	2,310	7,510	(5,200)	(69.2%)
Roads and Transportation	150,805	110,312	40,493	36.7%
Waste Management	16,271	6,822	9,449	138.5%
Thriving (Tax Supported)	170,296	125,450	44,846	35.7%
Corporate Services	21,410	15,009	6,401	42.6%
Service Excellence & Innovation	10,334	28,733	(18,399)	(64.0%)
Leading	31,744	43,742	(11,998)	(27.4%)
Regionally Controlled Tax Supported Services	363,970	345,024	18,946	5.5%
External Organizations - Thriving				
Police Services	60,313	57,936	2,377	4.1%
Conservation Authorities	3,416	5,933	(2,518)	(42.4%)
Region Financed External Organizations	63,729	63,869	(140)	(0.2%)
Total Property Tax Supported Services	427,698	408,892	18,806	4.6%
Utility Rate Supported - Thriving				
Water Supply	223,534	185,360	38,173	20.6%
Wastewater	471,484	404,630	66,855	16.5%
Total Utility Rate Supported Services	695,018	589,990	105,028	17.8%
Total Region	1,122,717	998,882	123,834	12.4%

Note: May not add up due to rounding

2022 to 2031 Capital Plan - Sources of Financing
(\$'000)

	Development Charges	Reserves & Reserve Funds*	External Funding	Debt Funding	Total Financing	% of Total
Property Tax Supported						
Adult Day	-	-	-	-	-	-
Community Investment	-	-	-	-	-	-
Early Years and Child Care	-	8,879	-	-	8,879	0.1%
Housing Support	118,330	688,231	190,605	106,585	1,103,752	9.3%
Income Support	-	-	-	-	-	-
Long Term Care	17,000	111,624	-	-	128,624	1.1%
Paramedics	15,349	172,403	800	-	188,552	1.6%
TransHelp	4,909	21,224	6,046	-	32,179	0.3%
Living	155,589	1,002,362	197,451	106,585	1,461,987	12.3%
Chronic Disease Prevention	-	3,250	-	-	3,250	-
Early Growth and Development	-	-	-	-	-	-
Heritage Arts and Culture	-	11,473	-	-	11,473	0.1%
Infectious Disease Prevention	-	8,060	-	-	8,060	0.1%
Land Use Planning	13,440	10,460	-	-	23,900	0.2%
Roads and Transportation	1,172,900	644,756	83,815	-	1,901,471	16.0%
Waste Management	-	273,349	-	122,015	395,364	3.3%
Thriving	1,186,340	951,348	83,815	122,015	2,343,518	19.7%
Corporate Services	2,000	108,210	-	-	110,210	0.9%
Service Excellence & Innovation	-	145,833	-	-	145,833	1.2%
Leading	2,000	254,043	-	-	256,043	2.2%
Regionally Controlled Tax Supported Services	1,343,929	2,207,752	281,266	228,600	4,061,548	34.1%
External Organizations - Thriving						
Police Services	115,729	538,014	18,508	-	672,251	5.7%
Conservation Authorities	-	6,107	-	-	6,107	0.1%
Region Financed External Organizations	115,729	544,121	18,508	-	678,358	5.7%
Total Property Tax Supported Services	1,459,658	2,751,873	299,774	228,600	4,739,905	39.8%
Utility Rate Supported - Thriving						
Water Supply	1,564,758	1,392,523	5,778	-	2,963,059	24.9%
Wastewater	2,641,393	1,525,734	24,313	-	4,191,440	35.2%
Total Utility Rate Supported Services	4,206,151	2,918,256	30,091	-	7,154,498	60.2%
Total Region	5,665,809	5,670,129	329,866	228,600	11,894,404	100.0%

Note: May not add up due to rounding

*Includes contribution from Federal Gas Tax Reserve Fund

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Strategic Plan Area of Focus:

Living

People's lives are improved
in their time of need

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

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Capital Budget: \$0.1 million**Ten Year Plan: \$8.9 million****2022 Capital Plan Overview**

The following table provides a summary of Early Years and Child Care’s planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	3,796	115	3,911
Total Expenditures	3,796	115	3,911
# of Projects	4	1	5

Existing Capital Projects - \$3.8M

- \$3.5 million for Early Learning and Child Care for GovGrants, an enterprise technology system
- \$0.3 million for Child Care facilities repairs capital projects (Brampton West, Chinguacousy, Collegieside, Ernest Majury and Streetsville)

2022 Capital Budget - \$0.1M**Key highlights:**

- \$0.1 million for Child Care facilities capital projects (Brampton West, Chinguacousy, Collegieside, Ernest Majury and Streetsville)

See Appendix I for details.

2022 Budget Risks

- Implementation of capital projects may be impacted by COVID-19

Operating Impact of 2022 Capital Budget

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

2022 – 2031 10-Year Capital Plan - \$8.9M

By Project Classification:

State of Good Repair \$8.7M	DC Funded Growth \$-M	Non-DC Funded Growth & Other \$0.2M
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Key Highlights:

- Child Care facilities maintenance and replacements of \$8.9 million projected over the next 10 years of which \$8.7 million is for state of good repair and \$0.2 million for other repairs

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

2022				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<u>Project</u>	<u>Name</u>	<u>Description</u>			
220302	Renovations to Child Care Centre	Child Care Centre Renovations	115	115	
Early Years and Child Care			115	115	

2022 Ten Year Combined Capital Program (\$'000)

			2022	2023	2024	2025	2026	Yrs 6-10	Gross
<u>Project</u>	<u>Name</u>	<u>Description</u>							
220302	Renovations to Child Care Centre	Child Care Centre Renovations	115	464	1,595	778	975	4,952	8,879
Early Years and Child Care			115	464	1,595	778	975	4,952	8,879

Capital Budget: \$121.6 million

Ten Year Plan: \$1,103.8 million

2022 Capital Plan Overview

The following table provides a summary of Housing Support's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	72,996	24,664	97,660
Externally Funded	55,423	7,962	63,385
Non-DC Internal	207,028	89,001	296,029
Total Expenditures	335,447	121,627	457,074
# of Projects	23	5	28

Existing Capital Projects - \$335.4M

- \$317.1M is related to housing development projects, mainly from the Housing Master Plan
- \$16.0M investments in State of Good Repair including capital loans to Housing Providers including Peel Living
- \$2.3M is for Housing Technology and Building Condition Assessment

2022 Capital Budget - \$121.6M**Key highlights:**

- \$75.2M related to the Housing Master Plan
- \$39.6M Peel Living SOGR
- \$5.4M capital loans to Community Housing Providers
- \$1.4M State of Good Repair for Region owned Housing and Shelters

See Appendix I for details.

2022 Budget Risks

- Implementation and cost estimates of capital projects may be impacted by COVID-19
- Current 10-year Housing Master Plan includes \$118M of Development Charges (Total DC's including funding of WIP projects \$188M)
- Reserves funding the Housing Master Plan and Housing Provider State of Good Repair Capital loans have a significant shortfall

Operating Impact of 2022 Capital Budget

- None

2022 – 2031 10-Year Capital Plan - \$1,103.8M

By Project Classification:

State of Good Repair \$539.9M	DC Funded Growth \$118.3M	Non-DC Funded Growth & Other \$445.6M
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Key Highlights:

- \$539.9M State of Good Repair
 - \$527.5M is for Housing Providers, including Peel Living, requests for loans to assist with capital repairs to maintain State of Good Repair
 - \$12.4M is for Region owned buildings, condominium units and shelters
- \$118.3M DC Funded Growth
 - Allocated to Affordable Housing Development projects in the Housing Master Plan
- \$445.6M for Non-DC Funded Growth & Other
 - Affordable Housing Development projects, Housing Master Plan
 - Equates to approximately 1400 units over the 10-year Plan, including the DC funded portion mentioned above

See Appendix II for details.

Appendix I

2022 Financing Sources and Funding Status (\$'000)

		2022					
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
075040	Providers' Capital Loan- Other	Capital loan relating to reserve shortfall for housing providers (non Peel Living) for SOGR	5,373		5,373		
215030	Housing Master Plan	Affordable Housing Initiatives	75,239	24,664	24,664	7,962	17,949
220100	Shelters Capital Repair	Shelters capital repairs	247		247		
225034	Region Housing Capital Repairs	SOGR repairs to Region owned Buildings	1,155		1,155		
225036	Peel Living SOGR		39,613		39,613		
Housing Support			121,627	24,664	71,052	7,962	17,949

Appendix II

2022 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2022	2023	2024	2025	2026	Yrs 6-10	Gross
075040	Providers' Capital Loan- Other	Capital loan relating to reserve shortfall for housing providers (non	5,373	15,510	2,857	6,380	6,623	27,089	63,833
195031	Provider Capital Loan- Peel Living	Capital Loan relating to reserve shortfall for Peel Living SOGR	0	154,442	53,493	87,285	48,292	80,495	424,006
215030	Housing Master Plan	Affordable Housing Initiatives	75,239	90,978	0	313,808	0	83,854	563,879
215035	Condo Capital Repairs	SOGR repairs to Region owned Condo's	0	0	0	240	0	0	240
220100	Shelters Capital Repair	Shelters capital repairs	247	983	1,036	397	350	1,885	4,896
225034	Region Housing Capital Repairs	SOGR repairs to Region owned Buildings	1,155	973	445	454	565	3,693	7,285
225036	Peel Living SOGR		39,613	0	0	0	0	0	39,613
Housing Support			121,627	262,885	57,830	408,564	55,830	197,016	1,103,752

Capital Budget: \$9.1 million**Ten Year Plan: \$128.6 million****2022 Capital Plan Overview**

The following table provides a summary of Long Term Care's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	1,789	-	1,789
Externally Funded	-	-	-
Non-DC Internal	46,210	9,107	55,317
Total Expenditures	47,999	9,107	57,106
# of Projects	16	6	22

Existing Capital Projects - \$47.9M

- There are 16 projects underway in the five Long Term Care centers. They are either continuously running or in the various stages of completion
- \$33.7M net remaining budget for the Seniors Health and Wellness Village at Peel Manor (expected to be spent in the period of 2022-2023)

2022 Capital Budget - \$9.1M**Key highlights:**

- \$4.0M for additional budget to complete Seniors Health and Wellness Village
- \$1.9M for various facility maintenance and equipment replacement projects at all homes
- \$1.0M for full elevator modernization at Sheridan Villa
- \$0.8M for replacement of chillers and cooling towers at Tall Pines
- \$0.6M for replacement of all lighting with LED at Davis Centre
- \$0.3M for generator upgrade at Davis Centre
- \$0.3M for phase-in of replacement of resident beds at all homes
- \$0.2M for repairs and maintenance of brick masonry wall at Sheridan Villa

See Appendix I for details.

2022 Budget Risks

- Implementation of capital projects may be impacted by COVID-19

Operating Impact of 2022 Capital Budget

- None

2022 – 2031 10-Year Capital Plan - \$128.6M

By Project Classification:

State of Good Repair \$52.8M	DC Funded Growth \$17.0M	Non-DC Funded Growth & Other \$58.8M
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Key Highlights:

- \$60.0M for building a new Long Term Care home in 2031
- \$52.8M for the state of good repair over next ten years 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
- \$8.6M for equipment replacement such as kitchen equipment, resident lifting equipment, major appliances, beds and furnishings
- \$4.0M in additional amount to complete Seniors Health and Wellness Village
- \$3.2M for Interior renovations and alterations to improve and enhance services to residents

See Appendix II for details.

Appendix I

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
225404	Sheridan Villa Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	1,584	0	1,584	0	0
225405	Vera M Davis Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	1,439	0	1,439	0	0
225406	Tall Pines Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	1,101	0	1,101	0	0
225407	Malton Village Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	613	0	613	0	0
225408	LTC Divisional Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	370	0	370	0	0
175402	Peel Manor Site Redevelopment	To redevelop facility of Peel Manor	4,000	0	4,000	0	0
Seniors Services			9,107	0	9,107	0	0

Appendix II

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
225404	Sheridan Villa Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	1,584	1,378	94	469	1,080	7,192	11,797
225405	Vera M Davis Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	1,439	2,310	243	89	406	1,520	6,007
225406	Tall Pines Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	1,101	2,037	1,213	2,206	383	13,377	20,317
225407	Malton Village Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	613	2,087	1,844	2,813	1,688	16,638	25,683
225408	LTC Divisional Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment	370	50	50	50	50	250	820
175402	Peel Manor Site Redevelopment	To redevelop facility of Peel Manor	4,000	0	0	0	0	0	4,000
315402	Building (or Facility) for Development of New LTC Services	To address needs of growing senior population	0	0	0	0	0	60,000	60,000
Seniors Services			9,107	7,862	3,444	5,627	3,607	98,977	128,624

Capital Budget: \$27.0 million

Ten Year Plan: \$188.6 million

2022 Capital Plan Overview

The following table provides a summary of Paramedic Service's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	1,126	6,100	7,226
Externally Funded	-	800	800
Non-DC Internal	31,952	20,101	52,053
Total Expenditures	33,078	27,001	60,079
# of Projects	21	6	27

Existing Capital Projects - \$33.1M

- \$19.5M for the land purchase and design of a new reporting station
- \$6.1M for the development of two future paramedic satellite stations
- \$3.6M to maintain state of good repair of ambulance fleet, support vehicles and equipment (expected to be spent in 2021)
- \$2.9M to maintain state of good repair and final completion of work on existing Paramedic stations (expected to be spent in the 2022-2023 period)

2022 Capital Budget - \$27.0M

Key highlights:

- \$20.0M for the construction of a new paramedic reporting station (land acquisition \$17.5M and station design \$2M was approved in the 2021 Capital Budget)
- \$6.2M to maintain state of good repair - \$3.6M for ambulance fleet and support vehicles, \$0.8M for equipment, \$0.5M for technology and \$1.3M for buildings

See Appendix I for details.

2022 Budget Risks

- Implementation of capital projects may be impacted by COVID-19

Operating Impact of 2022 Capital Budget

- General operating costs of \$0.5M and staffing costs of \$1.8M for the new reporting station, beginning in 2024

2022 – 2031 10-Year Capital Plan - \$188.6M

By Project Classification:

State of Good Repair \$68.3M	DC Funded Growth \$16.0M	Non-DC Funded Growth & Other \$104.3M
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Key Highlights:

- \$104.3M for growth-related satellite and reporting stations
- \$54.7M for new ambulances for growth and replacement of vehicles reaching the end of their useful life
- \$17.9M for defibrillators and other medical equipment replacements in line with safety standards and regulations, as well as new equipment tied to growth
- \$6.1M for major facility maintenance for current buildings
- \$5.1M for various IT initiatives including replacement of Toughbook laptops

See Appendix II for details.

Service : Paramedics

Appendix I

2022 Financing Sources and Funding Status (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2022				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
227801	Defibrillators and Medical Equipment	Purchase of Defibrillators and Medical Equipment for replacement and growth.	775		775		
227803	Ambulance Fleet and Support Vehicles	Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services program.	3,591		3,591		
227804	CPLTC Service Vehicles	Purchase of service vehicles for the Community Paramedicine Long Term Care Program	800			800	
227807	IT Initiatives	IT related Capital Projects	476		476		
227809	Ambulance Facilities - Growth	New satellite stations to address growth	20,000	6,054	13,946		
227810	Major Facility Maintenance	Based on improvements for refined 10 year plan for existing Ambulance facilities.	1,359		1,359		
Paramedics			27,001	6,054	20,147	800	

Service: Paramedics

Appendix II

2022 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2022	2023	2024	2025	2026	Yrs 6-10	Gross
			227801	Defibrillators and Medical Equipment	Purchase of Defibrillators and Medical Equipment for replacement and growth.	775	2,468	1,357	566
227803	Ambulance Fleet and Support Vehicles	Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services	3,591	6,916	4,498	3,816	7,005	28,846	54,673
227804	CPLTC Service Vehicles	Purchase of service vehicles for the Community Paramedicine Long Term	800	0	0	0	0	0	800
227807	IT Initiatives	IT related Capital Projects	476	410	695	500	292	2,767	5,140
227809	Ambulance Facilities - Growth	New satellite stations to address growth	20,000	6,144	38,912	0	0	38,912	103,968
227810	Major Facility Maintenance	Based on improvements for refined 10 year plan for existing Ambulance	1,359	75	110	99	123	4,334	6,101
Paramedics			27,001	16,013	45,572	4,981	8,905	86,080	188,552

Capital Budget: \$4.1 million

Ten Year Plan: \$32.2 million

2022 Capital Plan Overview

The following table provides a summary of TransHelp's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	-	344	344
Externally Funded	-	733	733
Non-DC Internal	5,734	3,002	8,736
Total Expenditures	5,734	4,079	9,813
# of Projects	9	6	15

Existing Capital Projects - \$5.7M

- There are 9 active capital projects that are ongoing in various stages of implementation. These projects include continued implementation of the Accessible Transportation Master Plan and technology investments to enhance service delivery.

2022 Capital Budget - \$4.1M

Key highlights:

- \$1.9M for technology investments to enhance service delivery
- \$1.0M for purchase of new electric vehicles
- \$0.5M to update Accessible Transportation Master Plan (ATMP)
- \$0.3M for third party vendors operating vehicles on behalf of TransHelp

See Appendix I for details.

2022 Budget Risks

- Implementation of capital projects may be impacted by COVID-19
- Electric Vehicles Pilot Project is dependant on external funding, not yet approved

Operating Impact of 2022 Capital Budget

- None

2022 – 2031 10-Year Capital Plan - \$32.2M

By Project Classification:

State of Good Repair \$11.3M	DC Funded Growth \$4.9M	Non-DC Funded Growth & Other \$16.0M
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Key Highlights:

- \$13.8M for recurring investments into bus purchases, replacements and modifications to meet new standards
- \$8.1M for technology investments to enhance service delivery
- \$4.9M for contribution to third party vendors operating vehicles on behalf of TransHelp that support passenger growth
- \$3.7M for continued investment into ATMP implementation

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
190280	Travel Training	Development, design and delivery of Travel Training program to assist passengers on traveling on conventional transit	100	0	100	0	0
220230	Accessible Transportation Master Plan Update	Updating the Accessible Transportation Master Plan and executing a program modernization strategy.	525	0	525	0	0
220247	Electric Vehicles	Purchase of new electric vehicles to meet business demands and to support the Region of Peel's climate change objectives.	1,000	0	267	733	0
220248	TransHelp Vehicle Purchase	Purchase of new vehicles to meet business demands.	115	0	115	0	0
220249	TransHelp Vehicle Improvements	Modifications to older vehicles to meet standards	115	0	115	0	0
220250	Contracted TransHelp Vehicles to Service Growth	Contribution to third party vendors operating vehicles on behalf of TransHelp that support passenger growth	344	344	0	0	0
220290	Technology Investment to Enhance Service Delivery	Implementation of various software and technologies that enhance service delivery and support the program modernization strategy.	1,880	0	1,880	0	0
TransHelp			4,079	344	3,002	733	0
TransHelp			4,079	344	3,002	733	0

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
190280	Travel Training	Development, design and delivery of Travel Training program to assist passengers on traveling on conventional transit	100	100	100	100	0	0	400
220230	Accessible Transportation Master Plan Update	Updating the Accessible Transportation Master Plan and executing a program modernization strategy.	525	325	325	325	325	1,825	3,650
220247	Electric Vehicles	Purchase of new electric vehicles to meet business demands and to support the Region of Peel's climate change objectives.	1,000	0	0	0	0	0	1,000
220248	TransHelp Vehicle Purchase	Purchase of new vehicles to meet business demands.	115	175	115	115	115	695	1,330
220249	TransHelp Vehicle Improvements	Modifications to older vehicles to meet standards	115	115	115	115	115	575	1,150
220250	Contracted TransHelp Vehicles to Service Growth	Contribution to third party vendors operating vehicles on behalf of TransHelp that support passenger growth	344	344	344	344	589	2,943	4,909
220290	Technology Investment to Enhance Service Delivery	Implementation of various software and technologies that enhance service delivery and support the program modernization strategy.	1,880	1,530	1,280	480	480	2,400	8,050
230245	TransHelp Vehicle Replacement	Replacement of TransHelp vehicles at end of life.	0	1,725	1,955	230	1,380	1,955	7,245
230260	Passenger Experience Survey	Planning and execution of programs that measure passenger experience and customer satisfaction	0	140	0	0	140	140	420
270245	TransHelp Vehicle Replacement	Replacement of TransHelp vehicles at end of life.	0	0	0	0	0	4,025	4,025
TransHelp			4,079	4,454	4,234	1,709	3,144	14,558	32,179
TransHelp			4,079	4,454	4,234	1,709	3,144	14,558	32,179

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****2022 Capital Plan Overview**

The following table provides a summary of Chronic Disease Prevention's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	-	-	-
Externally Funded	875	-	875
Non-DC Internal	1,415	250	1,665
Total Expenditures	2,290	250	2,540
# of Projects	5	1	6

Existing Capital Projects - \$2.3M

- \$0.9M Electronic Medical Records is on-going in the implementation phase
- \$0.5M 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

2022 Capital Budget - \$0.3M**Key highlights:**

- \$0.3M Public Health Information Management Improvements

See Appendix I for details.

2022 Budget Risks

- None

Operating Impact of 2022 Capital Budget

- None

2022 – 2031 10-Year Capital Plan - \$3.3M

By Project Classification:

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

- \$2.5M Public Health Information Management Improvements
- \$0.8M for the Mobile Dental Clinics bus replacement

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
225306	Public Health Information Management Improvements	Public Health Information Improvements		250		250	
Chronic Disease Prevention			250			250	

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
225306	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: \$0.6 million**Ten Year Plan: \$11.5 million****2022 Capital Plan Overview**

The following table provides a summary of Heritage Arts and Culture's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	3,464	560	4,024
Total Expenditures	3,464	560	4,024
# of Projects	15	1	16

Existing Capital Projects - \$3.5M

- There are 15 active facility projects that are on-going in various stages
- Projects include state of good repair to maintain the PAMA facility

2022 Capital Budget - \$0.6M**Key highlights:**

- \$0.6M for investment in state of good repair throughout PAMA facilities

See Appendix I for details.

2022 Budget Risks

- Implementation of capital projects may be impacted by COVID-19

Operating Impact of 2022 Capital Budget

- None

2022 – 2031 10-Year Capital Plan - \$11.5M**By Project Classification:**

State of Good Repair
\$11.5M

DC Funded Growth
\$-M

Non-DC Funded Growth & Other
\$-M

Key Highlights:

- \$11.5 for state of good repair maintenance of PAMA facilities

See Appendix II for details

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
225170	PAMA Complex - Major Maintenance	Major maintenance of existing PAMA facilities		560		560	
Thriving (Tax Supported)			560		560		

Appendix II

2022 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2022	2023	2024	2025	2026	Yrs 6-10	Gross
225170	PAMA Complex - Major Maintenance	Major maintenance of existing PAMA facilities	560	1,288	1,201	1,210	1,327	5,886	11,473
Thriving (Tax Supported)			560	1,288	1,201	1,210	1,327	5,886	11,473

Capital Budget: \$0.1 million**Ten Year Plan: \$8.1 million****2022 Capital Plan Overview**

The following table provides a summary of Infectious Disease Prevention's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	200	100	300
Total Expenditures	200	100	300
# of Projects	2	1	3

Existing Capital Projects - \$0.2M

- \$0.2M Public Health Clinics and Facilities for leasehold improvements

2022 Capital Budget - \$0.1M**Key highlights:**

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

See Appendix I for details.

2022 Budget Risks

- None

Operating Impact of 2022 Capital Budget

- None

2022 – 2031 10-Year Capital Plan - \$8.1M**By Project Classification:**

State of Good Repair
\$2.7M

DC Funded Growth
\$ -

Non-DC Funded Growth & Other
\$5.4M

Key Highlights:

- \$5.4M for leasing Public Health clinics
- \$2.4M for Public Health clinics and facilities leasehold improvements
- \$0.3M for needle exchange vans (2) replacement costs

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

2022				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<u>Project</u>	<u>Name</u>	<u>Description</u>			
225308	Public Health Clinics and Facilities - Leasehold Improvements	Fund for leasehold improvements for clinics	100	100	
Infectious Disease Prevention			100	100	

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
225308	Public Health Clinics and Facilities - Leasehold Improvements	Fund for leasehold improvements for clinics	100	100	100	300	300	1,500	2,400
235307	Public Health Clinics and Facilities	Fund for leasing public health clinics related to growth	0	1,800	0	0	0	3,600	5,400
285305	Needle Exchange Vans	Needle Exchange Vans Replacement	0	0	0	0	0	260	260
Infectious Disease Prevention			100	1,900	100	300	300	5,360	8,060

Capital Budget: \$2.3 million

Ten Year Plan: \$23.9 million

2022 Capital Plan Overview

The following table provides a summary of Land Use Planning’s planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	2,196	1,280	3,476
Working Funds	7,621	-	7,621
Non-DC Internal	1,435	1,030	2,465
Total Expenditures	11,252	2,310	13,562
# of Projects	15	0	15

Existing Capital Projects - \$11.3M

- \$7.6M for two Housing Incentive Pilot projects that will be funded from operating reserves. The spending is estimated for 2022-2024.

2022 Capital Budget - \$2.3M

Key highlights:

- \$0.8M for Greenlands Securement
- \$0.8M for Official Plan Review and Regional Official Plan Amendments
- \$0.4M for ongoing integration of planning, infrastructure and financial management of growth through technical support, business intelligence and data management
- \$0.4M for Long Range Studies

See Appendix I for details.

2022 Budget Risks

- Implementation of capital projects may be impacted by COVID-19

Operating Impact of 2022 Capital Budget

- None

2022 – 2031 10-Year Capital Plan - \$23.9M

By Project Classification:

State of Good Repair \$0.0M	DC Funded Growth \$13.4M	Non-DC Funded Growth & Other \$10.5M
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Key Highlights:

- \$8.8M for Official Plan Review and Regional Official Plan Amendments
- \$7.5M for Greenlands Securement
- \$4.0M for ongoing integration of planning, infrastructure and financial management of growth through technical support, business intelligence and data management
- \$3.6M for Long Range Studies

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

			2022				
Projects	Name	Description	Total Expense	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding
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)	300	240	60	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
Regional Planning & Growth Management			2,310	1,280	1,030	0	0
Land Use Planning			2,310	1,280	1,030	0	0

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project 183310	Name Greenlands Securement	Description 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	1,000	2,500	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)	300	300	300	300	300	1,800	3,300
207709	Long Range Studies- Community	Studies to address issues related to infrastructure, population, housing and employment, density and regional structure	180	180	180	180	180	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
Regional Planning & Growth Management			2,310	2,310	2,310	2,310	2,810	11,850	23,900
Land Use Planning			2,310	2,310	2,310	2,310	2,810	11,850	23,900

Capital Budget: \$150.8 million

Ten Year Plan: \$1,901.5 million

2022 Capital Plan Overview

The following table provides a summary of Roads and Transportation's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	390,660	96,270	486,930
Externally Funded	48,549	450	48,999
Non-DC Internal	225,708	54,085	279,793
Total Expenditures	664,917	150,805	815,722
# of Projects	296	39	335

Existing Capital Projects - \$664.9M

- There are 281 active, ongoing capital projects in various stages of completion and 15 capital projects under maintenance

2022 Capital Budget - \$150.8M

Key highlights:

- \$107.2M for road construction, intersection improvements and sustainable and active transportation
 - Widening of Mississauga Road from Bovaird Drive to Mayfield Road
 - Widening of Mayfield Road from Hurontario Street to Chinguacousy Road
 - Addition of new turning lanes to key intersections to improve capacity and operational efficiency
 - Various Active Transportation improvements to be coordinated with other works at locations throughout Peel
- \$30.5M for road resurfacing and other state of good repair works
 - Structure replacements on Charleston Sideroad over Orangeville Brampton Railway and over Credit River Bridge
 - Pavement rehabilitation projects at several locations throughout Peel
 - Stormwater rehabilitation projects including retrofits with Low Impact Development features to increase the resiliency of our infrastructure to climate change
 - Replacement and major repair to Region of Peel owned noise attenuation walls
- \$3.2M for traffic safety programs
 - Light Emitting Diode (LED) relamping of traffic signals on regional roads in Brampton and Caledon

See Appendix I for details.

2022 Budget Risks

- Financial impact of upcoming Excess Soils Legislation; tender pricing in 2022 will confirm impact
- Contract cost increases due to COVID-19 protocols and supply chain interruptions/shortages
- Increasing property acquisition costs

Operating Impact of 2022 Capital Budget

- The capital program impact to operating budget is driven by system growth, new infrastructure assets, and the Transportation Asset Management Strategy.
- Additional resources may be required in 2023 and beyond as capital projects are delivered.

2022 – 2031 10-Year Capital Plan - \$1,901.5M

By Project Classification:

<p>State of Good Repair \$399.1M</p>	<p>DC Funded Growth \$1,172.9M</p>	<p>Non-DC Funded Growth & Other \$329.5M</p>
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Key Highlights:

- \$1,373.1M for road construction, intersection improvements and sustainable and active transportation
 - Widening of Highway 50 from Castlemore Road to Mayfield Road and Mayfield Road from Coleraine Drive to Highway 50
 - Widening of Dixie Road from Queen Street to Bovaird Drive
 - New A2 Road extending Mayfield Road southerly to connect with Highway 50/Major Mackenzie Drive
 - New North-South Road from Bovaird Drive to future Sandalwood Parkway and future BramWest Parkway to Bovaird Drive
 - Grade Separation on Coleraine Drive over the Canadian Pacific Railway
- \$399.1M for road resurfacing and other state of good repair works
 - Reconstruction of Mississauga Road and Bush Street from Winston Churchill Boulevard to Olde Base Line Road
 - Pavement rehabilitation projects at several locations throughout Peel
 - Bridge rehabilitation/replacement projects at various locations throughout Peel
- \$25.2M for traffic safety programs
 - Implementation of traffic safety initiatives, enhancements and street lighting improvements/upgrades for roadways and intersections

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
094245	Airport Road/Williams Parkway	Northbound Right Turn Lane and Eastbound Right Turn Lane	7,959	7,561	398	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.	31,400	26,690	4,710	0	0
124040	BOVAIRD DRIVE - Lake Louise Drive/Worthington Avenue to Mississauga Road	Two (2) to four (4) lane widening from Lake Louise Drive/Worthington Avenue to Mississauga Road.	2,400	2,040	360	0	0
134055	MAYFIELD ROAD - Hurontario Street to Chinguacousy Road	Two (2) to six (6) lane widening from Hurontario Street to Chinguacousy Road.	24,025	20,748	3,277	0	0
134065	MAYFIELD ROAD - The Gore Road to Coleraine Drive	Two (2) to four (4) lane widening from The Gore Road to Coleraine Drive.	3,024	3,024	0	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.	1,250	1,188	63	0	0
144850	Canadian National Railway over Dixie Road	Rehabilitation of structure RR004-0040 - Dixie Road, 0.04 km north of Lakeshore Boulevard.	500	0	500	0	0
154070	MAYFIELD ROAD - Chinguacousy Road to Mississauga Road	Two (2) to five (5) lane widening from Chinguacousy Road to Mississauga Road.	4,656	4,534	122	0	0
154080	THE GORE ROAD - Queen Street East to Castlemore Road	Corridor Improvements from Queen Street East to Castlemore Road.	4,644	4,644	0	0	0
164014	Finch Stormwater Pumping Station	Upgrades to the Finch Avenue Stormwater Pumping Station.	1,052	0	1,052	0	0
164315	Coleraine Drive Grade Separation	Environmental Assessment to determine road corridor improvements.	70	60	11	0	0
164850	Charleston Sideroad Over Credit River Bridge	Replacement of structure RR024-1120-Charleston Sideroad over Credit River- 0.35 km west of McLaren	830	0	830	0	0
174030	MAYFIELD ROAD - Mississauga Road to Winston Churchill Boulevard	Two (2) to four (4) lane widening from Mississauga Road to Winston Churchill Boulevard.	5,000	4,450	100	450	0
174850	King Street Culverts	Replacement of Structure RR009-2700 - Terra Cotta Bridge Culvert & Structure RR009-2635 - King Street over Credit River Tributary	1,400	0	1,400	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
194060	AIRPORT ROAD - King Street to Huntsmill Drive and OLD CHURCH ROAD - Airport Road to Marilyn Street E.	Corridor Improvements from King Street to Huntsmill Drive.	6,600	5,610	990	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
194345	Monitoring for Permit Requirements	Compliance with the Endangered Species Act, the Environmental Protection Act and the Ontario Water Resources Act.	774	596	178	0	0
194880	Charleston Side Road over Credit River Tributary and Charleston over Caledon Tributary	Rehabilitation of structure RR024-1650 - Charleston Sideroad, 0.06 km east of Winston Churchill Boulevard & Replacement of structure RR024-0700 - 1.25 KM east of Highway 10.	168	0	168	0	0
204134	Queen Elizabeth Way/Credit River Active Transportation Crossings	Peel's financial contribution towards detailed design of two (2) active transportation crossings as part of the Ministry's bridge project	406	0	406	0	0
204550	Green Infrastructure Asset Management Plan	To prepare an asset management plan for green infrastructure and implementation plan for Streetscaping Toolbox	450	0	450	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
214040	COLERAINE DR - Highway 50 to Mayfield Road	Two (2) to four (4) lane widening from Highway 50 to Mayfield Road	8,305	7,059	1,246	0	0
223015	Storm Sewer Remediation	Allocation for future repair, replacement and relining of Region owned storm sewers	5,500	0	5,500	0	0
224000	Unallocated Funding	Unforeseen and Emergency Works.	500	0	500	0	0
224003	Active Transportation Infrastructure Improvements	Implementation of Active Transportation Infrastructure as outlined in the Active Transportation Plan.	350	0	350	0	0
224030	AIRPORT ROAD - Braydon Boulevard to Countryside Drive	Four (4) to six (6) lane widening from Braydon Boulevard to Countryside Drive.	2,815	2,393	422	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
224060	CHARLESTON SIDEROAD - Kennedy Road to McLaren Road	Corridor Improvements - Charleston Sideroad - Kennedy Road to McLaren Road	257	0	257	0	0
224195	Sustainable Transportation Strategy Implementation	Implementation of Sustainable Transportation Strategy through various projects in Peel.	2,866	2,436	430	0	0
224200	Pre-Engineering and Design	Funding for Pre-Engineering and Design of required works scheduled for the following year.	115	0	115	0	0
224210	Coleraine Drive/George Bolton Parkway	Signalization of fourth leg	462	462	0	0	0
224212	Coleraine Drive/Parr Boulevard	Signalization of fourth leg	228	228	0	0	0
224215	Charleston Sideroad/Mississauga Road	Eastbound Left Turn Lane and Westbound Left Turn Lane	410	0	410	0	0
224216	Charleston Sideroad/Shaw's Creek Road	Eastbound Left Turn Lane and Westbound Left Turn Lane	410	0	410	0	0
224255	Winston Churchill Boulevard/Orr Road	New signalized T-intersection between Lakeshore Boulevard and Royal Windsor Drive	680	680	0	0	0
224300	Traffic Engineering Studies	Various traffic engineering studies related to evaluation of intersections and improvements.	1,380	690	690	0	0
224310	Road Program Planning and Studies	Capital Programming and Studies.	400	200	200	0	0
224322	Development Charges Update	Funding for the preparation of the Regional Transportation Development Charges Update	200	200	0	0	0
224330	Forks of the Credit property investigation	To address property issues related to the Forks of The Credit Road	100	0	100	0	0
224340	Dixie/QEW Interchange Relocation	Funds allocated for internal support services to ensure Regional interests are protected as part of the QEW widening and Dixie Road re-alignment.	200	190	10	0	0
224360	Various Enterprise Asset Management (EAM) Initiatives	To support the various initiatives from the Enterprise Asset Management (EAM) Maturity Assessment.	300	0	300	0	0
224400	Annual Installation of Traffic Signals	Annual installations of traffic signals in Peel.	1,100	0	1,100	0	0
224405	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

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
224415	Light Emitting Diode (LED) Relamping Brampton & Caledon	Relamping all the Region of Peel's Traffic Signals in Brampton & Caledon	610	0	610	0	0
224425	Street Lighting Improvements	Upgrade of existing lighting for roadways and/or intersections to current standards	300	0	300	0	0
224435	Traffic Data Collection and Analysis	Collection and analysis of traffic data related to growth.	290	145	145	0	0
224510	Regional Noise Attenuation Walls	Replacements and Major Repairs.	1,000	0	1,000	0	0
224517	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
224525	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
224600	Pavement Management	Funding for the purpose of maintaining Regional road pavement in State of Good Repair.	15,550	0	15,550	0	0
224700	Roadside Safety Barriers	Upgrades/replacement and new installation of road side safety barriers.	100	0	100	0	0
224710	New Pavement Markings and Signs	Implementation of new pavement marking materials and signs throughout Peel.	200	0	200	0	0
224750	Traffic Safety Initiatives	Implementation of traffic safety initiatives and enhancements as identified by Traffic Safety Audits	300	0	300	0	0
224801	Minor Culverts	Replacement of minor culverts	250	0	250	0	0
224810	Detailed Structure Feasibility Study	Detailed feasibility study related to structures identified for rehabilitation or replacement.	100	0	100	0	0
224815	Structure Condition Assessment Program	Ontario Structure Inspection Manual (OSIM) Inspection of structures and updates to bridge management system	200	0	200	0	0
224820	Retaining Wall Program	Replacements and Major Repairs.	250	0	250	0	0
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	163	0	163	0	0
224860	King Street over Salt Creek	Rehabilitation of structure RR009-1183-1 km west of Airport Road	272	0	272	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
224880	Charleston Sideroad Bridge Over Orangeville Brampton Railway	Replacement of structure RR024-1160, Charleston Sideroad- 0.7Km west of McLaren Road	1,539	0	1,539	0	0
224900	Streetscaping	Retrofit and major maintenance	200	0	200	0	0
227702	Transportation Data Collection Program	Collection and analysis of information and statistics on traffic and travel patterns in the GTHA including Transportation Tomorrow Surveys, Cordon Counts, Travel Time Surveys, Commercial Vehicle Surveys, COVID-19 influenced Households' Interrupted Travel Schedule as well as data support and coordination from the University of Toronto Data Management Group	280	140	140	0	0
227711	Transportation Planning Studies	The Transportation Planning Program is for conducting short, medium, and long range transportation planning studies and projects. The Program supports Peel's Long Range Transportation Plan and associated multi-modal transportation studies, policies, network and technical projects for a safe, efficient, and sustainable movement of people and goods to support current and future development of Peel's transportation system	350	175	175	0	0
Transportation			150,805	96,270	54,085	450	0
Roads and Transportation			150,805	96,270	54,085	450	0

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
094245	Airport Road/Williams Parkway	Northbound Right Turn Lane and Eastbound Right Turn Lane	7,959	0	0	0	0	0	7,959
104020	DIXIE ROAD - Queen Street to Bovaird Drive	Four (4) to six (6) lane widening from Queen Street East to Bovaird Drive.	0	4,038	0	31,917	0	0	35,955
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.	31,400	0	0	0	0	0	31,400
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	25,667	0	0	0	0	25,667
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	31,261	0	0	0	31,261
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	1,512	9,349	37,531	0	0	48,392
114295	Derry Road/Argentia Road	Northbound Dual Left Turn Lanes and Eastbound Right Turn Lane	0	0	0	4,072	0	0	4,072
124040	BOVAIRD DRIVE - Lake Louise Drive/Worthington Avenue to Mississauga Road	Two (2) to four (4) lane widening from Lake Louise Drive/Worthington Avenue to Mississauga Road.	2,400	0	0	0	0	0	2,400
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	10,916	0	0	0	0	10,916

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
134007	Snow Storage Facility	Construction of a facility to store and treat snow removed from Regional Roads.	0	0	0	1,000	2,087	2,718	5,805
134055	MAYFIELD ROAD - Hurontario Street to Chinguacousy Road	Two (2) to six (6) lane widening from Hurontario Street to Chinguacousy Road.	24,025	0	0	0	0	0	24,025
134065	MAYFIELD ROAD - The Gore Road to Coleraine Drive	Two (2) to four (4) lane widening from The Gore Road to Coleraine Drive.	3,024	0	20,671	0	0	0	23,695
144020	DIXIE ROAD - Bovaird Drive to Countryside Drive	Four (4) to six (6) lane widening from Bovaird Drive to Countryside Drive.	0	0	21,803	0	0	0	21,803
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	19,440	0	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	19,070	0	0	0	19,070
144045	WINSTON CHURCHILL BOULEVARD and OLDE BASE LINE ROAD - Bush Street to Mississauga Road	Two (2) lane reconstruction and pavement rehabilitation of Winston Churchill Boulevard and Olde Base Line Road from Bush Street to Mississauga Road.	1,250	16,881	0	0	0	0	18,131
144065	BUSH STREET AND MISSISSAUGA ROAD - Winston Churchill Boulevard to Olde Base Line Road	Two (2) lane reconstruction and pavement rehabilitation of Bush Street and Mississauga Road from Winston Churchill Boulevard to Olde Base Line Road.	0	19,346	0	0	0	0	19,346
144850	Canadian National Railway over Dixie Road	Rehabilitation of structure RR004-0040 - Dixie Road, 0.04 km north of Lakeshore Boulevard.	500	0	0	0	0	0	500
154070	MAYFIELD ROAD - Chinguacousy Road to Mississauga Road	Two (2) to five (5) lane widening from Chinguacousy Road to Mississauga Road.	4,656	31,899	0	0	0	0	36,555
154080	THE GORE ROAD - Queen Street East to Castlemore Road	Corridor Improvements from Queen Street East to Castlemore Road.	4,644	0	24,779	0	0	0	29,423

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
164014	Finch Stormwater Pumping Station	Upgrades to the Finch Avenue Stormwater Pumping Station.	1,052	3,829	0	0	0	0	4,881
164020	STEELES AVENUE - Mississauga Road to Winston Churchill Boulevard	Four (4) to six (6) lane widening from Mississauga Road to Winston Churchill Boulevard.	0	3,024	0	21,038	0	0	24,062
164060	MISSISSAUGA ROAD - Financial Drive to 300m South of Bovaird Drive	Four (4) to six (6) lane widening from Financial Drive to 300m south of Bovaird Drive	0	0	1,300	0	5,508	39,348	46,156
164070	WINSTON CHURCHILL BOULEVARD - Highway 401 to Steeles Avenue	Four (4) to six (6) lane widening from Highway 401 to Steeles Avenue.	0	0	0	830	5,960	0	6,790
164315	Coleraine Drive Grade Separation	Environmental Assessment to determine road corridor improvements.	70	0	0	0	0	0	70
164850	Charleston Sideroad Over Credit River Bridge	Replacement of structure RR024-1120-Charleston Sideroad over Credit River-0.35 km west of McLaren	830	0	0	0	5,643	0	6,473
174020	MAYFIELD ROAD - Dixie Road to Bramalea Road	Five (5) to six (6) lane widening from Dixie Road to Bramalea Road.	0	756	5,103	0	0	0	5,859
174030	MAYFIELD ROAD - Mississauga Road to Winston Churchill Boulevard	Two (2) to four (4) lane widening from Mississauga Road to Winston Churchill Boulevard.	5,000	16,955	6,666	0	0	0	28,621
174070	CAWTHRA ROAD - Eastgate Parkway to Queen Elizabeth Way	Corridor and Intersection Improvements from Eastgate Parkway to Queen Elizabeth Way.	0	5,000	220	25,819	0	0	31,039
174850	King Street Culverts	Replacement of Structure RR009-2700 - Terra Cotta Bridge Culvert & Structure RR009-2635 - King Street over Credit River Tributary	1,400	0	0	0	0	0	1,400
184070	Mavis Road Widening - 500m north and south of Hwy 407	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	6,163	0	0	0	0	6,163

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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	1,737	22,629	0	0	28,532
194060	AIRPORT ROAD - King Street to Huntsmill Drive and OLD CHURCH ROAD - Airport Road to Marilyn Street E.	-Corridor Improvements from King Street to Huntsmill Drive.	6,600	20,675	0	0	953	31,714	59,942
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	0	0	0	0	150
194265	Dixie Road/Aimco Boulevard	Westbound Right and Westbound Left Turn Lanes	0	821	0	0	0	0	821
194345	Monitoring for Permit Requirements	Compliance with the Endangered Species Act, the Environmental Protection Act and the Ontario Water Resources Act.	774	632	510	448	304	120	2,788
194880	Charleston Side Road over Credit River Tributary and Charleston over Caledon Tributary	Rehabilitation of structure RR024-1650 - Charleston Sideroad, 0.06 km east of Winston Churchill Boulevard & Replacement of structure RR024-0700 - 1.25 KM east of Highway 10.	168	0	739	1,196	0	0	2,103
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	0	11,000	11,000	440	47,478	0	69,918
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	1,600	3,564	0	21,463	0	26,627
204134	Queen Elizabeth Way/Credit River Active Transportation Crossings	Peel's financial contribution towards detailed design of two (2) active transportation crossings as part of the Ministry's bridge project	406	0	0	0	0	0	406

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
204550	Green Infrastructure Asset Management Plan	To prepare an asset management plan for green infrastructure and implementation plan for Streetscaping Toolbox	450	0	0	0	0	0	450
214009	Road Weather Information System (RWIS)	Enhancements to the existing Road Weather Information System (RWIS) network, by adding new technology equipment.	100	100	53	62	24	0	339
214030	MAYFIELD ROAD - Heart Lake Road to Hurontario Street	Four (4) to six (6) lane widening from Heart Lake Road to Hurontario Street.	0	4,695	0	2,170	20,152	0	27,017
214040	COLERAINE DR - Highway 50 to Mayfield Road	Two (2) to four (4) lane widening from Highway 50 to Mayfield Road	8,305	0	0	15,000	6,140	22,826	52,271
214225	Queen Street East/McVean Drive	Eastbound Dual Left Turn Lane	0	1,022	0	0	0	0	1,022
223015	Storm Sewer Remediation	Allocation for future repair, replacement and relining of Region owned storm sewers	5,500	5,500	6,500	6,500	6,500	35,000	65,500
224000	Unallocated Funding	Unforeseen and Emergency Works.	500	500	500	500	500	2,500	5,000
224003	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
224030	AIRPORT ROAD - Braydon Boulevard to Countryside Drive	Four (4) to six (6) lane widening from Braydon Boulevard to Countryside Drive.	2,815	0	0	1,344	0	21,238	25,397
224060	CHARLESTON SIDEROAD - Kennedy Road to McLaren Road	Corridor Improvements - Charleston Sideroad - Kennedy Road to McLaren Road	257	0	0	0	0	0	257
224195	Sustainable Transportation Strategy Implementation	Implementation of Sustainable Transportation Strategy through various projects in Peel.	2,866	7,694	10,349	10,995	9,308	53,897	95,109
224200	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
224210	Coleraine Drive/George Bolton Parkway	Signalization of fourth leg	462	0	0	0	0	0	462
224212	Coleraine Drive/Parr Boulevard	Signalization of fourth leg	228	0	0	0	0	0	228

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
224215	Charleston Sideroad/Mississauga Road	Eastbound Left Turn Lane and Westbound Left Turn Lane	410	0	0	0	0	0	410
224216	Charleston Sideroad/Shaw's Creek Road	Eastbound Left Turn Lane and Westbound Left Turn Lane	410	0	0	0	0	0	410
224255	Winston Churchill Boulevard/Orr Road	New signalized T-intersection between Lakeshore Boulevard and Royal Windsor Drive	680	0	0	0	0	0	680
224300	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
224310	Road Program Planning and Studies	Capital Programming and Studies.	400	400	400	400	400	2,000	4,000
224322	Development Charges Update	Funding for the preparation of the Regional Transportation Development Charges Update	200	0	0	0	300	300	800
224330	Forks of the Credit property investigation	To address property issues related to the Forks of The Credit Road	100	0	0	0	0	0	100
224340	Dixie/QEW Interchange Relocation	Funds allocated for internal support services to ensure Regional interests are protected as part of the QEW widening and Dixie Road re-alignment.	200	0	0	0	0	0	200
224360	Various Enterprise Asset Management (EAM) Initiatives	To support the various initiatives from the Enterprise Asset Management (EAM) Maturity Assessment.	300	300	300	300	300	0	1,500
224400	Annual Installation of Traffic Signals	Annual installations of traffic signals in Peel.	1,100	1,100	825	825	825	4,125	8,800
224405	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	175	175	175	175	875	1,830
224415	Light Emitting Diode (LED) Relamping Brampton & Caledon	Relamping all the Region of Peel's Traffic Signals in Brampton & Caledon	610	0	0	0	0	0	610

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
224425	Street Lighting Improvements	Upgrade of existing lighting for roadways and/or intersections to current standards	300	300	300	300	300	900	2,400
224435	Traffic Data Collection and Analysis	Collection and analysis of traffic data related to growth.	290	290	290	290	290	1,125	2,575
224510	Regional Noise Attenuation Walls	Replacements and Major Repairs.	1,000	500	500	500	500	2,500	5,500
224517	Private Noise Wall Conversion	Design and construction of new Regional Noise Walls to replace existing private noise walls.	5,000	5,000	4,000	4,000	4,000	27,000	49,000
224525	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	480	1,280
224600	Pavement Management	Funding for the purpose of maintaining Regional road pavement in State of Good Repair.	15,550	15,550	16,050	16,050	16,050	79,725	158,975
224700	Roadside Safety Barriers	Upgrades/replacement and new installation of road side safety barriers.	100	100	100	100	100	500	1,000
224710	New Pavement Markings and Signs	Implementation of new pavement marking materials and signs throughout Peel.	200	200	200	200	200	1,000	2,000
224750	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
224801	Minor Culverts	Replacement of minor culverts	250	250	250	250	250	1,250	2,500
224810	Detailed Structure Feasibility Study	Detailed feasibility study related to structures identified for rehabilitation or replacement.	100	100	100	100	100	500	1,000
224815	Structure Condition Assessment Program	Ontario Structure Inspection Manual (OSIM) Inspection of structures and updates to bridge management system	200	150	200	150	200	850	1,750
224820	Retaining Wall Program	Replacements and Major Repairs.	250	250	250	250	250	1,250	2,500

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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	163	0	641	0	0	0	804
224860	King Street over Salt Creek	Rehabilitation of structure RR009-1183-1 km west of Airport Road	272	0	544	0	0	0	816
224880	Charleston Sideroad Bridge Over Orangeville Brampton Railway	Replacement of structure RR024-1160, Charleston Sideroad-0.7Km west of McLaren Road	1,539	0	0	0	8,003	0	9,542
224900	Streetscaping	Retrofit and major maintenance	200	0	200	200	200	1,000	1,800
227702	Transportation Data Collection Program	Collection and analysis of information and statistics on traffic and travel patterns in the GTHA including Transportation Tomorrow Surveys, Cordon Counts, Travel Time Surveys, Commercial Vehicle Surveys, COVID-19 influenced Households' Interrupted Travel Schedule as well as data support and coordination from the University of Toronto Data Management Group	280	190	335	970	210	985	2,970
227711	Transportation Planning Studies	The Transportation Planning Program is for conducting short, medium, and long range transportation planning studies and projects. The Program supports Peel's Long Range Transportation Plan and associated multi-modal transportation studies, policies, network and technical projects for a safe, efficient, and sustainable movement of people and goods to support current and future development of Peel's transportation system	350	350	350	350	350	1,750	3,500

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
234005	Restoration Works	Investigation and Remediation Works	0	100	100	100	100	500	900
234050	ERIN MILLS PARKWAY - Britannia Rd to Hwy 407	Corridor and Intersection Improvements from Britannia Road to Highway 407	0	957	687	4,620	0	0	6,264
234235	Highway 50/George Bolton Parkway	Contribution to the Town of Caledon's intersection improvements at Highway 50 and George Bolton	0	228	0	0	0	0	228
234325	Derry Road-250m west of McLaughlin Road to Tomken Road	Environmental Assessment to determine road corridor improvements	0	616	0	0	0	0	616
234330	Derry Road - Highway 407 to Millcreek Drive	Environmental Assessment to determine road corridor improvements.	0	616	0	0	0	0	616
234515	Noise Attenuation Wall Condition Assessment Program	Inspections and evaluations of noise attenuation walls	0	200	100	0	200	100	600
234830	Olde Base Line Road over Credit River	Rehabilitation of structure RR012-1000-0.5 km west of McLaughlin Road	0	109	417	0	0	0	526
234850	Bovaird Drive over Etobicoke Creek	Rehabilitation of structure #RR107-1252 - Bovaird Drive over Etobicoke Creek, 0.64 km east of Hurontario Street.	0	163	0	489	0	0	652
237712	Transportation Demand Management Initiatives	Funding for Transportation Demand Management (TDM)/Smart Commute Program.	0	700	700	700	700	3,500	6,300

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
237720	Goods Movement Program	The Goods Movement Program supports short, medium and long-term goods movement projects/studies that includes the development of the Goods Movement Strategic Plan for safe, efficient and sustainable movement of goods. The Program also supports goods movement activities related to Smart Freight Centre, United Nations Regional Centre of Expertise, data collection, network update, research, connected/automated initiatives and green Commercial Vehicles Program in partnership with various stakeholders	0	700	450	450	450	1,150	3,200
244020	MAYFIELD ROAD - Airport Road to Clarkway Drive	Five (5) to six (6) lane widening from Airport Road to Clarkway Drive	0	0	4,324	0	4,184	29,126	37,634
244030	BOVAIRD DRIVE - James Potter Road/Creditview Road to Mississauga Road	Four (4) to six (6) lane widening from James Potter Road/Creditview Road to Mississauga Road	0	0	2,174	0	1,080	7,187	10,441
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	1,304	0	0	2,718	4,022
244070	BRITANNIA ROAD - Hurontario Street to Mississauga Road	Corridor Improvements - Britannia Road - Hurontario Street to Mississauga Road	0	0	644	250	0	4,622	5,516
244103e	Under Maintenance Envelope	Funds for the purpose of funding outstanding deficiencies in a roads capital project during the warranty period.	0	0	1,000	0	0	2,000	3,000
244220	Highway 50/Columbia Way	Contribution to the Town of Caledon's intersection improvements at Highway 50 and Columbia Way	0	0	1,087	0	0	0	1,087
244240	Dixie Road/Eglinton Avenue	Westbound Right Turn Lane	0	0	109	544	109	0	762

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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	873	0	0	0	873
244315	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	1,087	0	0	0	1,087
244410	Centralized Traffic Control System Upgrades and Intelligent Transportation Systems Initiatives	Upgrades to the Centralized Traffic Systems and Intelligent Transportation Systems Initiatives.	0	0	960	965	0	0	1,925
244825	Coleraine Drive over Canadian National Railway	Grade Separation on Coleraine Drive over the Canadian Pacific Railway.	0	0	5,394	0	2,727	31,614	39,735
244870	Queensway Avenue over Etobicoke Creek	Rehabilitation of structures RR020-0000N & RR020-0000S 1 km east of Dixie Road	0	0	924	0	3,951	0	4,875
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	1,646	0	12,757	14,403
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	9,831	0	98,196	108,027
254070	DERRY ROAD - Highway 407 to Millcreek Drive	Corridor Improvements - Derry Rd - Highway 407 to Millcreek Drive	0	0	0	1,402	2,700	9,067	13,169
254220	Mayfield Road/McVean Drive	Contribution to Brampton for the intersection improvements at Mayfield Rd and McVean Dr	0	0	0	1,087	0	0	1,087
254230	Mayfield Road/Goreway Drive	Contribution to the City of Brampton's intersection improvements at Mayfield Road and Goreway Drive	0	0	0	870	0	0	870

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
254240	Dixie Road/Clark Boulevard	Contribution to the City of Brampton in conjunction with the (4-6) widening on Clark Boulevard	0	0	0	2,005	0	0	2,005
254250	Airport Road/Sandalwood Parkway	Contribution to the City of Brampton's intersection improvements at Airport Road and Sandalwood Parkway	0	0	0	1,087	0	0	1,087
254810	Queen St East over Canadian National Railway (CNR) Bridge	Rehabilitation of structures RR107-0415N & RR107-0415S-0.7 km east of Airport Road	0	0	0	128	0	255	383
264020	MAYFIELD ROAD - Chinguacousy Road to West of Mississauga Road	Four (5) to six (6) lane widening from Chinguacousy Road to West of Mississauga Road	0	0	0	0	2,170	16,731	18,901
264030	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	0	4,664	58,060	62,724
264040	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	2,615	20,556	23,171
264220	Airport Road/Clark Boulevard	Northbound Dual Left Turn Lane	0	0	0	0	1,060	0	1,060
264230	Airport Road/Queen Street	Eastbound Left Turn Lane Extension	0	0	0	0	766	0	766
264240	Airport Road/Coventry Road	Northbound Dual Left Turn Lane	0	0	0	0	962	0	962
264250	Dixie Road/Sherway Drive	Northbound Dual Left Turn Lane	0	0	0	0	98	652	750
264260	Dixie Road/Rathburn Road	Northbound Dual Left Turn Lane	0	0	0	0	326	1,739	2,065
264270	Kennedy Road/Clarence Road	Eastbound Dual Left Turn Lane, Eastbound Right Turn Lane and Northbound Dual Left Turn Lane Extension	0	0	0	0	114	2,024	2,138

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
264280	Britannia Road/ Ninth Line Road	Eastbound Right Turn Lane, Northbound Right Turn Lane, Eastbound Right Turn Lane Extension and Extension of Westbound Northbound Left Turn Lane	0	0	0	0	217	516	733
264420	Growth Related Traffic Signal Installations	Installation of traffic signals due to growth.	0	0	0	0	825	0	825
264830	Airport Road CNR Overpass 2.5km North of Derry Road	Replacement of structure RR007-0610 - Airport Road - 2.5km north of Derry Road	0	0	0	0	2,174	17,066	19,240
264840	King Street over Humber River	Replacement of structure RR009-0120 - King Street over Humber River-1.8 km east of Highway 50.	0	0	0	0	544	3,805	4,349
264850	Queen Street East over Gore Road Tributary	Replacement of structure RR107-0145-01 - Queen Street E over Gore Road Tributary-0.91km west of The Gore Road.	0	0	0	0	239	1,708	1,947
264860	Queen Street East over Clarkway Drive Tributary	Replacement of structure RR107-0020 - Queen Street E over Clarkway Drive Tributary-0.25km east of The Gore Road	0	0	0	0	239	1,713	1,952
274010	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	25,100	25,100
274205	Future Intersections	Allocations for future intersection improvement projects	0	0	0	0	0	37,390	37,390
274305	Future Environmental Assessments	Allocations for future projects.	0	0	0	0	0	2,694	2,694
274800	Future Structural Rehabilitation Projects	Allocations for future structure rehabilitation projects.	0	0	0	0	0	57,609	57,609
287701	Transportation Initiatives	Construction of a commuter parking lot in Peel.	0	0	0	0	0	750	750
294020	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	23,914	23,914

Service: Roads and Transportation

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
314085	Highway 401 West Bound Ramp To Dixie Road/Creekbank Road Extension	Improvements to the Highway 401 West Bound Ramp to Dixie Road and Creekbank Road Extension.	0	0	0	0	0	8,173	8,173
Transportation			150,805	236,291	245,261	237,380	200,543	831,191	1,901,471
Roads and Transportation			150,805	236,291	245,261	237,380	200,543	831,191	1,901,471

Capital Budget: \$16.3 million**Ten Year Plan: \$395.4 million****2022 Capital Plan Overview**

The following table provides a summary of Waste Management's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	57,483.5	16,271.0	73,754.5
Total Expenditures	57,483.5	16,271.0	73,754.5
# of Projects	43	5	48

Existing Capital Projects - \$57.5M**Key highlights:**

- 43 existing, active capital projects totaling \$57.5M for maintaining existing infrastructure and equipment in a state of good repair and continued infrastructure development to increase Peel's diversion rate.

2022 Capital Budget - \$16.3M**Key highlights:**

- \$8.8M to maintain Waste Management facilities in a state of good repair
- \$2.8M to purchase carts for new households
- \$2.8M to optimize Waste Management digital service platforms
- \$1.9M to monitor and maintain closed landfill sites

See Appendix I for details.

2022 Budget Risks

- Implementation of capital projects may be impacted by COVID-19

Operating Impact of 2022 Capital Budget

- None

2022 – 2031 10-Year Capital Plan - \$395.4M

By Project Classification:

State of Good Repair \$46.7M	DC Funded Growth -	Non-DC Funded Growth & Other \$348.7M
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Key Highlights:

- \$195.0M – New infrastructure to support 75% diversion target
- \$115.4M – For carts related to Peel’s household growth and cart replacement
- \$46.7M – To maintain current infrastructure in a state of good repair, including equipment repairs/replacements in all Waste Management facilities
- \$17.7M – Costs for monitoring and remediation at all landfill sites
- \$8.4M – Site enhancements at Peel Curing Facility for processing composted material
- \$2.8M – Waste Management Digital Service Platform

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
226390	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	8,833	0	8,833	0	0
226460	Waste Management Digital Service Platform	to enhance service delivery for Waste management by optimizing the digital platforms	2,750	0	2,750	0	0
226510	Landfill Management Abatement	To address capital expenditures at landfill sites and waste operation's sites in Peel.	600	0	600	0	0
226580	Landfill Monitoring and Remediation	Administration and studies related to enviromental monitoring at Regional Landfill sites.	1,300	0	1,300	0	0
226630	Waste Collection Containers	Purchase and replace garbage, blue, green and kitchen carts for auto collection at 2% growth	2,788	0	2,788	0	0
Waste Management			16,271	0	16,271	0	0
Waste Management			16,271	0	16,271	0	0

Service: Waste Management

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
186360	Mixed Waste Processing Facility	Design and Construction of facility for processing garbage material and recovering 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
226390	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	8,833	5,991	1,780	1,604	5,658	22,814	46,680
226460	Waste Management Digital Service Platform	to enhance service delivery for Waste management by optimizing the digital platforms	2,750	0	0	0	0	0	2,750
226510	Landfill Management Abatement	To address capital expenditures at landfill sites and waste operation's sites in Peel.	600	450	450	450	450	2,250	4,650
226580	Landfill Monitoring and Remediation	Administration and studies related to enviromental monitoring at Regional Landfill sites.	1,300	1,300	1,300	1,300	1,300	6,500	13,000
226630	Waste Collection Containers	Purchase and replace garbage, blue, green and kitchen carts for auto collection at 2% growth	2,788	3,599	4,167	4,853	6,649	93,328	115,384
246340	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	8,400	0	0	0	8,400
246581	North Sheridan Leachate Collection System	Installation of a Leachate Collection system at the North Sheridan Landfill	0	0	5,000	0	0	0	5,000

Service: Waste Management

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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	3,000	0	3,000
Waste Management			16,271	12,840	21,097	8,207	17,057	319,892	395,364
Waste Management			16,271	12,840	21,097	8,207	17,057	319,892	395,364

Capital Budget: \$471.5 million**Ten Year Plan: \$4,191.4million****2022 Capital Plan Overview**

The following table provides a summary of Wastewater's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	765,030	266,464	1,031,494
Externally Funded	135,988	16,582	152,570
Non-DC Internal	184,323	188,438	372,761
Total Expenditures	1,085,342	471,484	1,556,826
# of Projects	277	41	318

Existing Capital Projects - \$1,085.3M

- 2021 spending driven by Local Wastewater Collection System Repairs, Sewage Pumping Station Rehabilitation with G.E Booth Construction, and East-to-West Diversion Sanitary Trunk Sewer
- 2022 spending driven by Local Wastewater Collection System Repairs, Sewage Pumping Station Rehabilitation with Hwy 401 expansion, and East-to-West Diversion Sanitary Trunk Sewer
- Some projects have been adjusted to align with the regional growth projection and DC revenue forecast

2022 Capital Budget - \$471.5M**Key highlights:**

- \$251.0M – GE Booth Wastewater Treatment Plant for New Plant 1, capacity restoration, odour control improvements, new outfall as well as major capital rehabilitation
- \$40.0M – East Sanitary Trunk Storage Facility to store wastewater overflows
- \$23.0M – Local Collection System Repair and Replacement to improve reliability
- \$20.0M – Queensway East Sanitary Trunk Sewer construction to support growth

See Appendix I for details.

2022 Budget Risks

- Increased resources required to execute growing capital plan – including backlog of work due to COVID-19 impacts
- Implementation of capital projects may be impacted by COVID-19

- Financial impact of upcoming Excess Soils Legislation; tender pricing in 2022 will confirm impact

Operating Impact of 2022 Capital Budget

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

2022 – 2031 10-Year Capital Plan - \$4,191.4M

By Project Classification:

<p>State of Good Repair \$1,230.3M</p>	<p>DC Funded Growth \$2,856.8M</p>	<p>Non-DC Funded Growth & Other \$104.3M</p>
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Key Highlights:

- \$1,976.5M – G.E. Booth and Clarkson Wastewater Treatment Plants for capacity and biosolids expansion, New Plant 1, capacity restoration, odour control improvements, new outfall as well as major capital rehabilitation
- \$482.5M – Future collection system, sanitary trunk sewer and treatment plant projects
- \$406.3M – Construction of multiple significant sanitary trunk sewers to support growth including Streetsville-North, Eglinton West, Lakeshore Road West, Etobicoke Creek and Queensway East
- \$275.0M – Local Collection System Repair and Replacement to improve reliability
- Risks include:
 - Infrastructure needs to meet Provincial growth targets to 2051 are not included in the plan. This includes changes in growth areas and Settlement Area Boundary Expansion (SABE)
 - Long-term state of good repair plans for water and wastewater facilities and large pipelines are under development and may drive an increase in future State of Good repair needs. This will be reflected in the *Long-Term Financial Plan*.
 - Future projects driven by outside partners will impact Peel’s wastewater infrastructure, such as GO, GTAA, METROLINX, City of Brampton and City of Mississauga
 - Some water infrastructure has been deferred to align with the actual growth which may increase capital output needs in future years.
 - Area specific growth is not included in the capital plan and will increase capital needs in future budget years including:
 - Brampton 2040 Vision
 - Mississauga City Center
 - Other intensification areas (Mississauga Uptown)

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
142920	G.E. Booth Wastewater Treatment Plant Major Capital Improvement - Primary Treatment	Replacement of the travelling bridges in the primary settling tanks at the G.E. Booth Wastewater Treatment Plant.	6,000	0	6,000	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.	78,000	39,000	39,000	0	0
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.	7,518	7,518	0	0	0
182271	McVean Force Main Twinning	Construction of a 1200-mm force main on Queen Street East from the McVean Sewage Pumping Station to Goreway Drive. Additional funds.	3,000	3,000	0	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.	40,000	20,000	12,000	8,000	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.	5,130	5,130	0	0	0
192158	450-mm Sanitary Sewer - Herdmans Road and Easement (Steeles and Hurontario)	Construction of a 450-mm sanitary sewer on Herdmans Road and Malta Avenue from the Fletcher's Creek Sanitary Trunk Sewer to Tina Court. Additional funds.	3,000	3,000	0	0	0
192410	Erin Mills Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Erin Mills Sanitary Trunk Sewer from Erin Mills Parkway to Mississauga Road.	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.	10,000	0	10,000	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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.	250	0	250	0	0
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.	85,159	77,239	0	7,920	0
192981	Wastewater System Supervisory Control and Data Acquisition (SCADA) Improvements	Various improvements to the Supervisory Control and Data Acquisition (SCADA) systems at the lake-based wastewater facilities.	6,000	3,000	3,000	0	0
202502	Hydraulic Wastewater Model Update	Update and calibration of the Region's hydraulic wastewater model.	250	0	250	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.	51,300	48,735	2,565	0	0
202992	Clarkson Wastewater Treatment Plant - CoGen Facility Expansion	Twinning of the CoGen facility at the Clarkson Wastewater Treatment Plant. Design in 2020.	7,182	0	7,182	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.	2,100	0	2,100	0	0
212120	600-mm Sanitary Sewer - Lakeshore Road East	Construction of a 600-mm sanitary sewer on Lakeshore Road East from Montbeck Crescent to the Beechwood Sewage Pumping Station.	6,000	6,000	0	0	0
212411	Sawmill Creek and Levi Creek Sanitary Trunk Sewers - Rehabilitation	Rehabilitation of the Sawmill Creek and Levi Creek Sanitary Trunk Sewers.	3,000	0	3,000	0	0
222000	Unallocated Funds for the Wastewater Program	Funding available for unforeseen, unplanned or emergency wastewater-related works.	1,000	0	1,000	0	0
222002	Easement Acquisition for Existing Wastewater Infrastructure	Funding for the acquisition of easements for existing wastewater infrastructure.	100	0	100	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
222100	Inflow and Infiltration Prevention Program	Program to prevent new sources of inflow and infiltration, including the installation of flow monitors at the sanitary sewer outlets of new subdivisions.	150	150	0	0	0
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.	4,533	4,080	453	0	0
222255	Queensway East Sanitary Trunk Sewer	Construction of a 1800-mm sanitary trunk sewer on The Queensway from Hurontario Street to the East Sanitary Trunk Sewer south of The Queensway. Design in 2022.	19,531	17,578	1,953	0	0
222256	Cawthra Road Sanitary Trunk Sewer (Phase 5)	Construction of a 1500-mm sanitary trunk sewer on Cawthra Road from Dundas Street to The Queensway East. Design in 2022.	4,350	3,915	435	0	0
222300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	23,100	0	23,100	0	0
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.	1,000	500	500	0	0
222302	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
222303	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
222304	Force Main Inspection and Condition Assessment Program	Inspection and condition assessment program for the sanitary force mains.	500	0	500	0	0
222305	Force Main Rehabilitation Program	Rehabilitation program for the sanitary force mains.	650	0	650	0	0
222307	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

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
222321	375-mm Sanitary Sewer - Mississauga Road (Port Credit)	Construction of a 375-mm sanitary sewer on Mississauga Road from the Indian Road Sewage Pumping Station to Lakeshore Road West.	6,000	0	6,000	0	0
222395	Queen Elizabeth Way Widening (Huronario to Credit River) - Wastewater Impacts	Replacement or relocation of sanitary sewers in conjunction with the widening of the Queen Elizabeth Way from Huronario Street to the Credit River.	8,000	0	8,000	0	0
222401	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.	2,000	0	2,000	0	0
222405	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
222407	Sanitary Trunk Sewer Rehabilitation Program	Rehabilitation of sanitary trunk sewers in the lake-based primary collection system.	2,000	0	2,000	0	0
222456	Lower Cooksville Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Lower Cooksville Creek Sanitary Trunk Sewer from Burnhamthorpe Road East to the Queensway. Assessment in 2022.	2,000	0	2,000	0	0
222496	Highway 401 Widening Impacts on Wastewater Infrastructure (Credit River to West Limits)	Replacement or relocation of sanitary sewers in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel.	6,000	0	6,000	0	0
222504	Wastewater Master Servicing Plan Update	Review and update of the Region of Peel's Master Servicing Plan for the lake-based wastewater collection system.	1,500	1,500	0	0	0
222508	Process Flow Diagrams for Wastewater Facilities	Engineering services to update and expand the library of process flow diagrams for the Region of Peel's wastewater facilities.	100	0	100	0	0
222512	Inflow and Infiltration Remediation Program	Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system.	3,000	1,500	1,500	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
222519	Granite Master Plan	Modernization of the Granite system to moved from the GNET application to a software as a service application, including administration and customization of the data and moving to a cloud-based solution.	350	0	350	0	0
222520	Non-Growth-Related Wastewater Infrastructure Planning	Asset management and other non-growth-related studies for the Region's wastewater system.	1,000	0	1,000	0	0
222530	Development-Related Wastewater Infrastructure Planning	Funding for wastewater infrastructure planning and studies related to new development.	1,000	1,000	0	0	0
222540	Wastewater Operations and Optimization Studies	Various studies and investigations related to the efficient operation and optimization of Peel's wastewater collection and treatment system.	200	0	200	0	0
222581	Bolton Residential Expansion Class Environmental Assessment	Class Environmental Assessment for new wastewater infrastructure to service growth in the Bolton Residential Expansion Area.	750	750	0	0	0
222904	Sewage Pumping Stations - Condition Assessment Program	Funding for condition assessment of sewage pumping stations in the lake-based wastewater collection system.	1,000	0	1,000	0	0
222905	Sewage Pumping Stations - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the lake-based sewage pumping stations.	2,000	0	2,000	0	0
222906	Clarkson Wastewater Treatment Plant - Major Maintenance	Funding for planned major maintenance and equipment replacement at the Clarkson Wastewater Treatment Plant.	2,500	0	2,500	0	0
222907	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.	3,500	0	3,500	0	0
222908	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.	6,000	0	6,000	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
222920	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.	150	0	150	0	0
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.	1,000	0	1,000	0	0
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.	4,500	2,250	2,250	0	0
222930	Clarkson Wastewater Treatment Plant - Condition Assessment Program	Condition assessment of the Clarkson Wastewater Treatment Plant and development of a maintenance plan.	100	0	100	0	0
222944	G.E. Booth WPCP Expansion - New Outfall	Construction of a new outfall at the G.E. Booth WPCP to accommodate a peak flow of 2,000 ML/d. Design in 2022.	15,000	6,837	7,500	663	0
222950	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 2022, 2023 and 2024.	4,000	4,000	0	0	0
222993	Wastewater Treatment Lighting Replacement Program	Installation of energy efficient LED lighting at the wastewater treatment facilities.	250	0	250	0	0
Wastewater			461,703	256,682	188,438	16,582	0
222101	375-mm Sanitary Sewer - Ninth Line (Ninth Line Lands)	Construction of a 375-mm sanitary sewer on Ninth Line from Erin Centre Boulevard to 280 metres southerly.	1,926	1,926	0	0	0
222102	375-mm Sanitary Sewer - Future Street (Ninth Line Lands)	Construction of a 375-mm sanitary sewer on a future street from Ninth Line to 225 metres southwesterly.	835	835	0	0	0
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.	2,856	2,856	0	0	0
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.	4,165	4,165	0	0	0
Wastewater Development Services			9,781	9,781	0	0	0

2022 Financing Sources and Funding Status (\$'000)

2022

<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & 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			471,484	266,464	188,438	16,582	0

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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.	6,000	0	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
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.	78,000	0	0	0	0	0	78,000
182252	Cawthra Road Sanitary Trunk Sewer (Phases 2 and 3)	Construction of a 1500-mm sanitary trunk sewer on Cawthra Road from Burnhamthorpe Road East to south of Dundas Street East. Additional funds.	0	10,000	0	0	0	0	10,000
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.	7,518	0	70,813	0	0	0	78,331
182271	McVean Force Main Twinning	Construction of a 1200-mm force main on Queen Street East from the McVean Sewage Pumping Station to Goreway Drive. Additional funds.	3,000	0	0	0	0	0	3,000
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.	0	2,000	0	0	0	0	2,000

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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.	40,000	0	0	0	0	0	40,000
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	15,000	0	0	0	26,000
182976	McVean Sewage Pumping Station Expansion	Expansion of the McVean Sewage Pumping Station to a firm capacity of 2100 L/s.	5,130	0	15,390	0	0	0	20,520
192158	450-mm Sanitary Sewer - Herdmans Road and Easement (Steeles and Hurontario)	Construction of a 450-mm sanitary sewer on Herdmans Road and Malta Avenue from the Fletcher's Creek Sanitary Trunk Sewer to Tina Court. Additional funds.	3,000	0	0	0	0	0	3,000
192208	Streetsville North Sanitary Trunk Sewer	Construction of a 1500-mm sanitary trunk sewer on Mississauga Road from Erin Mills Parkway to Eglinton Avenue West and on Britannia Road West from the West Sanitary Trunk Sewer (East Leg) to Mississauga.	0	0	0	46,170	0	0	46,170
192210	Eglinton West Sanitary Trunk Sewer	Construction of a 1500-mm sanitary trunk sewer on Mississauga Road from the Canadian Pacific Railway to Eglinton Avenue West and on Eglinton Avenue West from the Credit River to Erin Mills Parkway.	0	0	0	46,170	0	0	46,170
192215	Lakeshore Road West Sanitary Trunk Sewer	Construction of a sanitary trunk sewer on Lakeshore Road West from east of the Credit River to the Jack Darling 1 Sewage Pumping Station.	0	0	84,000	0	0	0	84,000

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
192410	Erin Mills Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Erin Mills Sanitary Trunk Sewer from Erin Mills Parkway to Mississauga Road.	4,000	6,000	0	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.	10,000	0	0	0	0	0	10,000
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.	250	250	0	0	0	0	500
192924	G.E. Booth Wastewater Treatment Plant - Automation Consolidation	Consolidation of Supervisory Control and Data Acquisition System (SCADA) equipment and removal of legacy product upgrades at the G.E. Booth Wastewater Treatment Plant.	0	1,210	0	0	0	0	1,210
192934	Clarkson Wastewater Treatment Plant - Automation Consolidation	Consolidation of Supervisory Control and Data Acquisition System (SCADA) equipment and removal of legacy product upgrades at the Clarkson Wastewater Treatment Plant.	0	806	0	0	0	0	806
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.	85,159	0	0	0	0	0	85,159
192981	Wastewater System Supervisory Control and Data Acquisition (SCADA) Improvements	Various improvements to the Supervisory Control and Data Acquisition (SCADA) systems at the lake-based wastewater facilities.	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	25,000	0	0	0	0	25,000

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
202502	Hydraulic Wastewater Model Update	Update and calibration of the Region's hydraulic wastewater model.	250	0	0	0	0	0	250
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 2022.	0	20,000	0	200,000	0	0	220,000
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.	51,300	0	123,120	0	0	0	174,420
202992	Clarkson Wastewater Treatment Plant - CoGen Facility Expansion	Twinning of the CoGen facility at the Clarkson Wastewater Treatment Plant. Design in 2020.	7,182	0	0	0	0	0	7,182
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.	2,100	2,000	1,200	1,300	0	0	6,600
212120	600-mm Sanitary Sewer - Lakeshore Road East	Construction of a 600-mm sanitary sewer on Lakeshore Road East from Montbeck Crescent to the Beechwood Sewage Pumping Station.	6,000	0	0	0	0	0	6,000
212402	Sanitary Trunk Sewer Inflow and Infiltration Implementation	Condition assessment and rehabilitation of sanitary trunk sewers and maintenance holes to reduce inflow and infiltration.	0	5,000	0	0	0	0	5,000
212408	Sanitary Trunk Sewer Erosion Remediation	Condition assessment and rehabilitation of sanitary trunk sewers and maintenance holes to reduce inflow and infiltration.	0	8,000	0	0	0	0	8,000
212411	Sawmill Creek and Levi Creek Sanitary Trunk Sewers - Rehabilitation	Rehabilitation of the Sawmill Creek and Levi Creek Sanitary Trunk Sewers.	3,000	6,000	0	0	0	0	9,000

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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.	0	0	15,000	0	0	0	15,000
222000	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
222002	Easement Acquisition for Existing Wastewater Infrastructure	Funding for the acquisition of easements for existing wastewater infrastructure.	100	100	100	100	100	500	1,000
222100	Inflow and Infiltration Prevention Program	Program to prevent new sources of inflow and infiltration, including the installation of flow monitors at the sanitary sewer outlets of new subdivisions.	150	150	150	150	150	750	1,500
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.	4,533	25,755	0	0	0	0	30,288
222255	Queensway East Sanitary Trunk Sewer	Construction of a 1800-mm sanitary trunk sewer on The Queensway from Hurontario Street to the East Sanitary Trunk Sewer south of The Queensway. Design in 2022.	19,531	0	0	132,124	0	0	151,656
222256	Cawthra Road Sanitary Trunk Sewer (Phase 5)	Construction of a 1500-mm sanitary trunk sewer on Cawthra Road from Dundas Street to The Queensway East. Design in 2022.	4,350	0	0	24,715	0	0	29,064
222300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	23,100	28,000	28,000	28,000	28,000	140,000	275,100

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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.	1,000	3,500	3,500	3,500	3,500	17,500	32,500
222302	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
222303	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
222304	Force Main Inspection and Condition Assessment Program	Inspection and condition assessment program for the sanitary force mains.	500	500	500	500	500	2,500	5,000
222305	Force Main Rehabilitation Program	Rehabilitation program for the sanitary force mains.	650	650	650	650	650	3,250	6,500
222307	Sanitary Maintenance Hole Rehabilitation Program	Funding to rehabilitate sanitary maintenance holes in the Region's wastewater collection system.	5,000	5,000	5,000	3,000	3,000	15,000	36,000
222321	375-mm Sanitary Sewer - Mississauga Road (Port Credit)	Construction of a 375-mm sanitary sewer on Mississauga Road from the Indian Road Sewage Pumping Station to Lakeshore Road West.	6,000	0	0	1,000	0	10,260	17,260
222395	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.	8,000	0	0	0	0	0	8,000
222401	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.	2,000	2,000	2,000	2,000	2,000	10,000	20,000

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
222405	Sanitary Trunk Sewer Inspection and Condition Assessment Program	Inspection, cleaning and condition assessment of the lake-based primary collection system.	2,500	2,500	1,500	1,500	1,500	7,500	17,000
222407	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
222456	Lower Cooksville Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Lower Cooksville Creek Sanitary Trunk Sewer from Burnhamthorpe Road East to the Queensway. Assessment in 2022.	2,000	8,000	0	0	0	0	10,000
222496	Highway 401 Widening Impacts on Wastewater Infrastructure (Credit River to West Limits)	Replacement or relocation of sanitary sewers in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel.	6,000	0	0	0	0	0	6,000
222504	Wastewater Master Servicing Plan Update	Review and update of the Region of Peel's Master Servicing Plan for the lake-based wastewater collection system.	1,500	0	0	0	0	1,500	3,000
222508	Process Flow Diagrams for Wastewater Facilities	Engineering services to update and expand the library of process flow diagrams for the Region of Peel's wastewater facilities.	100	0	0	0	0	0	100
222512	Inflow and Infiltration Remediation Program	Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system.	3,000	3,000	3,000	3,000	3,000	15,000	30,000
222519	Granite Master Plan	Modernization of the Granite system to moved from the GNET application to a software as a service application, including administration and customization of the data and moving to a cloud-based solution.	350	0	0	0	0	0	350
222520	Non-Growth-Related Wastewater Infrastructure Planning	Asset management and other non-growth-related studies for the Region's wastewater system.	1,000	1,000	1,000	1,000	1,000	5,000	10,000

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
222530	Development-Related Wastewater Infrastructure Planning	Funding for wastewater infrastructure planning and studies related to new development.	1,000	1,000	1,000	1,000	1,000	5,000	10,000
222540	Wastewater Operations and Optimization Studies	Various studies and investigations related to the efficient operation and optimization of Peel's wastewater collection and treatment system.	200	0	0	0	0	0	200
222581	Bolton Residential Expansion Class Environmental Assessment	Class Environmental Assessment for new wastewater infrastructure to service growth in the Bolton Residential Expansion Area.	750	0	0	0	0	0	750
222904	Sewage Pumping Stations - Condition Assessment Program	Funding for condition assessment of sewage pumping stations in the lake-based wastewater collection system.	1,000	1,000	1,000	1,000	1,000	5,000	10,000
222905	Sewage Pumping Stations - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the lake-based sewage pumping stations.	2,000	2,000	2,000	2,000	2,000	10,000	20,000
222906	Clarkson Wastewater Treatment Plant - Major Maintenance	Funding for planned major maintenance and equipment replacement at the Clarkson Wastewater Treatment Plant.	2,500	2,500	2,500	2,500	2,500	12,500	25,000
222907	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.	3,500	4,000	7,000	4,000	4,000	20,000	42,500
222908	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.	6,000	4,000	4,000	4,000	4,000	20,000	42,000
222920	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.	150	150	150	150	150	750	1,500

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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.	1,000	1,000	1,000	1,000	1,000	1,000	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.	4,500	25,000	0	0	0	0	29,500
222930	Clarkson Wastewater Treatment Plant - Condition Assessment Program	Condition assessment of the Clarkson Wastewater Treatment Plant and development of a maintenance plan.	100	100	100	100	100	500	1,000
222944	G.E. Booth WPCP Expansion - New Outfall	Construction of a new outfall at the G.E. Booth WPCP to accommodate a peak flow of 2,000 ML/d. Design in 2022.	15,000	0	0	175,000	0	0	190,000
222950	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 2022, 2023 and 2024.	4,000	36,000	75,000	0	250,000	0	365,000
222993	Wastewater Treatment Lighting Replacement Program	Installation of energy efficient LED lighting at the wastewater treatment facilities.	250	250	250	250	250	1,250	2,500
232135	525-mm Sanitary Sewer - Heritage Road (Bram West)	Construction of a 525-mm sanitary sewer on Heritage Road from the future Financial Drive to 750 metres southerly. Design in 2023.	0	868	0	3,896	0	0	4,764
232190	450-mm Sanitary Sewer - Future George Bolton Parkway	Construction of a 450-mm sanitary sewer on the future extension of George Bolton Parkway from Humber Station Road to 700 metres easterly.	0	600	0	2,693	0	0	3,293
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	4,726	0	20,903	0	0	25,629

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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	939	0	4,152	0	0	5,091
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 1600 metres southerly. Design in 2023.	0	994	0	4,395	0	0	5,389
232272	Clarkway Sanitary Trunk Sewer	Construction of a 750-mm sanitary trunk sewer on Clarkway Drive from Countryside Drive to Mayfield Road. Design in 2023.	0	2,003	0	5,872	0	0	7,876
232412	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	5,000	0	20,000	20,000	0	45,000
232457	GTAA Sanitary Trunk Sewer Rehabilitation	Rehabilitation of Peel-owned sanitary trunk sewers within the GTAA property. Assessment in 2023.	0	3,000	0	8,000	0	0	11,000
232465	Spring Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Spring Creek Sanitary Trunk Sewer. Design in 2023.	0	2,000	0	5,000	0	0	7,000
232468	Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Etobicoke Creek Sanitary Trunk Sewer from Conservation Drive to Archdekin Park. Assessment in 2023.	0	3,000	15,000	0	0	0	18,000
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	750	0	0	0	750	1,500
242193	600-mm Sanitary Sewer - Healey Road (Bolton West)	Construction of a 600-mm sanitary sewer on Healey Road from Humber Station Road to Coleraine Drive. Design in 2024.	0	0	596	0	2,675	0	3,270

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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	2,242	0	9,916	0	12,158
242455	Mississauga Industrial Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Mississauga Industrial Sanitary Trunk Sewer. Design in 2024.	0	0	2,000	0	6,000	0	8,000
242466	Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Etobicoke Creek Sanitary Trunk Sewer from north of Steeles Avenue East to Kennedy Road. Assessment in 2024.	0	0	3,000	0	10,000	0	13,000
242470	Lower Mimico Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Lower Mimico Creek Sanitary Trunk Sewer. Design in 2024.	0	0	2,000	0	4,000	0	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	1,500	0	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	1,500	0	0	0	1,500
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	1,000	0	0	0	1,000
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	5,000	0	50,000	0	55,000
242960	Future Odour and Corrosion Control Facilities	Construction of new odour and corrosion control facilities at various locations in the Region of Peel.	0	0	5,486	0	9,301	0	14,787

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
242971	Beach Street Sewage Pumping Station - Rehabilitation and Repurposing	Rehabilitation and repurposing of the Beach Street Sewage Pumping Station. Design in 2023.	0	0	2,000	0	5,000	0	7,000
242980	Jack Darling 3 Sewage Pumping Station	Construction of a new sewage pumping station (Jack Darling 3) at the western end of the Lakeshore West Sanitary Trunk Sewer. Design in 2024.	0	0	3,000	0	21,000	0	24,000
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	2,000	1,250	0	0	3,250
252123	450-mm Sanitary Sewer - Aviation Road	Construction of a 450-mm sanitary sewer on Aviation Road from the Beach Street Sewage Pumping Station to Lakeshore Road East.	0	0	0	20,000	0	0	20,000
252322	375-mm Sanitary Sewer - Pine Avenue South (Port Credit)	Construction of a 375-mm sanitary sewer on Pine Avenue South from the former BenMachree Sewage Pumping Station to Lakeshore Road West.	0	0	0	2,052	0	8,208	10,260
252323	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	2,052	0	7,182	9,234
252324	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	3,078	0	12,312	15,390
252445	East Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the East Sanitary Trunk Sewer from Derry Road East to Dundas Street East. Design in 2024.	0	0	0	6,000	0	50,000	56,000
252447	Little Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Little Etobicoke Creek Sanitary Trunk Sewer from Bloor Street to Dundas Street East. Design in 2025.	0	0	0	3,000	0	8,000	11,000

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
252448	Little Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Little Etobicoke Creek Sanitary Trunk Sewer from Eglinton Avenue East to Eastgate Parkway. Design in 2025.	0	0	0	3,000	0	8,000	11,000
252502	Hydraulic Wastewater Model Update	Update and calibration of the Region's hydraulic wastewater model.	0	0	0	2,500	0	2,500	5,000
252942	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	3,000	0	30,000	33,000
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	10,000	0	455,000	465,000
262176	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 2026.	0	0	0	0	732	3,284	4,016
262467	Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Etobicoke Creek Sanitary Trunk Sewer from Kennedy Road to north of Derry Road East. Assessment in 2026.	0	0	0	0	3,500	15,000	18,500
262469	McVean Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the McVean Sanitary Trunk Sewer from south of Cottrelle Boulevard to north of Ebenezer Road. Assessment in 2026.	0	0	0	0	3,000	8,000	11,000
262582	Lower West Sanitary Trunk Sewer Twinning - Class Environmental Assessment	Class Environmental Assessment for the twinning of the Lower West Sanitary Trunk Sewer.	0	0	0	0	2,000	0	2,000

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
262946	G.E. Booth Wastewater Treatment Plant Expansion - Biosolids	Expansion of the biosolids process capacity at the G.E. Booth Wastewater Treatment Plant to service growth in the Region of Peel. Design in 2026.	0	0	0	0	15,000	125,000	140,000
262978	Decommissioning of Sewage Pumping Stations in Port Credit	Decommissioning of the Front Street, Rosemere, Indian Road and Ben Machree Sewage Pumping Stations once the Lakeshore West Sanitary Trunk Sewer is in service. Design in 2026.	0	0	0	0	1,000	4,000	5,000
272199	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	44,380	44,380
272299	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	227,160	227,160
272499	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	96,000	96,000
272599	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	2,000	2,000
272998	Future Non-Growth-Related Wastewater Treatment Plant Projects	Future non-growth-related wastewater treatment plant projects.	0	0	0	0	0	80,000	80,000
272999	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	33,000	33,000

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
Wastewater			461,703	282,801	521,746	824,223	480,024	1,562,036	4,132,533
222101	375-mm Sanitary Sewer - Ninth Line (Ninth Line Lands)	Construction of a 375-mm sanitary sewer on Ninth Line from Erin Centre Boulevard to 280 metres southerly.	1,926	0	0	0	0	0	1,926
222102	375-mm Sanitary Sewer - Future Street (Ninth Line Lands)	Construction of a 375-mm sanitary sewer on a future street from Ninth Line to 225 metres southwesterly.	835	0	0	0	0	0	835
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.	2,856	0	0	0	0	0	2,856
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.	4,165	0	0	0	0	0	4,165
232103	375-mm Sanitary Sewer - Future Street (Ninth Line Lands)	Construction of a 375-mm sanitary sewer in the Ninth Line Lands on the Future Street A from the Future Street B to the Future Lane C.	0	933	0	0	0	0	933
232104	450-mm Sanitary Sewer - Future Street (Ninth Line Lands)	Construction of a 450-mm sanitary sewer in the Ninth Line Lands on the Future Street A and Future Street B from the Future Lane C to Ninth Line.	0	361	0	0	0	0	361
232105	450-mm Sanitary Sewer - Ninth Line (Ninth Line Lands)	Construction of a 450-mm sanitary sewer in the Ninth Line Lands on Ninth Line from Foxwood Avenue to 545 metres southerly.	0	656	0	0	0	0	656
232106	375-mm Sanitary Sewer - Future Street (Ninth Line Lands)	Construction of a 375-mm sanitary sewer on a future street from 225 metres southwest of Ninth Line to 280 metres southwesterly.	0	259	0	0	0	0	259

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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	1,076	0	0	0	0	1,076
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	1,587	0	0	0	0	1,587
232174	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	693	0	0	0	0	693
232189	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	452	0	0	0	0	452
242152	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	4,640	0	0	0	4,640
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	3,296	0	0	0	3,296
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	3,932	0	0	0	3,932
252121	Sanitary Sewers in Lakeview Village (Phase 1)	Construction of various sanitary sewers in Lakeview Village west of Street F.	0	0	0	596	0	0	596

Service: Wastewater

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
252122	Sanitary Sewers in Lakeview Village (Phase 2)	Construction of various sanitary sewers in Lakeview Village east of Street F.	0	0	0	2,282	0	0	2,282
252132	450-mm Sanitary Sewer - Future Financial Drive (Bram West)	Construction of a 450-mm sanitary sewer on the future Financial Drive from Heritage Road to approximately 700 metres westerly.	0	0	0	2,963	0	0	2,963
262134	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 the future Financial Drive to 700 metres northerly.	0	0	0	0	647	0	647
272198	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	24,754	24,754
Wastewater Development Services			9,781	6,016	11,867	5,841	647	24,754	58,907
Wastewater			471,484	288,817	533,613	830,064	480,670	1,586,790	4,191,440

Capital Budget: \$223.5 million

Ten Year Plan: \$2,963.1million

2022 Capital Plan Overview

The following table provides a summary of Water Supply's planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	727,132	50,986	778,118
Externally Funded	155,510	679	156,189
Non-DC Internal	331,898	171,869	503,767
Total Expenditures	1,214,540	223,534	1,438,074
# of Projects	395	61	456

Existing Capital Projects - \$1,214.5M

- 2021 spending driven by Non-DC Internal funded replacement of watermain projects, DC Growth funded Feedermain Projects, Pumping Station upgrades and system improvement in Central Erin Mills and Southwest Mississauga
- 2022 spending driven by Non-DC Internal funded replacement of watermain projects, DC Growth funded Feedermain Projects, Pumping Station upgrades and Hanlan Transmission Watermain construction
- Some projects have been adjusted to align with the regional growth projection and DC revenue forecast including a significant amount of projects which have been deferred but are included in WIP.

2022 Capital Budget - \$223.5M

Key highlights:

- \$41.0M – Infrastructure replacement to support MTO highway widening – 401 and QEW
- \$38.0M – Watermain replacement and rehabilitation to reduce watermain breaks
- \$33.0M – Implementation of low water pressure system improvements in southwest Mississauga
- \$17.0M – Meadowvale North Pumping Station Expansion - Emergency Power
- \$7.0M – Fleet growth and replacement of aging vehicles

See Appendix I for details.

2022 Budget Risks

- Increased resources required to execute growing capital plan – including backlog of work due to COVID-19 impacts
- Implementation of capital projects may be impacted by COVID-19

- Financial impact of upcoming Excess Soils Legislation; tender pricing in 2022 will confirm impact

Operating Impact of 2022 Capital Budget

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

2022 – 2031 10-Year Capital Plan - \$2,963.1M

By Project Classification:

<p>State of Good Repair \$1,165.9M</p>	<p>DC Funded Growth \$1,650.9M</p>	<p>Non-DC Funded Growth & Other \$146.3M</p>
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Key Highlights:

- \$583.5M – Construction of multiple significant transmission main/sub-transmission main including Streetsville (250M), Tomken Road (194M), Williams Parkway (75M) and Queensway (\$64M) to service growth
- \$445.1M – Future growth-related distribution and transmission watermain
- \$343.0M – Watermain replacement and rehabilitation to reduce watermain breaks
- \$111.3M – Fleet growth and replacement of aging vehicles and residential/commercial water meter replacement
- \$106.0M – Lake-based transmission mains inspection, maintenance and rehabilitation
- \$59.0M – A.P. Kennedy Water Treatment Plant - Treated Water Reservoir Expansion to manage overflow
- Risks include:
 - Infrastructure needs to meet Provincial growth targets to 2051 are not included in the plan. This includes changes in growth areas and Settlement Area Boundary Expansion (SABE)
 - Long-term state of good repair plans for water and wastewater facilities and large pipelines are under development and may drive an increase in future State of Good repair needs. This will be reflected in the *Long-Term Financial Plan*.
 - 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 which may increase capital output needs in future years.
 - Area specific growth is not included in the capital plan and will increase capital needs in future budget years including:
 - Brampton 2040 Vision
 - Mississauga City Centre

- Other intensification areas (Mississauga Uptown)

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
071936	A.P. Kennedy Water Treatment Plant - Expansion	Expansion of the treatment facility to increase capacity to 1150 ML/d. Approximately 68% funded by York Region. Additional funds.	1,000	321	0	679	0
131347	System Improvements in Southwest Mississauga	Implementation of system improvements in southwest Mississauga to improve water quality and reliability and to improve residual pressure for customers.	32,908	0	32,908	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.	3,500	3,500	0	0	0
181169	600-mm Water Main - Queen Street East	Construction of a 600-mm water main on Queen Street East from Goreway Drive to McVean Drive. Additional funds.	2,000	2,000	0	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.	500	0	500	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.	250	0	250	0	0
201157	400-mm Water Main - Future Clark Boulevard	Construction of a 400-mm water main on the future extension of Clark Boulevard from Rutherford Road to Hansen Road South.	750	750	0	0	0
201176	400-mm Water Main - Coleraine Drive	Construction of a 400-mm water main on Coleraine Drive from the future east-west road to Countryside Drive.	3,737	3,737	0	0	0
201177	400-mm Water Main - Coleraine Drive	Construction of a 400-mm water main on Coleraine Drive from Mayfield Road to Countryside Drive.	2,871	2,871	0	0	0
201502	Hydraulic Water Model Update	Update and calibration of the Region's hydraulic water model. Additional funds.	750	0	750	0	0
201582	Inglewood Village - New Groundwater Well - Class Environmental Assessment	Class Environmental Assessment for a new groundwater well to service future development in Inglewood Village. Additional funds.	750	750	0	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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.	2,100	0	2,100	0	0
211975	East Brampton Pumping Station - Improvements and Upgrades	Improvements and upgrades at the East Brampton Pumping Station. Design in 2021.	1,000	0	1,000	0	0
221000	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
221002	Easement Acquisition for Existing Water Infrastructure	Funding for the acquisition of easements for existing water infrastructure.	100	0	100	0	0
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.	507	507	0	0	0
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.	443	443	0	0	0
221125	600-mm Water Main - Rangeview Road (Inspiration Lakeview)	Construction of a 600-mm water main on Rangeview Road from East Avenue to Lakefront Promenade. Design in 2022.	2,706	2,706	0	0	0
221126	400-mm Water Main - Lakefront Promenade (Inspiration Lakeview)	Construction of a 400-mm water main on Lakefront Promenade from Lakeshore Road East to Rangeview Road. Design in 2022.	84	84	0	0	0
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. Design in 2022.	829	829	0	0	0
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.	3,265	3,265	0	0	0
221300	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
221302	Valve Rehabilitation and Replacement Program	Rehabilitation and replacement program for large diameter valves in the lake-based water distribution system.	5,000	0	5,000	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
221303	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
221305	Water Distribution System - Condition Assessment Program	Inspection and condition assessment program for the lake-based water distribution system.	250	0	250	0	0
221306	Water Distribution System Pressure Loggers	Refurbishment and installation of new pressure loggers in the water distribution system.	500	100	400	0	0
221310	Replacement of Water Mains in Mississauga	Replacement of water mains, system improvements and looping of dead-end mains in Mississauga to improve water quality and reliability of the distribution system.	23,671	0	23,671	0	0
221340	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.	10,667	0	10,667	0	0
221370	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.	3,663	0	3,663	0	0
221395	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.	5,000	0	5,000	0	0
221396	Highway 401 Widening (Credit River to West Limits) - Water Impacts	Replacement or relocation of water mains in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel.	7,000	0	7,000	0	0
221405	Transmission Main Inspection Program	Inspection and condition assessment program for the lake-based water transmission mains and implementation of real-time monitoring.	5,000	0	5,000	0	0
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.	1,500	0	1,500	0	0
221407	Major Maintenance for the Water Transmission System	Major maintenance for the lake-based water transmission mains.	3,000	0	3,000	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
221408	Transmission Main Rehabilitation Program	Rehabilitation program for the lake-based water transmission mains.	3,000	0	3,000	0	0
221419	Transient Protection Program for the Water Transmission Mains	Program to replace existing transient protection on the lake-based transmission mains.	500	0	500	0	0
221496	Highway 401 Widening (Credit River to West Limits) - Water Transmission Impacts	Replacement or relocation of transmission mains in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel.	29,400	0	29,400	0	0
221504	Master Plan for the Lake-Based Water Supply System	Review and update of the Region of Peel's Master Plan for the lake-based water supply system.	1,500	1,500	0	0	0
221506	Master Plan for the Groundwater-Based Systems	Engineering services to develop a master plan for the groundwater-based municipal water systems in Caledon.	1,000	800	200	0	0
221508	Process Flow Diagrams for Water Facilities	Engineering services to update and expand the library of process flow diagrams for the Region of Peel's water facilities.	150	0	150	0	0
221520	Non-Growth-Related Water Infrastructure Planning	Asset management and other non-growth-related studies for the Region's water system.	1,000	0	1,000	0	0
221530	Development-Related Water Infrastructure Planning	Funding for water infrastructure planning and studies related to new development.	1,000	1,000	0	0	0
221539	Standby Power Facility Assessment	Review of water facilities to refine list of upgrades identified in the 2019 Standby Power Study.	150	150	0	0	0
221540	Water Operations and Optimization Studies	Various studies and investigations related to the efficient operation and optimization of Peel's water supply system.	200	0	200	0	0
221581	Bolton Residential Expansion - Class Environmental Assessment	Class Environmental Assessment for new water infrastructure to service growth in the Bolton Residential Expansion Area.	1,000	1,000	0	0	0
221805	Groundwater Systems - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement for the groundwater systems.	600	0	600	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
221810	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
221822	Centreville Creek Rechlorination Station - Decommissioning	Decommissioning of the Centreville Rechlorination Station.	500	250	250	0	0
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.	250	125	125	0	0
221902	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
221903	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.	3,500	0	3,500	0	0
221906	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.	3,000	0	3,000	0	0
221907	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.	2,000	0	2,000	0	0
221908	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
221915	Reservoir Rehabilitation and Improvement Program	Program to rehabilitate and upgrade various reservoirs in the lake-based water supply system.	750	0	750	0	0
221920	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
221924	A.P. Kennedy Water Treatment Plant - Lake Ontario Monitoring System	Installation of a system to monitor lake currents at the A.P. Kennedy Water Treatment Plant. Design in 2022.	600	450	150	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
221930	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
221934	Lorne Park Water Treatment Plant - Lake Ontario Monitoring System	Installation of a system to monitor lake currents at the Lorne Park Water Treatment Plant. Design in 2022.	600	450	150	0	0
221936	Lorne Park Water Treatment Plant - Electrical Upgrades	Implementation of various electrical upgrades at the Lorne Park Water Treatment Plant. Design in 2022.	200	0	200	0	0
221979	Dixie Road Booster Pumping Station - Decommissioning	Decommissioning of the Dixie Road Booster Pumping Station.	500	500	0	0	0
221985	Meadowvale North Pumping Station Expansion - Standby Power	Installation of additional standby power capacity and a new generator set at the Meadowvale North Pumping Station.	15,000	15,000	0	0	0
221986	Meadowvale North Pumping Station Expansion - Transient Protection	Expansion of the Meadowvale North Pumping Station with the construction of a new hydro-pneumatic air chamber (HAC). Design in 2022.	2,250	2,250	0	0	0
221987	North Brampton Pumping Station Expansion - Transient Protection	Expansion of the North Brampton Pumping Station with the construction of a new hydro-pneumatic air chamber (HAC). Class EA in 2022 and design in 2024.	500	500	0	0	0
221988	Airport Road Pumping Station Expansion - Transient Protection	Expansion of the Airport Road Pumping Station with the construction of a new hydro-pneumatic air chamber (HAC). Design in 2022.	2,400	2,400	0	0	0
221991	Bulk Water Filling Stations - Improvements and Upgrades	Improvements and upgrades for various bulk water filling stations in the Region of Peel.	500	0	500	0	0
221992	Hanlan West Pumping Station	Construction of a new pumping station with a logistics, training and storage facility. Design in 2022.	1,500	750	750	0	0
221993	Beckett Sproule Pumping Station Expansion - Transient Protection	Expansion of the Beckett Sproule Pumping Station with additional transient protection.	2,000	2,000	0	0	0
Water			208,348	50,986	156,684	679	0
229020	Vehicle and Gas Powered Equipment	Replacement of regional vehicles and equipment and system upgrades.	7,487	0	7,487	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
229040	Public Works Facility Repair and Maintenance	Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments.	379	0	379	0	0
229095	Chinguacousy Landfill Site - Excess Soils Management	Management of excess soil at the Region of Peel's Chinguacousy Landfill Site, located at 440 King Street, Inglewood.	2,500	0	2,500	0	0
Operations Support - Tax			10,366	0	10,366	0	0
207500	Billing System Upgrade	Upgrade to a new version of billing system, to be implemented, since the current system will no longer be supported effective November 2020.	1,500	0	1,500	0	0
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	400	0	400	0	0
217910	Residential Water Meter Replacement	Replacement of obsolete residential water meters.	1,200	0	1,200	0	0
227930	Meter Reading Equipment	Upgrade of handheld Meter Reading equipment. Includes obtaining new drive-by computer software to be installed in a vehicle to remotely read RF (remote frequency) water meters while in the vehicle.	220	0	220	0	0
Operations Support - Utility			4,820	0	4,820	0	0
Water Supply			223,534	50,986	171,869	679	0

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
071936	A.P. Kennedy Water Treatment Plant - Expansion	Expansion of the treatment facility to increase capacity to 1150 ML/d. Approximately 68% funded by York Region. Additional funds.	1,000	0	0	0	0	0	1,000
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.	32,908	0	0	0	0	0	32,908
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.	3,500	0	0	0	0	0	3,500
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	0	10,260	10,260
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	10,000	0	0	4,760	60,000	74,760
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	0	8,413	8,413
151138	600-mm Water Main - Heritage Road (Bram West)	From the Meadowvale North Pumping Station to Steeles Avenue West. Additional funds.	0	0	0	2,000	0	0	2,000

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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.	2,000	0	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.	500	0	0	0	0	0	500
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.	0	2,000	0	0	0	0	2,000
181422	2100-mm Hanlan Transmission Main - Rehabilitation	Rehabilitation of the 2100-mm Hanlan Transmission Main following the commissioning of the new 2400-mm Hanlan Transmission Main. Additional funds.	0	0	20,000	0	0	0	20,000
191120	600-mm Water Main - Lakeshore Road West	Construction of a 600-mm water main on Lakeshore Road West from the Lorne Park Water Treatment Plant to Front Street.	0	25,814	0	0	0	0	25,814
191156	600-mm Water Main - Centre Street	Construction of a 600-mm water main on Centre Street from Williams Parkway to John Street.	0	0	38,063	0	0	0	38,063
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	3,268	0	0	0	3,268
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.	0	0	0	2,500	0	0	2,500

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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.	250	250	0	0	0	0	500
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.	750	0	0	0	0	0	750
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	0	1,187	0	0	0	1,187
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.	3,737	0	0	0	0	0	3,737
201177	400-mm Water Main - Coleraine Drive	Construction of a 400-mm water main on Coleraine Drive from Mayfield Road to Countryside Drive.	2,871	0	0	0	0	0	2,871
201502	Hydraulic Water Model Update	Update and calibration of the Region's hydraulic water model. Additional funds.	750	0	0	0	0	0	750
201582	Inglewood Village - New Groundwater Well - Class Environmental Assessment	Class Environmental Assessment for a new groundwater well to service future development in Inglewood Village. Additional funds.	750	0	0	0	0	0	750
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.	2,100	2,000	1,200	1,300	0	0	6,600
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.	0	1,757	0	0	0	0	1,757

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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.	0	7,695	0	51,300	0	0	58,995
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.	0	260	3,080	0	0	0	3,340
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.	0	7,144	0	0	0	0	7,144
211975	East Brampton Pumping Station - Improvements and Upgrades	Improvements and upgrades at the East Brampton Pumping Station. Design in 2021.	1,000	0	0	0	0	0	1,000
211976	North Brampton Reservoir and Pumping Station - Improvements and Upgrades	Improvements and upgrades at the North Brampton Reservoir and Pumping Station.	0	7,694	0	0	0	0	7,694
211978	Beckett Sproule Pumping Station - Improvements and Upgrades	Construction of improvements and upgrades at the Beckett Sproule Pumping Station. Additional funds.	0	18,000	0	0	0	0	18,000
221000	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
221002	Easement Acquisition for Existing Water Infrastructure	Funding for the acquisition of easements for existing water infrastructure.	100	100	100	100	100	500	1,000
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.	507	2,415	0	0	0	0	2,921

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
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.	443	2,128	0	0	0	0	2,571
221125	600-mm Water Main - Rangeview Road (Inspiration Lakeview)	Construction of a 600-mm water main on Rangeview Road from East Avenue to Lakefront Promenade. Design in 2022.	2,706	0	0	12,077	0	0	14,783
221126	400-mm Water Main - Lakefront Promenade (Inspiration Lakeview)	Construction of a 400-mm water main on Lakefront Promenade from Lakeshore Road East to Rangeview Road. Design in 2022.	84	0	0	440	0	0	524
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. Design in 2022.	829	3,736	0	0	0	0	4,564
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.	3,265	0	18,097	0	0	0	21,362
221300	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
221302	Valve Rehabilitation and Replacement Program	Rehabilitation and replacement program for large diameter valves in the lake-based water distribution system.	5,000	5,000	5,000	5,000	5,000	25,000	50,000
221303	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
221305	Water Distribution System - Condition Assessment Program	Inspection and condition assessment program for the lake-based water distribution system.	250	250	250	250	250	1,250	2,500

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
221306	Water Distribution System Pressure Loggers	Refurbishment and installation of new pressure loggers in the water distribution system.	500	0	0	0	0	0	500
221310	Replacement of Water Mains in Mississauga	Replacement of water mains, system improvements and looping of dead-end mains in Mississauga to improve water quality and reliability of the distribution system.	23,671	20,000	20,000	20,000	20,000	100,000	203,671
221340	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.	10,667	9,000	9,000	9,000	9,000	45,000	91,667
221370	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.	3,663	1,000	1,000	1,000	1,000	5,000	12,663
221395	Queen Elizabeth Way Widening (Huronario 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.	5,000	0	0	0	0	0	5,000
221396	Highway 401 Widening (Credit River to West Limits) - Water Impacts	Replacement or relocation of water mains in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel.	7,000	0	0	0	0	0	7,000
221405	Transmission Main Inspection Program	Inspection and condition assessment program for the lake-based water transmission mains and implementation of real-time monitoring.	5,000	2,500	2,500	2,500	2,500	12,500	27,500
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.	1,500	1,500	1,500	0	0	0	4,500

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
221407	Major Maintenance for the Water Transmission System	Major maintenance for the lake-based water transmission mains.	3,000	3,000	3,000	3,000	3,000	15,000	30,000
221408	Transmission Main Rehabilitation Program	Rehabilitation program for the lake-based water transmission mains.	3,000	5,000	5,000	5,000	5,000	25,000	48,000
221419	Transient Protection Program for the Water Transmission Mains	Program to replace existing transient protection on the lake-based transmission mains.	500	500	500	500	0	0	2,000
221496	Highway 401 Widening (Credit River to West Limits) - Water Transmission Impacts	Replacement or relocation of transmission mains in conjunction with the widening of Highway 401 from the Credit River to the western boundary of Peel.	29,400	0	0	0	0	0	29,400
221504	Master Plan for the Lake-Based Water Supply System	Review and update of the Region of Peel's Master Plan for the lake-based water supply system.	1,500	0	0	0	0	1,500	3,000
221506	Master Plan for the Groundwater-Based Systems	Engineering services to develop a master plan for the groundwater-based municipal water systems in Caledon.	1,000	0	0	0	0	0	1,000
221508	Process Flow Diagrams for Water Facilities	Engineering services to update and expand the library of process flow diagrams for the Region of Peel's water facilities.	150	0	0	0	0	0	150
221520	Non-Growth-Related Water Infrastructure Planning	Asset management and other non-growth-related studies for the Region's water system.	1,000	1,000	1,000	1,000	1,000	5,000	10,000
221530	Development-Related Water Infrastructure Planning	Funding for water infrastructure planning and studies related to new development.	1,000	1,000	1,000	1,000	1,000	5,000	10,000
221539	Standby Power Facility Assessment	Review of water facilities to refine list of upgrades identified in the 2019 Standby Power Study.	150	0	0	0	0	0	150

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
221540	Water Operations and Optimization Studies	Various studies and investigations related to the efficient operation and optimization of Peel's water supply system.	200	0	0	0	0	0	200
221581	Bolton Residential Expansion - Class Environmental Assessment	Class Environmental Assessment for new water infrastructure to service growth in the Bolton Residential Expansion Area.	1,000	0	0	0	0	0	1,000
221805	Groundwater Systems - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement for the groundwater systems.	600	650	700	750	800	7,750	11,250
221810	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
221822	Centreville Creek Rechlorination Station - Decommissioning	Decommissioning of the Centreville Rechlorination Station.	500	0	0	0	0	0	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.	250	0	1,100	0	0	0	1,350
221902	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
221903	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.	3,500	3,150	3,150	3,150	3,150	15,750	31,850
221906	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.	3,000	2,300	2,300	2,300	2,300	11,500	23,700

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
221907	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.	2,000	1,250	1,250	1,250	1,250	6,250	13,250
221908	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
221915	Reservoir Rehabilitation and Improvement Program	Program to rehabilitate and upgrade various reservoirs in the lake-based water supply system.	750	750	750	750	750	0	3,750
221920	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
221924	A.P. Kennedy Water Treatment Plant - Lake Ontario Monitoring System	Installation of a system to monitor lake currents at the A.P. Kennedy Water Treatment Plant. Design in 2022.	600	0	2,400	0	0	0	3,000
221930	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
221934	Lorne Park Water Treatment Plant - Lake Ontario Monitoring System	Installation of a system to monitor lake currents at the Lorne Park Water Treatment Plant. Design in 2022.	600	0	2,400	0	0	0	3,000
221936	Lorne Park Water Treatment Plant - Electrical Upgrades	Implementation of various electrical upgrades at the Lorne Park Water Treatment Plant. Design in 2022.	200	1,300	0	0	0	0	1,500
221979	Dixie Road Booster Pumping Station - Decommissioning	Decommissioning of the Dixie Road Booster Pumping Station.	500	0	0	0	0	0	500
221985	Meadowvale North Pumping Station Expansion - Standby Power	Installation of additional standby power capacity and a new generator set at the Meadowvale North Pumping Station.	15,000	0	0	0	0	0	15,000

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
221986	Meadowvale North Pumping Station Expansion - Transient Protection	Expansion of the Meadowvale North Pumping Station with the construction of a new hydro-pneumatic air chamber (HAC). Design in 2022.	2,250	15,000	0	0	0	0	17,250
221987	North Brampton Pumping Station Expansion - Transient Protection	Expansion of the North Brampton Pumping Station with the construction of a new hydro-pneumatic air chamber (HAC). Class EA in 2022 and design in 2024.	500	0	2,400	0	16,000	0	18,900
221988	Airport Road Pumping Station Expansion - Transient Protection	Expansion of the Airport Road Pumping Station with the construction of a new hydro-pneumatic air chamber (HAC). Design in 2022.	2,400	16,000	0	0	0	0	18,400
221991	Bulk Water Filling Stations - Improvements and Upgrades	Improvements and upgrades for various bulk water filling stations in the Region of Peel.	500	0	0	0	0	0	500
221992	Hanlan West Pumping Station	Construction of a new pumping station with a logistics, training and storage facility. Design in 2022.	1,500	5,000	2,500	0	0	0	9,000
221993	Beckett Sproule Pumping Station Expansion - Transient Protection	Expansion of the Beckett Sproule Pumping Station with additional transient protection.	2,000	0	0	0	0	0	2,000
231160	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 2023.	0	901	0	4,125	0	0	5,026
231162	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 2023.	0	300	0	1,468	0	0	1,769
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	602	0	2,811	0	0	3,412

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
231180	750-mm Water Main - Creditview Road	Construction of a 750-mm water main on Creditview Road from the future West Caledon Elevated Tank to Old School Road. Design in 2023.	0	1,669	0	7,934	0	0	9,603
231181	750-mm Water Main - Old School Road	Construction of a 750-mm water main on Old School Road from Creditview Road to Chinguacousy Road. Design in 2023.	0	1,255	0	5,551	0	0	6,807
231182	600-mm Water Main - Chinguacousy Road	Construction of a 600-mm water main on Chinguacousy Road from Old School Road to 2080 metres southerly. Design in 2023.	0	1,439	0	6,367	0	0	7,806
231196	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 2023.	0	787	0	3,744	0	0	4,531
231197	400-mm Water Main - Future Extension of George Bolton Parkway	Construction of a 400-mm water main on the future extension of George Bolton Parkway from Coleraine Drive to Humber Station Road. Design in 2023.	0	417	0	2,012	0	0	2,429
231227	Queensway Sub-Transmission Main Extension	Construction of a 1500-mm sub-transmission main from Cawthra Road to Dixie Road. Design in 2023.	0	9,615	0	54,632	0	0	64,248
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	7,658	0	22,832	0	0	30,490
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	750	0	0	0	750	1,500
231565	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	1,500	0	0	0	0	1,500

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
231566	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
231830	Caledon East - New Groundwater Well	Construction of a new municipal groundwater well in Caledon East to service future development. Design in 2023.	0	1,308	0	8,721	0	0	10,029
231831	Inglewood Village - New Groundwater Well	Construction of a new municipal groundwater well in Inglewood to service future development. Design in 2023.	0	1,539	0	10,260	0	0	11,799
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	8,798	8,798	0	9,323	10,566	37,483
231911	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	5,000	0	9,603
231912	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
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	3,438	0	16,220	0	0	19,658
231954	East Brampton Reservoir - Improvements and Upgrades	Improvements and upgrades at the East Brampton Reservoir.	0	23,000	0	0	0	0	23,000
231989	A.P. Kennedy Water Treatment Plant Expansion - Transient Protection	Expansion of the A.P. Kennedy Water Treatment Plant with the construction of a new transient protection.	0	2,500	0	0	0	0	2,500

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
231990	Lorne Park Water Treatment Plant Expansion - Transient Protection	Expansion of the Lorne Park Water Treatment Plant with the construction of a new transient protection.	0	2,500	0	0	0	0	2,500
231994	Silverthorn Pumping Station Expansion - Transient Protection	Expansion of the Silverthorn Pumping Station with the construction of a new transient protection.	0	1,150	0	0	0	0	1,150
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	1,127	0	5,497	0	6,624
241133	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 2024.	0	0	542	0	2,655	0	3,197
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	1,406	0	6,581	0	7,988
241138	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 2024.	0	0	1,570	0	7,165	0	8,736
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 2024.	0	0	1,121	0	5,470	0	6,591
241193	750-mm Water Main - Healey Road (Bolton West)	Construction of a 750-mm water main on Healey Road from Coleraine Drive to Humber Station Road. Design in 2024.	0	0	963	0	4,369	0	5,332
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	387	0	1,809	0	2,197

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
241195	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 2024.	0	0	596	0	2,814	0	3,409
241843	Groundwater Well Facilities - Ultraviolet Disinfection	Installation of ultraviolet disinfection at six of the groundwater well facilities in Caledon.	0	0	3,000	3,000	0	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	250	1,500	0	0	1,750
251115	400-mm Water Main - Extension of Living Arts Drive (Mississauga City Centre)	Construction of a 400-mm water main on the future extension of Living Arts Drive from Centre View Drive to Rathburn Road West. Design in 2025.	0	0	0	82	0	362	443
251116	400-mm Water Main - Centre View Drive (Mississauga City Centre)	Construction of a 400-mm water main on Centre View Drive from the future extension of Living Arts Drive to Station Gate Road. Design in 2025.	0	0	0	171	0	897	1,068
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	297	0	1,382	1,678
251118	400-mm Water Main - Station Gate Road (Mississauga City Centre)	Construction of a 400-mm water main on Station Gate Road from Rathburn Road to Centre View Drive. Design in 2025.	0	0	0	76	0	336	412
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	99	0	507	606
251502	Hydraulic Water Model Update	Update and calibration of the Region's hydraulic water model.	0	0	0	2,000	0	2,000	4,000

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
261123	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 2025.	0	0	0	0	2,606	12,076	14,682
261132	400-mm Water Main - Winston Churchill Boulevard	Construction of a 400-mm water main on Winston Churchill Boulevard from Embleton Road to the New Road A. Design in 2026.	0	0	0	0	637	2,999	3,636
261135	600-mm Water Main - Heritage Road (Huttonville North)	Construction of a 600-mm water main on Heritage Road from Bovaird Drive northerly to a future street. Design in 2026.	0	0	0	0	697	3,193	3,891
261136	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 2026.	0	0	0	0	586	2,922	3,508
261171	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 2026.	0	0	0	0	767	3,664	4,432
261226	Tomken/Haines Sub-Transmission Main	Construction of a 900-mm sub-transmission main on Bloor Street, Tomken Road, Dundas Street East and Haines Road from the Silverthorn Pumping Station to The Queensway East. Design in 2026.	0	0	0	0	12,070	65,679	77,749
261228	Streetsville Transmission Main	Construction of a 2100-mm PZ2W transmission main from the Herridge Pumping Station to the Streetsville Reservoir. Design in 2026.	0	0	0	0	33,182	217,134	250,316
261503	York-Peel Capital Infrastructure Study	Validation of the replacement costs for the water and wastewater capital infrastructure that are shared by Peel and York Regions.	0	0	0	0	100	100	200

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
261941	Silverthorn Reservoir Expansion	Expansion of the storage capacity at the Silverthorn facility with the construction of a new reservoir cell. Design in 2026.	0	0	0	0	2,000	20,000	22,000
271199	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	138,132	138,132
271299	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	307,019	307,019
271313	600-mm Water Main Replacement - Derry Road East	Replacement of the existing water main from Dixie Road to Airport Road. Design in 2023.	0	0	0	0	0	17,397	17,397
271395	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	54,549	54,549
271910	Replacement of Membrane Filters at the Lorne Park Water Treatment Plant	Replacement program for the membrane filters at the Lorne Park Water Treatment Plant.	0	0	0	0	0	16,000	16,000
271991	A.P. Kennedy Water Treatment Plant - Standby Power	Upgrade and expansion of the standby power capacity at the A.P. Kennedy Water Treatment Plant. Design in 2027.	0	0	0	0	0	13,000	13,000
271992	Transmission System - Standby Power	Upgrade and expansion of the standby power capacity at various water facilities. Design in 2027.	0	0	0	0	0	13,000	13,000
271995	Future Transient Protection Projects at the Lake-Based Water Facilities	Funding for future transient protection projects at the lake-based water facilities in the sixth year or later of the Region's capital plan for the Water Program.	0	0	0	0	0	77,900	77,900

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
271996	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	57,500	57,500
271997	Future Growth-Related Treatment Facility Projects	Funding for 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	3,078	3,078
271998	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	179,678	179,678
271999	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	7,296	7,296
Water			208,348	294,025	180,956	287,569	187,688	1,630,470	2,789,056
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 The Gore Road to Clarkway Drive.	0	0	2,409	0	0	0	2,409
251127	400-mm Water Main - Lakefront Promenade (Lakeview Village)	Construction of a 400-mm water main on the future alignment of Lakefront Promenade from Rangeview Road to the future Street A.	0	0	0	692	0	0	692
251128	400-mm Water Main - Future Street A (Lakeview Village)	Construction of a 400-mm water main on the future Street A from the future Lakefront Promenade to Hydro Road.	0	0	0	945	0	0	945
251129	400-mm Water Main - Hydro Road (Lakeview Village)	Construction of a 400-mm water main on Hydro Road from Lakeshore Road East to the future Street A.	0	0	0	1,163	0	0	1,163
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	3,476	0	0	3,476

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
271198	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	21,566	21,566
Water Development Services			0	0	2,409	6,276	0	21,566	30,251
229020	Vehicle and Gas Powered Equipment	Replacement of regional vehicles and equipment and system upgrades.	7,487	7,311	3,456	4,087	5,800	34,458	62,599
229040	Public Works Facility Repair and Maintenance	Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments.	379	800	275	918	539	6,503	9,413
229095	Chinguacousy Landfill Site - Excess Soils Management	Management of excess soil at the Region of Peel's Chinguacousy Landfill Site, located at 440 King Street, Inglewood.	2,500	0	0	0	0	0	2,500
Operations Support - Tax			10,366	8,111	3,731	5,005	6,339	40,961	74,512
207500	Billing System Upgrade	Upgrade to a new version of billing system, to be implemented, since the current system will no longer be supported effective November 2020.	1,500	0	0	0	0	0	1,500
209013	Technology Initiatives	To maintain Public Works systems, support technology related initiatives/IT enhancements and to sustain technology related work going forward.	1,500	1,500	1,500	1,500	1,500	7,500	15,000
209800	Public Works Health & Safety Initiative	To implement a Health & Safety program for Public Works department	400	980	560	560	600	0	3,100
217900	Commercial Water Meter Replacement	Replacement of obsolete commercial water meters.	0	150	200	150	200	800	1,500
217910	Residential Water Meter Replacement	Replacement of obsolete residential water meters.	1,200	5,300	5,400	5,500	5,400	24,500	47,300

Service: Water Supply

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
217940	Meter Installation Equipment	New equipment (handheld devices) for field staff as part of the switch to electronic work orders.	0	100	0	100	0	200	400
227930	Meter Reading Equipment	Upgrade of handheld Meter Reading equipment. Includes obtaining new drive-by computer software to be installed in a vehicle to remotely read RF (remote frequency) water meters while in the vehicle.	220	0	0	0	0	220	440
Operations Support - Utility			4,820	8,030	7,660	7,810	7,700	33,220	69,240
Water Supply			223,534	310,166	194,756	306,659	201,727	1,726,216	2,963,059

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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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Capital Budget: \$31.7 million**Ten Year Plan: \$256.0 million****2022 Capital Plan Overview**

The following table provides a summary of Enterprise Programs and Services' planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	590	200	790
Externally Funded	-	-	-
Non-DC Internal	109,979	31,544	141,523
Total Expenditures	110,570	31,744	142,314
# of Projects	107	13	120

Existing Capital Projects - \$110.6M

- There are 107 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.

2022 Capital Budget - \$31.7M**Key highlights:**

- \$12.3M for an energy retrofit pacesetter project at Peel Living's Weavers Hill site that will reduce greenhouse gas emissions and produce operational savings.
- \$6.3M to ensure that Regional office facilities are kept in a state of good repair.
- \$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.
- \$2.2M to fund initiatives to adapt to and mitigate the impacts of climate change, build environmental resilience, and find innovative approaches to improve energy efficiency
- \$2.0M to implement the roadmap delivered from the Advancing Digital Service Delivery project.

See Appendix I for details.

2022 Budget Risks

- Implementation of capital projects may be impacted by COVID-19

Operating Impact of 2022 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.

2022 – 2031 10-Year Capital Plan - \$256.0M

By Project Classification:

State of Good Repair \$186.3M	DC Funded Growth \$2.0M	Non-DC Funded Growth & Other \$67.8M
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Key Highlights:

- \$186.3M 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 \$2.0M include development charge reviews to ensure compliance to provincial plans and changing legislation.
- Non-DC projects of \$67.8M include climate change studies and investments to build environmental resilience as well as technology initiatives to provide efficient and modernized service delivery.

See Appendix II for details.

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
187336	Integrated Asset Management	Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets	500	0	500	0	0
207131	Development Charge Update	Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence.	100	100	0	0	0
225215	Corporate Furniture	Purchase of Corporate Furniture to accommodate growth and replace existing inventory	400	0	400	0	0
225220	Office Facility Major Maintenance	Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario	5,460	0	5,460	0	0
225238	Facility Accommodation Program	Costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space requirements	400	0	400	0	0
227201	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	0	2,200	0	0
227202	Weaver's Hill Pacesetter	Retrofit project at Peel Living site to reduce greenhouse gas emissions and produce operational savings	12,250	0	12,250	0	0
227631	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	0	0	0
Corporate Services			21,410	200	21,210	0	0
227125	Corporate Information Management	Funding for the deployment of Information Management Technology throughout the Region.	695	0	695	0	0

2022 Financing Sources and Funding Status (\$'000)

			2022				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
227514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system replacement.	745	0	745	0	0
227533	Data Centre Infrastructure	Data Centre / Application Improvements.	266	0	266	0	0
227550	Workforce Enablement Program	Desktop/Laptop Replacement	4,340	0	4,340	0	0
227591	Network & Telephone Infrastructure Enhancement	Growth related network costs.	1,339	0	1,339	0	0
227602	PSN Capital	Regional contribution to PSN System.	950	0	950	0	0
227612	Digital Service Delivery	Capital funding to implement the roadmap delivered from the Advancing Digital Service Delivery project	2,000	0	2,000	0	0
Service Excellence and Innovation			10,334	0	10,334	0	0
Enterprise Programs and Services			31,744	200	31,544	0	0

Service : Enterprise Programs and Services

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project 187336	Name Integrated Asset Management	Description Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets	500	500	500	500	500	7,000	9,500
207131	Development Charge Update	Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence.	100	100	100	100	100	500	1,000
225215	Corporate Furniture	Purchase of Corporate Furniture to accommodate growth and replace existing inventory	400	400	400	400	400	2,000	4,000
225220	Office Facility Major Maintenance	Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario	5,460	7,959	5,933	3,216	4,116	27,776	54,460
225238	Facility Accommodation Program	Costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space requirements	400	400	400	400	400	2,000	4,000
227113	Corporate Services Processes and Technology	Optimization and renewal of processes and Technology	0	0	0	1,000	0	1,000	2,000
227201	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
227202	Weaver's Hill Pacesetter	Retrofit project at Peel Living site to reduce greenhouse gas emissions and produce operational savings	12,250	0	0	0	0	0	12,250

Service : Enterprise Programs and Services

2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Project	Name	Description							
227631	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
Corporate Services			21,410	11,659	9,633	7,916	7,816	51,776	110,210
187116	ERP Implementation	This project will fund costs associated with replacing the existing HRMS & Financial Systems.	0	10,700	2,300	0	0	0	13,000
227125	Corporate Information Management	Funding for the deployment of Information Management Technology throughout the Region.	695	695	695	695	695	3,475	6,950
227514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system replacement.	745	1,320	2,467	1,906	2,744	7,594	16,776
227533	Data Centre Infrastructure	Data Centre / Application Improvements.	266	292	322	354	389	1,417	3,039
227550	Workforce Enablement Program	Desktop/Laptop Replacement	4,340	4,350	4,370	4,380	4,400	22,280	44,120
227591	Network & Telephone Infrastructure Enhancement	Growth related network costs.	1,339	986	1,186	1,155	1,253	8,539	14,458
227602	PSN Capital	Regional contribution to PSN System.	950	1,005	1,066	1,132	1,205	4,132	9,490
227609	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.	0	0	2,000	2,000	2,000	10,000	16,000
227612	Digital Service Delivery	Capital funding to implement the roadmap delivered from the Advancing Digital Service Delivery project	2,000	5,000	5,000	5,000	5,000	0	22,000
Service Excellence and Innovation			10,334	24,349	19,405	16,622	17,686	57,437	145,833

Service : Enterprise Programs and Services

2022 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
Enterprise Programs and Services			31,744	36,008	29,038	24,538	25,502	109,213	256,043

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Each year, as part of the business planning and budget process, all fees and charges imposed by the Region are reviewed and updated to form part of the Region's annual financial plan. The revised fees and charges are presented to Regional Council for approval through the budget process and the schedules attached to the fee by-laws are amended each year to reflect the newly enacted fees.

In past years, Water Consumption, Wastewater, Sewer, and Waste Management System Fees and Charges have been contained in four separate by-laws in addition to the 'Fees By-law'.

To streamline the process, staff are proposing that all of these fees and charges be incorporated into the Region's 'Fees By-law' for 2022 and beyond. One by-law will therefore be brought forward to Council for enactment this year, to amend the Region's 'Fees By-law', and to incorporate the water, wastewater, sewer and waste management system fees and charges into the Fees By-law, to repeal the other four fee by-laws and to update the fee schedules for 2022.

The 2022 Fees By-law, together with Schedule A and Schedule B will be attached to the appropriate amending by-law when presented to Council for enactment with the Budget. Schedules A and B reflect a format similar to the Budget as it focuses on services and service outcomes to Peel's community and strives to streamline how the information is presented to both Council and the public. These schedules detail 395 proposed user fees in total. The proposed changes to Schedule A, which will be attached to the 2022 Fees By-law, are outlined in Summary VIII a) and the proposed changes to the water and wastewater rates, which will be set out in Schedule B attached to the 2022 Fees By-law, are outlined in Summary VIII b).

In 2022, there are 203 changes to the user fees. This comprises of 195 fee increases and 8 deletions. Table A below provides a summary of the type of change. Table B on the following page provides a summary of the proposed changes by department/services.

TABLE A: 2022 User Fee Summary of Changes

TYPE OF CHANGE			Number of Changes
New Fees	I	New fees for new Product/Service being provided	0
	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	0
	IV	New fees to reflect past and present business practices	0
	V	New fees mandated by Province	0
Increases	VI	Increased fees due to inflation and/or labour cost increases	166
	VII	Increased fees to transition to full cost recovery	13
	VIII	Increased fees mandated by Province	0
	IX	Increased fees to align with market value	16
Deletions	X	Deleted fees as service is no longer required	5
	XI	Deleted fees as the fee was combined with another fee	0
	XII	Deleted fees as the fee will be approved by Council on a case by case basis	0
	XIII	Deleted fees as fee is no longer being imposed	1
	XIV	Deleted Fees as fee will be included in contracts between the parties	0
Decreases	XV	Removed fees	2
	XVI	Decreased fees to align with market value	0
	XVII	Decreased fees due to change in services	0
Other	XVIII	Decreased fees mandated by Province	0
	XIX	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
TOTAL			203

TABLE B: Number of Fee Changes by Service

DEPARTMENTS/SERVICES	TYPES OF CHANGES (effective January 1, 2022)*																			TOTAL
	New Fees					Increases				Deletions					Decreases			Other		
	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	XVI	XVII	XVIII	XIX	
PART 1: Corporate Services	0	0	0	0	0	0	0	0	3	1	0	0	0	0	0	0	0	0	0	4
PART 2: Heritage, Arts and Culture	0	0	0	0	0	32	0	0	12	0	0	0	0	0	0	0	0	0	0	44
PART 3: Public Works - Water Supply	0	0	0	0	0	76	0	0	0	2	0	0	1	0	0	0	0	0	0	79
PART 3: Public Works - Wastewater	0	0	0	0	0	20	0	0	0	2	0	0	0	0	0	0	0	0	0	22
PART 3: Public Works - Sewer Surcharge	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2
PART 3: Public Works - Roads and Transportation	0	0	0	0	0	23	5	0	1	0	0	0	0	0	0	0	0	0	0	29
PART 3: Public Works - TransHelp	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
PART 3: Public Works - Land Use Planning	0	0	0	0	0	0	7	0	0	0	0	0	0	0	2	0	0	0	0	9
PART 3: Public Works - Waste Management	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 3: Public Works - Waste Management System Fees	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3
PART 4: Health Services - Health General	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 4: Health Services - Chronic Disease Prevention	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 4: Health Services - Infectious Disease Prevention	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PART 4: Health Services - Adult Day	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
PART 4: Health Services - Long Term Care	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	2
PART 4: Health Services - Paramedic Services	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
PART 5: Service Excellence & Innovation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUBTOTAL	0	0	0	0	0	160	13	0	16	5	0	0	1	0	2	0	0	0	0	197

DEPARTMENTS/SERVICES	TYPES OF CHANGES (effective April 1, 2022)**																			TOTAL
	New Fees					Increases				Deletions					Decreases			Other		
	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	XVI	XVII	XVIII	XIX	
PART 7a: Water consumption	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3
PART 7b: Wastewater system (sewer charge)	0	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	3
SUBTOTAL	0	0	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	6
TOTAL	0	0	0	0	0	166	13	0	16	5	0	0	1	0	2	0	0	0	0	203

* Additional details will be provided in Summary VIII a)

** Additional details will be provided in Summary VIII b)

Deleted Fees:

- 1 User fees under PART 1: Corporate Services - General Corporate is deleted due to service is no longer required (1-Video/audio recording of meetings are available on the Region of Peel Youtube Channel and can be accessed through the RoP website)
- 2 User fees under PART 3: Public Works - Water Supply are deleted due to service is no longer required (2-They are available on the website digitally. No print is needed anymore)
- 1 User fees under PART 3 : Public Works - Water Supply is deleted as fee is no longer being imposed (1-This fee is being deleted as the Region of Peel will no longer be selling rain barrels.)
- 2 User fees under PART 3: Public Works - Wastewater are deleted due to service is no longer required (2-They are available on the website digitally. No print is needed anymore)
- 2 User fees under PART 3: Public Works - Land Use Planning are removed (2- Staff time related to Ontario Land Tribunal is not recoverable)

Additional Changes: User Fee Name/Footnote Changes:

- ‡ PART 1: Corporate Services includes Finance section name change
- ‡‡ PART 3: Sewer Surcharge Rate and Sewer Waste Disposal Charge section added to incorporate fees previously contained in the Sewer Surcharge Rate and Sewer Waste Disposal Charge By-law
- ‡‡‡ PART 3: Waste Management System Fees section added to incorporate fees previously contained in the Waste Management System Fees and Charges By-law

SUMMARY OF 2022 USER FEE CHANGES

Summary VIII a)

Description of Service/Activity for which the Fee or Charge is being Imposed	Service Unit	2021 Current Fee	2022 Proposed Fee	HST (+ or n/a)	2022 Proposed Fees inclusive of applicable taxes	Variance 2021 vs 2022 (\$)	Key (Type of Change)
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PART 1 : CORPORATE SERVICES

General Corporate

Information Request Fees (does not apply to MFIPPA requests)¹

Council/Committee Audio Reproduction	USB	\$15.00	\$0.00	+	\$0.00	-15.00	X
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¹ 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.

PART 1 : CORPORATE SERVICES†

Development Financing

Compliance Letters (inquiries on compliance with Regional conditions for sale/purchase of property)	letter	\$115.00	\$130.00	n/a	\$130.00	15.00	IX
Review DC Deferral Payments	request	\$700.00	\$1,000.00	+	\$1,130.00	300.00	IX

PART 1 : CORPORATE SERVICES†

Accounting Services

N.S.F. Cheque	cheque	\$33.00	\$34.50	n/a	\$34.50	1.50	IX
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PART 2: HERITAGE, ARTS AND CULTURE

Archives Fees²

Photocopies - standard (textual records)	copy	\$0.44	\$0.45	+	\$0.51	0.01	VI
Photocopies – high resolution (aerial photographs; certain other graphical media)	copy	\$2.00	\$2.04	+	\$2.31	0.04	VI
Copy of existing scan to disk	item	\$15.00	\$15.30	+	\$17.29	0.30	VI
New scan at basic resolution and size	item	\$20.00	\$20.40	+	\$23.05	0.40	VI
Custom scan at high resolution - Standard Sizes	scan	\$12.00 - \$45.00	\$12.24 - \$45.90	+	\$12.24 - \$45.90 + HST	.24 - .90	VI
Custom scan at high resolution - special orders and oversized	scan	\$50.00 - \$200.00	\$51.00 - \$204.00	+	\$51.00 - \$204.00 + HST	1.00 - 4.00	VI
Remote Fee for Service Research	hour	\$30.97	\$31.59	+	\$35.70	0.62	VI
Copies/clips from Digitized Moving Images - Commercial	item	\$50.00	\$51.00	+	\$57.63	1.00	VI
Copies/clips from Undigitized Moving Images or Custom Edits - Commercial	Item	Actual costs + \$50.00 surcharge	Actual costs + \$51.00 surcharge	+	Actual costs + \$51.00 surcharge + HST	1.00	VI
Copies/clips from Digitized Moving Images - Non Commercial	item	\$25.00	\$25.50	+	\$28.82	0.50	VI

² Friends of the Peel Art Gallery, Museum & Archives receive a 10% discount on all Archive Fees.

Programs

Adult Programs, members	adult	\$25.50 - \$102.00	\$26.01 - \$104.04	+	\$26.01 - \$104.04 + HST	.51 - 2.04	VI
Workshop Promotional Fee	adult/child	\$10.00 - \$20.00	\$10.20 - \$20.40	+	\$10.20 - \$20.40 + HST	.20 - .40	VI
Adult Programs	adult	\$30.00 - \$120.00	\$30.60 - \$122.40	+	\$30.60 - \$122.40 + HST	.60 - 2.40	VI
PAMA Kids, members	child	\$25.50 - \$59.50	\$26.01 - \$60.69	n/a	\$26.01 - \$60.69	.51 - 1.19	VI
PAMA Kids	child	\$30.00 - \$70.00	\$30.60 - \$71.40	n/a	\$30.60 - \$71.40	.60 - 1.40	VI
School Visit Tours of Art Gallery & Museum	student	\$5.31 - \$13.28	\$5.42 - \$13.55	+	\$5.42 - \$13.55 + HST	.11 - .27	VI
Private Tours, members or Not for Profit	group	\$6.80 per person (group minimum of 15)	\$6.94 per person (group minimum of 15)	+	\$6.94 per person (group minimum of 15) + HST	0.14	VI
Private Tours	group	\$8.00 per person (group minimum of 15)	\$8.16 per person (group minimum of 15)	+	\$8.16 per person (group minimum of 15) + HST	0.16	VI
Worry Free/Private Workshops, members or Not for Profit	group (1 - 20) group (21 - 40)	\$110.93 - \$221.85	\$113.15 - \$226.29	+	\$113.15 - \$226.29 + HST	2.22 - 4.44	VI
Worry Free/Private Workshops	group (1 - 20) group (21 - 40)	\$130.50 - \$261.00	\$133.11 - \$266.22	+	\$133.11 - \$266.22 + HST	2.61 - 5.22	VI
PAMA Kids Camp, members	child	\$191.25 - \$234.60	\$195.00 - \$238.00	n/a	\$195.00 - \$238.00	\$3.75 - \$3.40	VI
PAMA Kids Camp	child	\$225.00 - \$276.00	\$230.00 - \$281.00	n/a	\$230.00 - \$281.00	5.00	VI
Birthday Parties at PAMA	group (15)	\$150.00 - \$400.00	\$160.00 - \$410.00	n/a	\$160.00 - \$410.00	10.00	VI
Add- On Program	Adult/child	\$1.74 - \$13.05	\$1.77 - \$13.31	+	\$1.77 - \$13.31 + HST	.03 - .26	VI

SUMMARY OF 2022 USER FEE CHANGES

Summary VIII a)

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2021 Current Fee	2022 Proposed Fee	HST (+ or n/a)	2022 Proposed Fees inclusive of applicable taxes	Variance 2021 vs 2022 (\$)	Key (Type of Change)
Add-On Program, Members	Adult/child	\$0.00 - \$11.09	\$0.00 - \$11.31	+	\$0.00 - \$11.31 + HST	0.22	VI
Seniors Programming	Adult	\$8.70 - \$87.00	\$8.87 - \$88.74	+	\$8.87 - \$88.74 + HST	.17 - 1.74	VI
Seniors Programming, members	Adult	\$7.40 - \$73.95	\$7.55 - \$75.43	+	\$7.55 - \$75.43 + HST	.15 - 1.48	VI

Facility Rental Business Hours

Facility Rental, Thurs evenings, 2.5 hours	6pm-8:30pm	\$325.00	\$400.00	+	\$452.00	75.00	IX
Facility Rental, Thurs evenings, 2.5 hours, Members or Not for Profit	6pm-8:30pm	\$276.25	\$340.00	+	\$384.20	63.75	IX
Hourly Staffing fee for extra hours	by the hour	\$150.00	\$300.00	+	\$339.00	150.00	VI

Saturday and Sunday Rates

Facility Rental, Saturday & Sunday, 4 hours, Members or Not for Profit	1/2 day	\$510.00	\$595.00	+	\$672.35	85.00	IX
Facility Rental, Saturday & Sunday, 4 hours	1/2 day	\$600.00	\$700.00	+	\$791.00	100.00	IX

Courtroom Use Fees- Weekdays (Occupancy 90 people)

Wedding or Event photos only	package	\$270.00	\$350.00	+	\$395.50	80.00	IX
Courtroom ceremony (rehearsal, prep, photos) ³	package	\$800.00	\$1,000.00	+	\$1,130.00	200.00	IX

³ Members of the Peel Art Gallery, Museum & Archives receive a 15% discount

Film Productions:

Set up/dismantle plus additional expenses (i.e. security, janitorial)	per 8 hrs day during 8:30 am - 4:30 pm	\$1,500.00 + expenses	\$1,750.00 + expenses	+	\$1,750.00 + expenses + HST	250.00	IX
Set up/dismantle additional hours	Per hour before or after 8:30 am - 4:30 pm	\$220.00 - \$400.00	\$250.00 - \$400.00	+	\$250.00 - \$400.00 + HST	30.00	IX
Film shoot days in the Historic Courtroom	per 12 hrs day from 7:30 am to 7:30 pm	\$3,000.00 + expenses	\$3,300.00 + expenses	+	\$3,300.00 + expenses + HST	300.00	IX
Extra hours for exterior shots	Per hour outside of 8:30 am - 4:30 pm	\$220.00 - \$400.00	\$250.00 - \$400.00	+	\$250.00 - \$400.00 + HST	30.00	IX
Staff Relocation Cost	per shoot	\$3,000.00	\$3,060.00	+	\$3,457.80	60.00	VI
Security staff	per hour	\$75.00	\$76.50	+	\$86.45	1.50	VI
Maintenance staff	per hour	\$75.00	\$76.50	+	\$86.45	1.50	VI
Janitorial staff	per hour	\$75.00	\$76.50	+	\$86.45	1.50	VI
Film Site Representative	per hour, per person	\$75.00 - \$150.00	\$100.00 - \$150.00	+	\$100.00 - \$150.00 + HST	25.00	IX
Staffing fee, Core PAMA staff	per hour, per person	\$75.00 - \$150.00	\$100.00 - \$150.00	+	\$100.00 - \$150.00 + HST	25.00	IX

PART 3: PUBLIC WORKS⁴

⁴The 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	\$585.00	\$598.00	n/a	\$598.00	13.00	VI
Subdivision Hydrant Inspections - Tampered	hydrant	\$127.00	\$130.00	n/a	\$130.00	3.00	VI
Subdivision Pressure/Chlorination Tests (for additional tests)	section (300m)	Actual costs or a minimum charge of \$1,119	Actuals Costs or a minimum charge of \$1,144	n/a	Actuals Costs or a minimum charge of \$1,144	25.00	VI
Chlorination	line	\$407.00	\$416.00	n/a	\$416.00	9.00	VI

SUMMARY OF 2022 USER FEE CHANGES

Summary VIII a)

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2021 Current Fee	2022 Proposed Fee	HST (+ or n/a)	2022 Proposed Fees inclusive of applicable taxes	Variance 2021 vs 2022 (\$)	Key (Type of Change)
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Operations and Maintenance

Hydrant Flow Tests	test	\$285.00	\$291.00	+	\$328.83	6.00	VI
Additional Hydrants	hydrant	\$142.00	\$145.00	+	\$163.85	3.00	VI

Watermain Tapping Fees (0 mm to 300 mm)

Regular Hours 7:00 am - 4:00 pm	tap	\$560.00	\$572.00	n/a	\$572.00	12.00	VI
Work beyond four hours	hour	\$142.00	\$145.00	n/a	\$145.00	3.00	VI
After Regular Hours & Saturdays	tap	\$789.00	\$806.00	n/a	\$806.00	17.00	VI
Work beyond four hours	hour	\$198.00	\$202.00	n/a	\$202.00	4.00	VI
Sundays & Holidays	tap	\$1,018.00	\$1,040.00	n/a	\$1,040.00	22.00	VI
Work beyond four hours	hour	\$254.00	\$260.00	n/a	\$260.00	6.00	VI

Hydrant Permits

Application Fee	per application	\$254.00	\$260.00	+	\$293.80	6.00	VI
Meter Rental Fee	day	\$3.00	\$3.07	+	\$3.47	0.07	VI
Backflow Rental Fee	per day	\$3.00	\$3.07	n/a	\$3.07	0.07	VI
Moving of Backflow & Meter	per day	\$153.00	\$158.00	+	\$178.54	5.00	VI

Unauthorized Water Usage

Unauthorized Use of Hydrant without Permit	hydrant	\$585 plus cost of labour and water flushed to maintain water quality	\$598 Plus labour & water flushed to maintain water quality	n/a	\$598 Plus labour & water flushed to maintain water quality	13.00	VI
Unauthorized Valving	valve	\$585 plus cost of labour and water flushed to maintain water quality	\$598 Plus labour & water flushed to maintain water quality	n/a	\$598 Plus labour & water flushed to maintain water quality	13.00	VI
Assumed consumption charges	per day	\$25.00	\$26.00	n/a	\$26.00	1.00	VI

Reports & Studies

All Approved Reports & Studies	copy	\$100.00	\$102.00	+	\$115.26	2.00	VI
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Regional Design Guidelines

20 Year Regional D.C. Plan Map	each	\$25.00	\$0.00	+	\$0.00	-25.00	X
5-Year Capital Budget & Forecasts Map	each	\$25.00	\$0.00	+	\$0.00	-25.00	X

Capital Works - Water and Wastewater Treatment

Contract Plans & Documents (Less than \$5.0 Million)	document	\$100.00	\$102.00	+	\$115.26	2.00	VI
Contract Plans & Documents (\$5.0 to \$25.0 Million)	document	\$150.00	\$153.00	+	\$172.89	3.00	VI
Contract Plans & Documents (Greater than \$25.0 Million)	document	\$200.00	\$204.00	+	\$230.52	4.00	VI

Contract Plans & Documents

Volume 1 (prequalified) - hard copy ⁵	document	\$39.82	\$40.70	+	\$45.99	0.88	VI
Volume 1 - hard copy ⁵	document	\$15.04	\$15.37	+	\$17.37	0.33	VI
Volume 2 - hard copy	document	\$24.78	\$25.33	+	\$28.62	0.55	VI
Contract Plans (1-20 sheets) ⁵	set	\$15.04	\$15.37	+	\$17.37	0.33	VI

⁵For contracts greater than 40 sheets the price will be based on actual document costs.

SUMMARY OF 2022 USER FEE CHANGES

Summary VIII a)

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2021 Current Fee	2022 Proposed Fee	HST (+ or n/a)	2022 Proposed Fees inclusive of applicable taxes	Variance 2021 vs 2022 (\$)	Key (Type of Change)
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Billings

N.S.F. Cheque	cheque	\$33.00	\$34.50	n/a	\$34.50	1.50	VI
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Metering and Installation

Replacement Charges - Damaged Equipment

Standard Residential Service Size	equipment	\$79.90 + materials	\$82.68 + materials	n/a	\$82.68 + materials	2.78	VI
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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	\$79.90 + materials	\$82.68 + materials	n/a	\$82.68 + materials	2.78	VI
Standard Residential Service Size (after hours)	removal	\$119.85	\$124.02	n/a	\$124.02	4.17	VI

Meter Installation Charges Sub-Divisions and Flat Rate

Meter Size, 19mm	meter	\$573.32	\$577.48	n/a	\$577.48	4.16	VI
Meter Size, 25mm	meter	\$631.72	\$635.00	n/a	\$635.00	3.28	VI

Meter Installation Charges Industrial, Commercial, Institutional

(38mm and greater are applicant installed)

Meter Size, 19mm	meter	\$574.00	\$576.00	n/a	\$576.00	2.00	VI
Meter Size, 25mm	meter	\$675.00	\$677.00	n/a	\$677.00	2.00	VI
Meter Size, 38mm	meter	\$1,237.00	\$1,246.00	n/a	\$1,246.00	9.00	VI
Meter Size, 50mm	meter	\$1,408.00	\$1,417.00	n/a	\$1,417.00	9.00	VI
Meter Size, 75mm Tru-Flo	meter	\$4,861.00	\$4,876.00	n/a	\$4,876.00	15.00	VI
Meter Size, 100mm Tru-Flo	meter	\$6,294.00	\$6,312.00	n/a	\$6,312.00	18.00	VI
Meter Size, 150mm Tru-Flo	meter	\$13,847.00	\$13,882.00	n/a	\$13,882.00	35.00	VI
Meter Size, 150mm Protectus Fireline and Domestic use	meter	\$12,297.00	\$12,333.00	n/a	\$12,333.00	36.00	VI
Meter Size, 200mm Protectus Fireline and Domestic use	meter	\$16,005.00	\$16,050.00	n/a	\$16,050.00	45.00	VI
Meter Size, 250mm Protectus Fireline and Domestic use	meter	\$21,337.00	\$21,395.00	n/a	\$21,395.00	58.00	VI
Meter Size, 250X300mm Protectus Fireline and Domestic use	meter	\$23,434.00	\$23,439.00	n/a	\$23,439.00	5.00	VI

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	\$173.90 down to \$9.15	\$175.31 down to \$9.23	+	\$175.31 down to \$9.23 + HST	1.41 - 0.08	VI
Meter Size, 19mm	meter	\$217.11 down to \$11.43	\$218.35 down to \$11.49	+	\$218.35 down to \$11.49 + HST	1.24 - 0.06	VI
Meter Size, 25mm	meter	\$269.28 down to \$14.17	\$270.81 down to \$14.25	+	\$270.81 down to \$14.25 + HST	1.53 - 0.08	VI
Meter Size, 38mm	meter	\$644.97 down to \$33.95	\$660.55 down to \$34.77	+	\$660.55 down to \$34.77 + HST	15.58 - 0.82	VI
Meter Size, 50mm	meter	\$785.93 down to \$41.36	\$804.32 down to \$42.33	+	\$804.32 down to \$42.33 + HST	18.39 - 0.97	VI
Meter Size, 75mm Tru-Flo	meter	\$3,337.71 down to \$175.67	\$3391.36 down to \$178.49	+	\$3391.36 down to \$178.49 + HST	53.65 - 2.82	VI
Meter Size, 100mm Tru-Flo	meter	\$4,451.42 down to \$234.29	\$4522.05 down to \$238.00	+	\$4522.05 down to \$238.00 + HST	70.63 - 3.71	VI
Meter Size, 150mm Tru-Flo	meter	\$8,784.17 down to \$462.32	\$8809.31 down to \$463.65	+	\$8809.31 down to \$463.65 + HST	25.14 - 1.33	VI
Meter Size, 150mm Protectus	meter	\$13,440.08 down to \$707.37	\$13472.66 down to \$709.09	+	\$13472.66 down to \$709.09 + HST	32.58 - 1.72	VI
Meter Size, 200mm Protectus	meter	\$17,458.92 down to \$918.89	\$17493.79 down to \$920.73	+	\$17493.79 down to \$920.73 + HST	34.87 - 1.84	VI
Meter Size, 250mm Protectus	meter	\$22,743.17 down to \$1,197.01	\$22790.96 down to \$1199.52	+	\$22790.96 down to \$1199.52 + HST	47.79 - 2.51	VI

Upgrading and Downgrading

Meter Size, 38mm	meter	\$900.66	\$910.44	+	\$1,028.80	9.78	VI
Meter Size, 50mm	meter	\$1,046.32	\$1,068.11	+	\$1,206.96	21.79	VI
Meter Size, 75mm Tru-Flo	meter	\$4,408.61	\$4,479.37	+	\$5,061.69	70.76	VI

SUMMARY OF 2022 USER FEE CHANGES

Summary VIII a)

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2021 Current Fee	2022 Proposed Fee	HST (+ or n/a)	2022 Proposed Fees inclusive of applicable taxes	Variance 2021 vs 2022 (\$)	Key (Type of Change)
Meter Size, 100mm Tru-Flo	meter	\$5,809.12	\$5,902.42	+	\$6,669.73	93.30	VI
Meter Size, 150mm Tru-Flo	meter	\$12,082.92	\$13,128.14	+	\$14,834.80	1,045.22	VI
Meter Size, 250mm Protectus Fireline and Domestic use	meter	\$20,546.22	\$20,638.85	+	\$23,321.90	92.63	VI

Meter Test Request⁶

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

Meter Size, 16mm X 19mm	meter	\$278.03	\$280.65	n/a	\$280.65	2.62	VI
Meter Size, 19mm	meter	\$278.03	\$280.65	n/a	\$280.65	2.62	VI
Meter Size, 25mm	meter	\$278.03	\$280.65	n/a	\$280.65	2.62	VI
Meter Size, 38mm	meter	\$387.00	\$395.25	n/a	\$395.25	8.25	VI
Meter Size, 50mm	meter	\$387.06	\$395.25	n/a	\$395.25	8.19	VI

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	\$281.37	\$288.03	n/a	\$288.03	6.66	VI
Meter Size, 50mm	meter	\$281.37	\$288.03	n/a	\$288.03	6.66	VI
Meter Size, 75mm	meter	\$337.65	\$345.64	n/a	\$345.64	7.99	VI
Meter Size, 100mm	meter	\$337.65	\$345.64	n/a	\$345.64	7.99	VI
Meter Size, 150mm	meter	\$337.65	\$345.64	n/a	\$345.64	7.99	VI

Note - All meters greater than 25 mm will be tested on site by Peel staff and repairs will be completed to ensure meter accuracy

D. Third Party volumetric tests only at Atlantic Liquid Meters

Meter Size, 16mm x 19mm	meter	\$208.16	\$209.02	n/a	\$209.02	0.86	VI
Meter Size, 19mm	meter	\$208.16	\$209.02	n/a	\$209.02	0.86	VI
Meter Size, 25mm	meter	\$208.16	\$209.02	n/a	\$209.02	0.86	VI
Meter Size, 38mm	meter	\$250.75	\$253.41	n/a	\$253.41	2.66	VI
Meter Size, 50mm	meter	\$250.75	\$253.41	n/a	\$253.41	2.66	VI

⁶The 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.

Water Conservation/efficiency Program

Rain Barrels	each	\$44.25	\$0.00	+	\$0.00	-44.25	XIII
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PART 3: PUBLIC WORKS

Wastewater

TV Inspections

Residential	call	\$509.00	\$550.00	n/a	\$550.00	41.00	VI
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Emergency Sewer Back-Up Charges

Residential	call	\$509.00	\$550.00	n/a	\$550.00	41.00	VI
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Environmental Control Fees

Labour (2 person crew) incl. Overtime	hour	\$178.00	\$182.00	+	\$205.66	4.00	VI
Equipment -Sampler	hour	\$3.00	\$3.07	+	\$3.47	0.07	VI
Application Fee - Wastewater Charge Appeal	each	\$105.00	\$110.00	+	\$124.30	5.00	VI
Application Fee - Hauled Sewage	each	\$105.00	\$110.00	+	\$124.30	5.00	VI
Late Application Fee - Wastewater Charge Appeal Reports	each	\$51.00	\$52.00	+	\$58.76	1.00	VI
Sampling Baskets	per basket	\$204.00	\$208.00	+	\$235.04	4.00	VI
Biochemical Oxygen Demand	analysis	\$29.00	\$29.50	n/a	\$29.50	0.50	VI
Suspended Solids	analysis	\$14.25	\$14.42	n/a	\$14.42	0.17	VI
Oil & Grease	analysis	\$70.00	\$71.31	n/a	\$71.31	1.31	VI

SUMMARY OF 2022 USER FEE CHANGES

Summary VIII a)

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2021 Current Fee	2022 Proposed Fee	HST (+ or n/a)	2022 Proposed Fees inclusive of applicable taxes	Variance 2021 vs 2022 (\$)	Key (Type of Change)
Total Phosphorus	analysis	\$24.00	\$24.38	n/a	\$24.38	0.38	VI
TKN Analysis	analysis	\$27.00	\$27.44	n/a	\$27.44	0.44	VI
Backflow Prevention Assembly Survey Review	analysis	\$51.00	\$52.00	n/a	\$52.00	1.00	VI
Annual Report Review	analysis	\$51.00	\$52.00	n/a	\$52.00	1.00	VI
Environmental Information Requests	address	\$102.00	\$104.00	n/a	\$104.00	2.00	VI

Contract Plans & Documents

Volume 1 (prequalified) - hard copy ⁷	document	\$45.00	\$46.00	+	\$51.98	1.00	VI
Volume 2 - hard copy	document	\$30.00	\$31.00	+	\$35.03	1.00	VI
Contract Plans (1-20 sheets) ⁷	set	\$55.00	\$56.00	+	\$63.28	1.00	VI

⁷For contracts greater than 40 sheets the price will be based on actual document costs.

Reports & Studies

All Approved Reports & Studies	copy	\$100.00	\$102.00	+	\$115.26	2.00	VI
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Regional Design Guidelines

20 Year Regional D.C. Plan Map	each	\$25.00	\$0.00	+	\$0.00	-25.00	X
5-Year Capital Budget & Forecasts Map	each	\$25.00	\$0.00	+	\$0.00	-25.00	X

PART 4: PUBLIC WORKS

Sewer Surcharge Rate and Sewer Waste Disposal Charge ††

Qualitative Sanitary Sewer Surcharge Rate	per 1,000 cubic metres	\$374.00	\$382.00	n/a	\$382.00	8.00	VI
Sewer Waste Disposal Charge	per 1,000 gallons	\$14.44	\$14.76	n/a	\$14.76	0.32	VI

PART 3: PUBLIC WORKS

Roads and Transportation

Pavement Degradation Fee

Last Reconstruction or Last Resurfacing 0 to 5 (yrs)	per square meter	\$22.96	\$23.47	n/a	\$23.47	0.51	VI
Last Reconstruction or Last Resurfacing 6 to 10 (yrs)	per square meter	\$13.56	\$13.86	n/a	\$13.86	0.29	VI
Last Reconstruction or Last Resurfacing more than 10 (yrs)	per square meter	\$6.26	\$6.40	n/a	\$6.40	0.14	VI

Traffic Information/Administration Fees (Traffic Signals and Systems)

Signal Timing Fees	per intersection	\$56.30	\$57.54	n/a	\$57.54	1.24	VI
Legal Letter	letter	\$487.41	\$498.13	n/a	\$498.13	10.72	VI
Maintenance Recovery Administration Cost	recovery	\$205.74	\$210.27	n/a	\$210.27	4.53	VI

Traffic Development/Administration Fees (Traffic Development)

Site Plan Review/Development Applications/ Engineering & Inspection Fees - % estimated cost of Regional work	cost of work	8.91% or minimum charge of \$1724.40	10.8% or minimum charge of \$1,724.40	n/a	10.8% or minimum charge of \$1,724.40	1.89%	VII
Access/servicing Compliance letters	letter	\$988.00	\$1,667.00	n/a	\$1,667.00	679.00	VII
Temporary Access Fee	permit	\$1,137.00	\$1,940.00	n/a	\$1,940.00	803.00	VII
Traffic Signal Maintenance Fee (private access) - Lump sum/up front fee, replaces annual traffic signal maintenance fee in perpetuity, per Council resolution 2012-927.	Per new intersection with private access as per Agreement	\$63,000.00	\$64,386.00	+	\$72,756.18	1,386.00	IX

SUMMARY OF 2022 USER FEE CHANGES

Summary VIII a)

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2021 Current Fee	2022 Proposed Fee	HST (+ or n/a)	2022 Proposed Fees inclusive of applicable taxes	Variance 2021 vs 2022 (\$)	Key (Type of Change)
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Roads Fees

Excess Load Permits (1 - 10 Vehicles)	permit	\$150.00	\$153.30	n/a	\$153.30	3.30	VI
Excess Load Permits annual (11 vehicles and greater)	permit	\$350.00	\$357.70	n/a	\$357.70	7.70	VI
Excess Load Permits (single/multiple)	permit	\$150.00	\$153.30	n/a	\$153.30	3.30	VI
Road Occupancy Permit - Standard Works/Maintenance	permit	\$450.00	\$459.90	n/a	\$459.90	9.90	VII
Road Occupancy Permit - Development Related	permit	\$980.00	\$1,509.00	n/a	\$1,509.00	529.00	VII
Filming/Advertising Permits	permit	\$200.00	\$204.40	n/a	\$204.40	4.40	VI
Road Closure Permit - Full Road Closure ⁸	permit	\$550.00	\$562.10	n/a	\$562.10	12.10	VI
Road Closure Permit - Partial/Rolling Closure ⁹	permit	\$275.00	\$281.05	n/a	\$281.05	6.05	VI

⁸The Manager within Traffic Engineering is authorized to exempt the Road Closure Permit Fees when the closure is for community benefit and applied for by a not-for-profit organization.

Roads Fees

Tourism Signs on Regional Roads - Low Speed Signs	year	\$65.00	\$66.43	n/a	\$66.43	1.43	VI
Tourism Signs on Regional Roads - High Speed Signs	year	\$153.00	\$156.37	n/a	\$156.37	3.37	VI
Signs with custom Logo if client qualifies	one time	\$100.00	\$102.20	n/a	\$102.20	2.20	VI
Adopt a Road - Rural Roads Section	year	\$300.00 per kilometre	\$306.60 per kilometre	n/a	\$306.60 per kilometre	6.60	VI
Adopt a Road - Urban Roads Section	year	\$1,500.00 per kilometre	\$1,533 per kilometre	n/a	\$1,533 per kilometre	33.00	VI

Traffic Information/Administration Fees (Traffic Operations)

ATR Count	per location per year	\$28.84	\$29.47	n/a	\$29.47	0.64	VI
24-Hour Volume Map	per map per year	\$28.84	\$29.47	n/a	\$29.47	0.64	VI
8-Hour Manual Count	count per year	\$28.84	\$29.47	n/a	\$29.47	0.64	VI
Providing Collision Information	per location per year	\$28.84	\$29.47	n/a	\$29.47	0.64	VI

Telecommunication Processing Fees

Telecommunication Permit Approval Fees (incl. Inspection of 200 meters/656.2 feet)	per application	\$405.00	\$413.91	+	\$467.72	8.91	VI
Additional Inspection fees if greater than 200 meters/656.2 feet	per meter	\$0.30	\$0.31	+	\$0.35	0.01	VI

PART 3: PUBLIC WORKS

[TransHelp](#)

TransHelp Charter Fees (min. 4 hrs.)	vehicle hour	\$120.00	\$122.64	+	\$138.58	2.64	VI
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PART 3: PUBLIC WORKS

[Land Use Planning](#)

Development Planning

Application to Amend the Regional Official Plan

Application Requiring Full Circulation	application	\$21,050.00	\$22,100.00	n/a	\$22,100.00	1,050.00	VII
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Sub-Delegated Plans Process & Commenting - Mississauga/Brampton/Caledon

Plans of Condominium	plan	\$3,350.00	\$3,700.00	n/a	\$3,700.00	350.00	VII
Agreement Review and Execution	agreement	\$2,100.00	\$2,200.00	n/a	\$2,200.00	100.00	VII
Full Site Plan Application	application	\$2,050.00	\$3,100.00	n/a	\$3,100.00	1,050.00	VII

SUMMARY OF 2022 USER FEE CHANGES

Summary VIII a)

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2021 Current Fee	2022 Proposed Fee	HST (+ or n/a)	2022 Proposed Fees inclusive of applicable taxes	Variance 2021 vs 2022 (\$)	Key (Type of Change)
Scoped Site Plan Application	application	\$1,100.00	\$1,700.00	n/a	\$1,700.00	600.00	VII
Consent to Sever	application	\$700.00	\$1,400.00	n/a	\$1,400.00	700.00	VII
Zoning By-Law Amendment	application	\$2,350.00	\$4,700.00	n/a	\$4,700.00	2,350.00	VII

Appeal

Appeal where staff are not required to attend LPAT hearing	approval	Actual Costs	\$0.00	n/a	\$0.00	0.00	XV
Appeal where staff are required to attend LPAT hearing	approval	Actual Costs	\$0.00	n/a	\$0.00	0.00	XV

Development Engineering Review Fees

Functional Servicing Report/Demand Table Review Fee*	per submission**	\$515.00 per report up to 3 engineering submissions (non-refundable)	\$515.00 per submission up to 3 engineering submissions (non-refundable)	n/a	\$515.00 per submission up to 3 engineering submissions (non-refundable)	0.00	
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*2021 By-Law: "functional service report"

*2022 Proposed By-Law: "Functional Servicing Report/Demand Table Review Fee"

**2021 By-Law: "per report"

**2022 Proposed By-Law: "per submission"

PART 3: PUBLIC WORKS

Waste Management System Fees ###

Community Recycling Centre Drop-off (over 50 kg)	per kilogram (kg) (per tonne = 1000 kg)	\$0.118 (\$118 per tonne)	\$0.122 (\$122 per tonne)	n/a	\$0.122 (\$122 per tonne)	0.004	VI
Residential Yard Waste (Bolton CRC)	per kilogram (kg)	\$0.118	\$0.12	n/a	\$0.122	0.004	VI
Residential Yard Waste (Caledon CRC)	per kilogram (kg) with 150kg free	\$0.118	\$0.12	n/a	\$0.122	0.004	VI

PART 4: HEALTH SERVICES

Adult Day

Seniors Day Program Fees ⁹	day	\$24.00	\$24.50	n/a	\$24.50	0.50	VI
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⁹The fees for the Senior Day Program are needs tested at the request of the client, and approved by the Administrator.

PART 4: HEALTH SERVICES

Long Term Care

Guest Meals Fees	meal	\$8.36	\$8.61	+	\$9.73	0.25	VII
Meals on Wheels	meal	\$7.75	\$7.98	n/a	\$7.98	0.23	VI

PART 4: HEALTH SERVICES

Paramedic Services

Ambulance Paid Duty with Administration Fee	per hour	\$195.00	\$200.00	n/a	\$200.00	5.00	VI
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SUMMARY OF 2022 USER FEE CHANGES

Summary VIII b)

The rates set out in section 6 below are effective for all accounts rendered from the date this by-law is passed up to and including accounts rendered on March 31, 2022. The rates set out in section 7 below are effective for all accounts rendered on or after April 1, 2022.

Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2021 Fee	HST (+ or n/a)	2021 Fee inclusive of applicable taxes
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6. a) Water Consumption Fees and Charges‡

Metered Consumption

Water consumption Fees and Charges	Per thousand Imperial gallons	\$7.60	n/a	\$7.60
Water consumption Fees and Charges	per cubic metre (m ³)	\$1.6724	n/a	\$1.6724

Unmetered Consumption

Water consumption Fees and Charges	per month (flat rate)	\$21.12	n/a	\$21.12
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b) Wastewater System Fees and Charges (Sewer Charge Rates)‡‡

Metered Consumption

Wastewater System Fees and Charges (Sewer Charge Rates)	Per thousand Imperial gallons	\$5.82	n/a	\$5.82
Wastewater System Fees and Charges (Sewer Charge Rates)	per cubic metre (m ³)	\$1.2796	n/a	\$1.2796

Unmetered Consumption

Wastewater System Fees and Charges (Sewer Charge Rates)	per month (flat rate)	\$14.47	n/a	\$14.47
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Description of Service/Activity for which the Fee or Charge is being imposed	Service Unit	2022 Fee	HST (+ or n/a)	2022 Fee inclusive of applicable taxes
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7. a) Water Consumption Fees and Charges‡

Metered Consumption

Water consumption Fees and Charges	Per thousand Imperial gallons	\$8.12	n/a	\$8.12
Water consumption Fees and Charges	per cubic metre (m ³)	\$1.7851	n/a	\$1.7851

Unmetered Consumption

Water consumption Fees and Charges	per month (flat rate)	\$22.54	n/a	\$22.54
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b) Wastewater System Fees and Charges (Sewer Charge Rates)‡‡

Metered Consumption

Wastewater System Fees and Charges (Sewer Charge Rates)	Per thousand Imperial gallons	\$6.10	n/a	\$6.10
Wastewater System Fees and Charges (Sewer Charge Rates)	per cubic metre (m ³)	\$1.3418	n/a	\$1.3418

Unmetered Consumption

Wastewater System Fees and Charges (Sewer Charge Rates)	per month (flat rate)	\$15.17	n/a	\$15.17
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‡ PART 6 a) & 7 a): Water Consumption Fees and Charges section added to incorporate fees previously contained in the Water Consumption Fees and Charges By-law

‡‡ PART 6 b) & 7 b): Wastewater System Fees and Charges (Sewer Charge Rates) section added to incorporate fees previously contained in the Wastewater System Fees and Charges (Sewer Charge Rates) By-law

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Total Expenditures: \$550.9 million

Net Expenditures: \$498.1 million

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
Peel Regional Police (PRP)	509,584	47,084	462,500	
Ontario Provincial Police (OPP)	13,746	885	12,861	
2021 Revised Cost of Service	523,330	47,969	475,361	%
Base Budget Changes				
<i>Cost of Living/Inflation¹</i>				
PRP Salary/Benefit Costs/Operating requirements	14,009	3,000	11,009	
OPP Policing Contract, Facilities and Equipment Costs	295	-	295	
<i>Base Subsidy/Recoveries²</i>	-	-	-	
<i>Cost Mitigation³</i>	-	-	-	
<i>Other Pressures⁴</i>				
PRP Other	8,540	1,831	6,709	
Base Budget Changes Subtotal	22,844	4,831	18,013	
Service Level Demand⁵				
PRP				
Growth				
• 26 Uniform Officers	4,682	-	4,682	
Service Level Demand Subtotal	4,682	-	4,682	
Total 2022 Budget Change	27,526	4,831	22,695	
2022 Proposed Budget	550,855	52,800	498,056	4.8%
Peel Regional Police (PRP)	536,815	51,915	484,900	4.8%
Ontario Provincial Police (OPP)	14,041	885	13,156	2.3%

Note: Numbers may not add up due to rounding

Operating Budget Pressures

Cost of Living/Inflation¹

- PRP - The budget includes an increase of \$11.0M for salaries and benefits for existing staff and inflationary pressures on operating requirements.
- OPP - The budget includes an increase of \$0.3M or 2.3% overall. This consists of 0.29M for the OPP contract and \$0.01M for facility costs. Contract cost are based on cost of living adjustments (1% to 1.85% for civilian staff and uniform staff respectively), inflationary increases, and base cost increases in the OPP billing model which are linked to increased property counts within the Town of Caledon. Facility cost increases reflect inflationary and utility increases, as well as continuing enhanced cleaning costs due to COVID-19.

Other Pressures⁴

- PRP - An increase of \$6.7M is included for employee wellness, technology advancements, risk mitigation, and capital reserve contributions.
- OPP - none

Service Level Demand⁵

- PRP - The budget includes a funding request for 26 Uniform Officers and a decrease of 6 Civilian Support positions.
- OPP - none

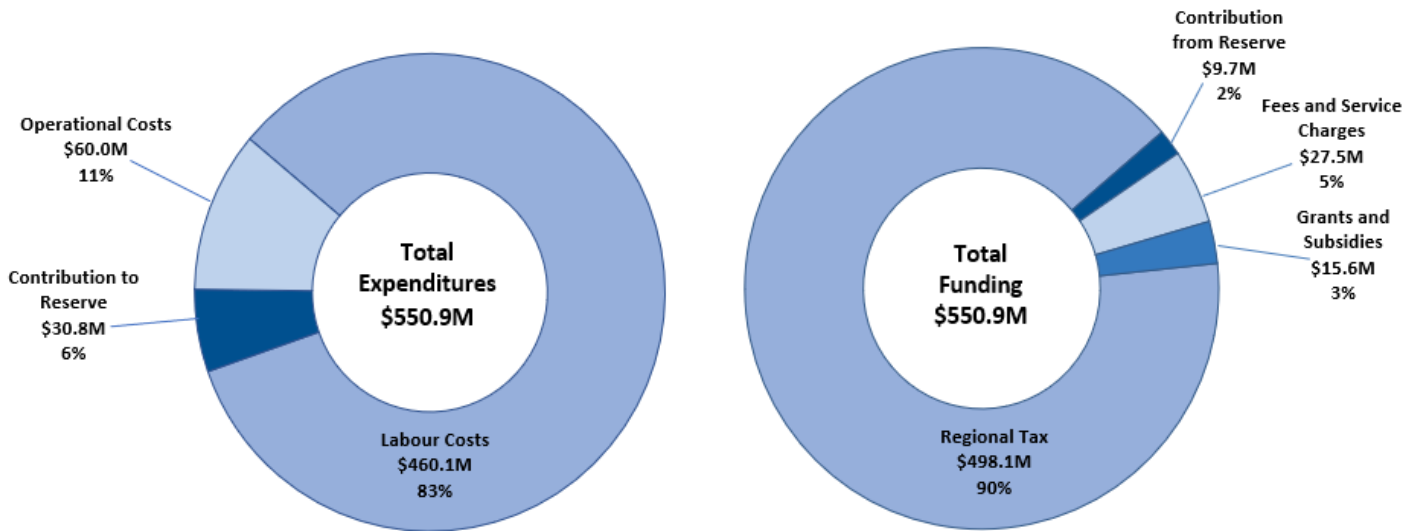
Staffing Resources to Achieve Level of Service*

2021	2022
3,148.00	3,168.00

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

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. OPP Contract enhancements represent additional OPP officers dedicated to special units. The proposed 2022 Budget does not include any new contract enhancements.

2022 Total Expenditures & Funding Source (In \$M)



Note: Numbers may not add up due to rounding

2022 Budget Risks

- Peel Regional Police’s 2022 Budget is based on the best available information at the time of preparation. Any changes to Provincial grant funding or additional expenditures as a result of the COVID-19 pandemic, may have a financial impact on the budget.
- OPP (Town of Caledon) 2022 Budget assumption:
At this time, the 2023-2025 projections include inflationary and growth projections, however do not include any new contract enhancement positions, due to resourcing constraints.
- As the Region shift its focus to recovery, the impact on operations will continue

Measuring our Performance

PRP

- Crime Rates – PRP’s crime rate per 100,000 for Crimes against Person (531), remains below Canada (1,254) and Ontario (898) rates. Similarly, the crime rate for Crimes against Property (1,494) also remains well below Canada (3,071) and Ontario (2,329) rates.
- Solvency Rates – PRP’s solvency rates for Crimes against Persons (75%) remains above Canada (60%) and Ontario (63%) rates and Crimes against Property (22%) remains above Canada (19%) and Ontario (19%) rates.
- Traffic Enforcement – PRP’s Personal Injury Motor Vehicle Collision rate per 100,000 (83) remains below the Canada (277) and Ontario (157) rates. Peel’s Fatal Motor Vehicle Collision rate (2.6) also remains below Canada (4.3) and Ontario (3.4) rates.
- Community Satisfaction Level - The Residential and Business Community Surveys were completed in early 2020. Residents are satisfied (82%) with their personal safety from crime. Businesses approached by PRP were satisfied (79%) with how they were

treated. Additionally, most residents (74%) and businesses (77%) assess PRP as doing a good or excellent job.

OPP

- Crime Rates – overall OPP/Town of Caledon crime rates: Violent crime has decreased by 6.5%, Property crime has decreased by 5.5%, and Drug crime has increased 69.6% at the year ended 2020.
- Solvency/Clearance Rates - OPP's crime solvency rates: Violent crime decreased to 67.4%, Property crime has decreased to 14.6% and Drug crime has decreased to 76.9% at the year ended 2020.
- Traffic Enforcement – overall violation rates have decreased by 16.6%. Town of Caledon’s Fatal Collisions have decreased by 44.4% due to 5 fatalities occurring compared to 8 this time last year. The Property Damage Collisions have decreased by 22.8%, and Personal Injury Collisions decreased by 39.8% at the year ended 2020.
- 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.

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	523,330	550,855	5.3%	576,945	4.7%	602,544	4.4%	628,272	4.3%
Total Revenue	(47,969)	(52,800)	10.1%	(52,700)	(0.2%)	(52,575)	(0.2%)	(52,455)	(0.2%)
Net Expenditure	475,361	498,056	4.8%	524,245	5.3%	549,969	4.9%	575,817	4.7%
PRP Net	462,500	484,900	4.8%	510,600	5.3%	535,800	4.9%	561,100	4.7%
OPP Net	12,861	13,156	2.3%	13,645	3.7%	14,169	3.8%	14,717	3.9%

Note: Numbers may not add up due to rounding

Capital Budget: \$60.3 million

Ten Year Plan: \$672.3 million

2022 Capital Plan Overview

The following table provides a summary of planned capital project activity for 2022.

The information below combines the Peel Regional Police (PRP) and Ontario Provincial Police (OPP) Capital plans. It includes funding sources for both new capital project requests in 2022 and projects carried forward from prior years (existing), to 2022:

Capital Plan By Funding Source	Carry-forward from Prior Years (Existing) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	\$4,248	\$21,287	\$25,535
Externally Funded	\$0	\$2,605	\$2,605
Non-DC Internal	\$91,658	\$36,421	\$128,079
Total Expenditures	\$95,906	\$60,313	\$156,219
# of Projects	94	21	115

Existing Capital Projects - \$95.9M

PRP - \$94.4M

Vehicles

- Patrol, support, specialty, and growth vehicles ordered in 2021 will be received in 2022
- Replace pre-owned vehicles

Land and Facilities

- Develop, purchase, maintain and expand 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 - \$1.5M

Land and Facilities

- Develop and expand Police facilities to provide additional storage for seized property; expand and improve the OPP Extended Service Office in Bolton

2022 Capital Budget – \$60.3M

Key Highlights:

PRP - \$59.2M

The budget focuses on the following areas necessary to enable PRP to meet service demands:

- \$30.3M to develop, purchase, expand, and maintain facilities (including land)
- \$15.7M to develop, purchase, expand, replace, and maintain information technology systems and assets
- \$6.8M for the purchase of patrol, support, specialty, growth, and pre-owned vehicles
- \$2.8M for the purchase of specialized operational assets, furniture, and office equipment as well as the purchase of operational equipment for new uniform police staff
- \$2.0M to develop, purchase, replace, expand, and maintain VCOM infrastructure, systems, and tower sites
- \$1.1M for the development or purchase of communications systems, software, and equipment
- \$0.5M for the purchase of specialized operational equipment, information technology assets, and vehicles for the Airport Division which are funded by the GTAA

OPP - \$1.1M

- OPP added \$1.1M in the 2022 Budget due to a scope change in the original 2021 approved project. The original project is for an OPP Extended Service Office in Bolton, that will be part of the Senior's centre expansion. The scope change has required adding funding in the 2022 Budget. This phase of the project entails adding a back up generator to provide power capacity in the event of a power failure in the Bolton area allowing the facility to be used as an Emergency Shelter

See Appendix I for details.

2022 Budget Risks:

- Implementation of capital projects may be impacted by COVID-19 for both Agencies

Operating Impact of 2022 Capital Budget – \$0

- None noted for either Agency

2022 – 2031 10-Year Capital Plan – \$672.3M

PRP: \$671.2M

Key Highlights:

- \$326.1M million to develop, purchase, expand, and maintain facilities (including land)
- \$196.4M to develop, purchase, replace, expand, and maintain information technology systems and assets
- \$77.2 for the purchase of patrol, support, specialty, growth, and pre-owned vehicles in the fleet
- \$33.7M for the purchase of specialized operational assets, furniture, and office equipment as well as the purchase of operational equipment for new police staff
- \$25.6M for the development or purchase of communications systems, software, and equipment
- \$9.6M to develop, purchase, replace, expand, and maintain VCOM infrastructure, systems, and tower sites
- \$2.6M for the purchase of specialized operational equipment, information technology assets, and vehicles for the Airport Division which are funded by the GTAA

OPP: \$1.1M

- No future proposed capital projects except for the project requested in 2022

See Appendix II for details.

Appendix I - PRP 2022 Financing Sources and Funding Status (\$'000)

Project	Name	Description	2022				
			Total Expense	Development Charges	Reserve Funds	External Funding	Debt Funding
228500	Airport	This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority.	548	-	-	548	-
Airport Division			548	-	-	548	-
228600	Communications Systems	To undertake the purchase and implementation of communication systems.	750	-	750	-	-
228601	Communication Equipment for New Police Staff	To undertake the purchase and implementation of communication equipment for new uniform police staff.	222	222	-	-	-
228610	Communication Equipment	To undertake the purchase and implementation of communication equipment.	150	-	150	-	-
Communication Equipment			1,122	222	900	-	-
228200	Information Technology Development	To undertake the purchase and implementation of information technology infrastructure	3,451	-	3,451	-	-
228220	Enterprise Software	To undertake the purchase and implementation of software tools.	1,350	-	1,350	-	-
228240	Corporate Services Systems	To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux.	1,450	-	1,450	-	-
228260	Enhanced Technology Solutions	To undertake the purchase and implementation of information technology solutions within the organization.	1,200	-	1,200	-	-
228270	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.	1,025	-	1,025	-	-
228280	Data Management Systems	To undertake the purchase and implementation of data management systems within the organization.	4,700	-	4,700	-	-
228290	Information Technology Equipment	To undertake the purchase of information technology assets (i.e. desktop computers, laptops, servers, data storage, network equipment, video equipment, etc.)	2,520	-	2,520	-	-
Information Technology			15,696	-	15,696	-	-

			2022				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
228300	Facilities Revitalization	To undertake ongoing maintenance, security, renovations, and expansion of police facilities.	10,054	-	10,054	-	-
228320	Facilities Enhancement	To undertake building condition projects and long-term feasibility studies.	250	-	250	-	-
228322	Divisional and Operational Facilities	To construct or acquire new divisional and operational police facilities (including land).	20,000	20,000	-	-	-
Land and Facility			30,304	20,000	10,304	-	-
228400	Specialized and Operational Assets	To undertake the purchase and implementation of specialized and operational assets.	2,192	-	2,192	-	-
228410	Furniture	To undertake the purchase, set-up, relocation, and disposal of furniture	200	-	200	-	-
228420	Equipment for New Police Staff	To undertake the purchase of uniform and personal equipment for new uniform police staff.	387	387	-	-	-
Operational and Office Equipment			2,779	387	2,392	-	-
228920	VCOM Software/Hardware	To undertake the purchase and implementation of infrastructure, systems, and tower sites for the voice communication system.	2,000	-	943	1,057	-
VCOM Management Group			2,000	-	943	1,057	-
228100	Vehicles	To undertake the purchase of patrol, support, and specialty vehicles and related equipment.	6,522	-	5,522	1,000	-
228110	Vehicles for New Police Staff	To undertake the purchase of vehicles and related equipment for new uniform police staff.	271	271	-	-	-
Vehicles			6,793	271	5,522	1,000	-
Peel Regional Police			59,242	20,880	35,757	2,605	-

Appendix II - PRP 2022 Ten Year Combined Capital Program (\$'000)

			<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
228500	Airport	This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority.	548	872	156	444	332	212	2,564
Airport			548	872	156	444	332	212	2,564
228600	Communications Systems	To undertake the purchase and implementation of communication systems.	750	-	2,000	1,000	800	3,750	8,300
228601	Communication Equipment for New Police Staff	To undertake the purchase and implementation of communication equipment for new uniform police staff.	222	239	239	239	239	1,195	2,373
228610	Communication Equipment	To undertake the purchase and implementation of communication equipment.	150	-	100	150	-	14,500	14,900
Communication Equipment			1,122	239	2,339	1,389	1,039	19,445	25,573
228200	Information Technology (IT) Development	To undertake the purchase and implementation of IT infrastructure	3,451	3,730	4,380	3,180	4,480	22,450	41,671
228220	Enterprise Software	To undertake the purchase and implementation of software tools.	1,350	2,750	700	1,150	1,750	6,000	13,700
228235	Digital Recording	To undertake the purchase and implementation of digital recording infrastructure for interview rooms, holding facilities, and mobile cameras.	-	-	-	-	11,350	12,350	23,700
228240	Corporate Services Systems	To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux.	1,450	600	1,150	300	550	5,150	9,200
228259	Disaster Recovery	To implement a disaster recovery solution which will provide additional redundancies to information technology assets.	-	-	-	2,000	-	500	2,500
228260	Enhanced Technology Solutions	To undertake the purchase and implementation of IT solutions within the organization.	1,200	4,700	3,300	600	1,200	11,150	22,150

Service: Police Services

Appendix II

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
228270	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.	1,025	300	900	2,050	1,000	8,075	13,350
228280	Data Management Systems	To undertake the purchase and implementation of data management systems within the organization.	4,700	1,000	-	6,000	1,000	11,000	23,700
228290	Information Technology Equipment	To undertake the purchase of information technology assets (i.e. desktop computers, laptops, servers, data storage, network equipment, video equipment, etc.)	2,520	2,328	3,339	3,519	2,420	17,070	31,196
228298	Mobile Devices	To undertake the purchase and implementation of mobile data and communication devices.	-	2,000	300	-	6,300	6,600	15,200
Information Technology			15,696	17,408	14,069	18,799	30,050	100,345	196,367
228300	Facilities Revitalization	To undertake ongoing maintenance, security, renovations, and expansion of police facilities.	10,054	1,700	500	500	500	6,500	19,754
228320	Facilities Enhancement	To undertake building condition projects and long-term feasibility studies.	250	500	250	250	550	1,600	3,400
228322	Divisional and Operational Facilities	To construct or acquire new divisional and operational police facilities (including land).	20,000	138,000	8,000	-	76,000	57,000	299,000
228325	PCSV Renovation/Expansion	To renovate, maintain, or expand the Peel Children's Safety Village facility	-	-	-	-	4,000	-	4,000
Land and Facility			30,304	140,200	8,750	750	81,050	65,100	326,154
228400	Specialized and Operational Assets	To undertake the purchase and implementation of specialized and operational assets.	2,192	700	750	730	8,407	14,972	27,751
228410	Furniture	To undertake the purchase, set-up, relocation, and disposal of furniture	200	200	200	200	200	1,000	2,000
228420	Equipment for New Police Staff	To undertake the purchase of uniform and personal equipment for new uniform police staff.	387	401	401	401	401	2,005	3,996
Operational and Office Equipment			2,779	1,301	1,351	1,331	9,008	17,977	33,747

Service: Police Services

Appendix II

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</u>	<u>Gross</u>
228920	VCOM Software/ Hardware	To undertake the purchase and implementation of infrastructure, systems, and tower sites for the voice communication system.	2,000	1,300	-	2,000	-	4,300	9,600
VCOM			2,000	1,300	-	2,000	-	4,300	9,600
228100	Vehicles	To undertake the purchase of patrol, support, and specialty vehicles and related equipment.	6,522	8,107	7,467	7,474	6,468	38,184	74,222
228110	Vehicles for New Police Staff	To undertake the purchase of vehicles and related equipment for new uniform police staff.	271	298	298	298	298	1,490	2,953
Vehicles			6,793	8,405	7,765	7,772	6,766	39,674	77,175
Peel Regional Police			59,242	169,725	34,430	32,485	128,245	247,053	671,180

Appendix I - OPP 2022 Financing Sources and Funding Status (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2022				
			<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	<p>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.</p> <p>A scope change in the project has required adding Budget funding in 2022. The scope change entails the addition of a back up generator for the facility to be utilized as an emergency shelter, in the event of a power failure.</p> <p>The original approved (2021) project component continues as follows:</p> <ul style="list-style-type: none"> • The project will be delivered in the design build method • This project will provide a new office area in the Bolton area. • This project will be completed as part of the larger Senior’s centre expansion. 	1,071	407	664	-	-
Ontario Provincial Police (OPP)			1,071	407	664	-	-

Appendix II - OPP 2022 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs. 6-10</u>	<u>Gross</u>
215625	Caledon OPP Seniors Centre Expansion	<p>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. A scope change in the project has required adding Budget funding in 2022. The scope change entails the addition of a back up generator for the facility to be utilized as an emergency shelter, in the event of a power failure. The original (approved 2021) project component continues as follows:</p> <ul style="list-style-type: none"> • The project will be delivered in the design build method • This project will provide a new office area in the Bolton area. • This project will be completed as part of the larger Senior’s centre expansion. 	1,071	-	-	-	-	-	1,071
Ontario Provincial Police (OPP)			1,071	-	-	-	-	-	1,071

Total Expenditures: \$30.0 million	Net Expenditures: \$30.0 million
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2022 Operating Budget Pressures:

\$'000	Total Expenditures	Total Revenue	Net Cost	
2021 CA Requests - Gross Budget	45,345			
Less: 2021 Funding from Utility	(16,028)			
2021 Revised Cost of Service – Tax Funded	29,316	50	29,266	%
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation¹</i>				
General Levy	491	-	491	
<i>Base Subsidy/Recoveries</i>	-	-	-	
<i>Cost Mitigation²</i>				
General Levy - Program Review	(598)	-	(598)	
<i>Other Pressures³</i>				
General Levy – re-instated expenses	472	-	472	
Special Levy ⁴				
• Watershed	(278)	-	(278)	
• Climate Change	256	-	256	
• Infrastructure	357	-	357	
2022 Budget Change before One-Time Costs	701	-	701	
<i>Service Level Demand⁵</i>				
Impact of Funding Reduction/increase	-	-	-	
Service Demand Subtotal	-	-	-	
2022 Net Budget before One-Time Costs	30,017	50	29,967	
Special Levy⁶ - One Time Costs				
Emerald Ash Borer	(50)	(50)	-	
One-Time Costs Subtotal	(50)	(50)	-	
2022 Net Budget – Tax Funded	29,967	-	29,967	2.4%
Plus: 2022 Funding from Utility	16,028			
2022 CA Request - Gross Budget	45,996			

Note: Numbers may not add up due to rounding

CA Requests - Gross Budget (\$'000)	2021 Budget	2022 Budget	Change \$ 2022 vs. 2021	Change % 2022 vs. 2021
Credit Valley Conservation	25,230	25,830	599	2.4%
Toronto & Region Conservation	19,569	19,660	91	0.5%
Conservation Halton	496	507	11	2.2%
Sub-total before One-Time Costs	45,295	45,996	701	1.5%
CA One-Time Costs	50	-	(50)	(100%)
CA Requests - Gross Budget	45,345	45,996	651	1.4%

Operating Budget Pressures:**1. Cost of Living/Inflation:¹ \$491K****Credit Valley Conservation (CVC) increase of \$415K**

- Increase in personnel costs including 2% Cost of Living Adjustment (COLA), benefits and compensation review adjustments (now fully annualized) approved by the CVC Board.

Toronto & Region Conservation Authority (TRCA) increase of \$60K

- 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

- Compensation and other inflationary increases including 1.75% inflation adjustment to salary bands.

2. Cost Mitigation:² (\$598K)**Credit Valley Conservation decrease of \$592K**

- Reductions in external contracted services and in materials and supplies. The 2021 budget included consulting services to support a planning fee review, policy update and regulation mapping update, which are no longer required for 2022.
- A deficit is not anticipated at the end of 2021 as a result of the COVID-19 crisis, costs were reduced to offset diminished revenues. However it is anticipated in 2022 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 - decrease of \$6K

- The decrease for Peel is driven by a shift in apportionment. Overall for CH, inflationary increases have been mitigated through continued operational efficiencies and increase in program revenues, additional grants, and program recovery chargebacks for other programs within CH. In the aggregate, these measure have resulted in CH municipal funding increase of 3.5%, versus the 2021 budget forecasted of 4.1%, with Peel's increase, lower at 2.2%.
- The pandemic could potentially continue to impact the 2022 park revenue and the internal program recoveries for support service staff, that the parks can sustain. Cost control measures continue to be in place to mitigate park revenue shortfalls (which have not adversely impacted the internal program recoveries in 2020 or 2021).

3. Other Pressures:³ \$472K**Credit Valley Conservation increase of \$472K**

- Significant capital works to address dam safety, capital repairs and necessary environmental functions resulted in the closure of Belfountain Conservation Area

(BFCA) in 2021. As the park is scheduled to reopen in 2022, expenses will be re-instated due to the normalization of casual staff compliment and expenses related to the BFCA.

- Inflationary pressure on wages, materials and supplies, along with the potential for labour market challenges in replacing entry level positions may persist in 2022.

Toronto & Region Conservation - **none**

- No pressures noted.

Conservation Halton – **none**

- No pressures noted.

4. Special Levy Budget Pressures:⁴ Overall increase of \$285K

Watershed: decrease of \$278K

Credit Valley Conservation **increase of \$32K**

- Minor adjustments to various projects.

Toronto & Region Conservation Authority **decrease of \$312K**

- During budget preparation, an amount of \$404K earmarked for the Environmental Assessment and Review project was removed from the CA Budget and reallocated to a Council approved Service Level Agreement, to be funded by rate based and development charge funded Peel capital projects. This contributed to the overall decrease of \$312K, however the remaining watershed projects incurred an increase of \$80K.
- This increase in the watershed category includes programs supporting core activities funded via the watershed formula. Programs within the Watershed category will continue providing the same level of service as the previous year, after adjusting for inflationary and COLA impacts.

Conservation Halton **increase of \$2.5K**

- Watershed capital projects include the update to Asset Management Plan for dams and channels and a staff compensation review update.

Climate Change: increase of \$256K

Credit Valley Conservation **Increase of \$32K**

- Minor adjustments to various projects (before EAB one-time cost) in support of efforts to reduce costs

Toronto & Region Conservation Authority **increase of \$224K**

- Programs within the Climate Change category will continue providing an equivalent level of service as the previous year, after adjusting for inflationary and COLA increases. The budget increase will target the Natural Channels program, Habitat Restoration climate enhancements and Sustainable Community projects.

Infrastructure: increase of \$357K

Credit Valley Conservation **increase of \$240K**

- In addition to Inflationary pressures, the increase is mainly attributed to external spending for Infrastructure needs in support of Peel's capital projects. This includes labour, materials, legal and insurance costs. Additional pressures include spending on purchased services, such as consulting related to capital works for the re-opening of Belfountain Conservation Authority.

Toronto & Region Conservation Authority **increase of \$120K**

- Programs within the infrastructure category will continue to maintain an equivalent level of service as the previous year (after adjusting for Inflationary and COLA increases).
- The increases support TRCA's Asset Management Plan, Peel Trail Program, Conservation Land Care Program and Albion Hills Parks Master Plan.

Conservation Halton **decrease of \$2.5K**

- Decrease in Budget for Information Technology and Flood Forecasting technology upgrades as funding is carried over from the prior year. Dams and Channels maintenance costs are funded through capital reserves financed by a transfer from the State of Good Repair Levy.

5. Service Level Demand:⁵ \$0KCredit Valley Conservation – **not applicable**

- Ongoing service demand pressures have been managed for 2022 within the current budget, and include 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 2022 budget. CVC will continue to look at funding options (grants and other funding streams) to advance these deliverables.
- No anticipated impact from Natural Hazard funding for 2022, which is matched by provincial base funding for Hazard functions

Toronto & Region Conservation Authority - **not applicable**

- No anticipated impact from the Natural Hazards funding for 2022.

Conservation Halton - **not applicable**

- No anticipated impact from the Natural Hazards funding for 2022, funding is assumed to remain the same as in 2021.

6. Special Levy One-Time Costs:⁶ (\$50K) funded from Peel Reserves**Emerald Ash Borer (\$50K)**

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. The Region has supported the EAB Reserve since 2016 and 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.

Credit Valley Conservation **decrease of \$50K**

- 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 2022 Conservation Authority total levy includes climate change project costs of \$18.4 million. This discretionary funding amount, comprises 54% of the Special Levy project funding in the total amount of \$34.1M. Regional staff in collaboration with the staff from CVC and TRCA developed and refined a Climate Change risk based methodology which classifies response to Climate Change 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 both CVC and TRCA within Peel Region.

The following table provides a break-down of the classification, after application of the methodology to the 2022 CA’s Climate Change Budget and Programs.

2022 Projects	
# and \$M	CLIMATE CHANGE RISK CLASSIFICATIONS
ACT	
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.
\$4.0	
INVEST	
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.
\$13.2	
SUSTAIN	
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.
\$1.2	

The Table below is a summary of the application of the risk methodology for each CA project cost and risk classification.

Summary of 2022 Conservation Authority Climate Change Funding by Risk Classification

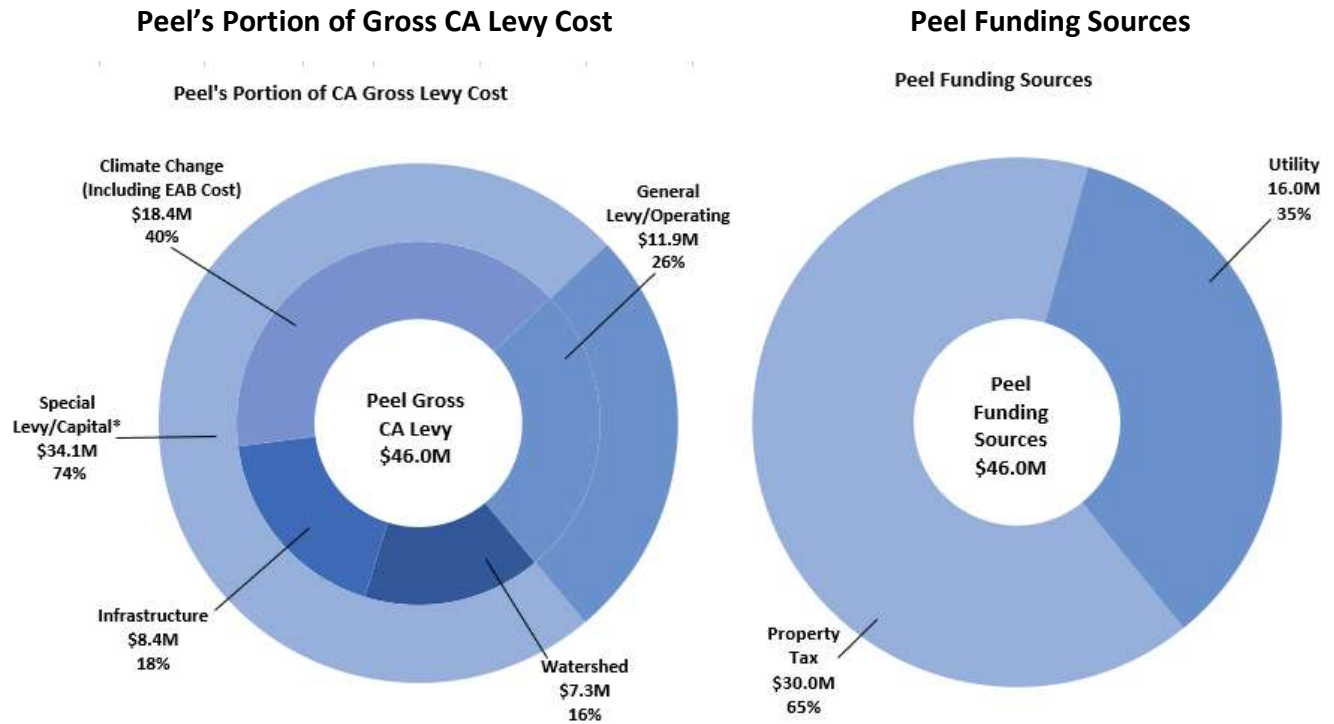
2022 CA Budget	Act Category			Invest Category			Sustain Category			CA TOTAL	
	# of CA Projects	\$ M	% Of CA Total	# of CA Projects	\$ M	% OF CA Total	# of CA Projects	\$M	% Of CA Total	# of CA Projects	\$M
CVC	4	\$2.2	20.2%	14	\$7.6	71.0%	2	\$0.9	8.7%	20	\$10.7
TRCA	3	\$1.8	23.4%	21	\$5.6	72.6%	2	\$0.3	3.9%	26	\$7.7
CA Projects Total	7	\$4.0	21.6%	35	\$13.2	71.7%	4	\$1.2	6.7%	46	\$18.4

Note: Numbers may not add due to rounding

See Appendix II for a list of CA Climate Change projects by Risk Classification and Peel Project numbers

Staffing Resources to Achieve Level of Service – not applicable

2022 Gross CA Levy & Funding Source (In \$M)



Note: Numbers may not add due to rounding

* \$18.4 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

2022 Budget Risks

This section identifies the 2022 Budget risks applicable to all the Conservation Authorities (CA's), as well as those relevant to specific authorities.

Legislation Changes:

- Provincial Government proposed changes to the *Conservation Authorities Act* has created uncertainty related to Conservation Authorities programs and services that will be addressed in Regulations.
- The *CA Act Review* has the potential to redefine services that may impact future revenue generating activities.
- 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 to programs/service levels, beginning in the 2023 Budget year.
- TRCA has commenced discussions with municipalities on potential budgetary impacts, but they are unknown at this time.
- Conservation Authorities are following ongoing directives from the Province and best practices related to COVID-19.

Funding Changes:

- Funding for Water and Erosion Control Infrastructure (WECI) funding for 50% of Dams and Channels Major Maintenance costs is not certain. The funding approval from the Ministry of Northern Development, Mines, Natural Resources and Forestry (MNDMNR) will not be known until spring of 2022 due to different fiscal periods, leaving limited time to complete projects.

Other Risks:**Credit Valley Conservation:**

- It is anticipated in 2022 that CVC will continue to experience pressure on the revenue side of the ledger. Fees from education, outreach, nursery sales and parks operations could be negatively impacted by the ongoing pandemic.
- Damage to infrastructure from severe weather may increase the level of risk and impact the budget, as a result of a climate related event.
- The continued population growth in the watershed is challenging our ability to maintain service levels, especially in our conservation areas where tools such as development charges are not available to address capital needs.

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.
- TRCA continues to seek opportunities to leverage municipal funding to meet mutually beneficial outcomes through funding programs such as the Federal Government's recently released Disaster Mitigation and Adaptation Fund (DMAF). There is a risk that partnering municipalities may be unable to meet provincial matching requirements due to their budgetary constraints.

Conservation Halton:

- Inflation in the budget and forecast for 2022 to 2031 has generally been assumed at 1.75% to 2.0% for compensation and increases in revenues and expenses.
- The 2022 budget amount may be insufficient based on 2021 legal fees increases, incurred due to provincial regulation violations and other legal matters. The legal expense increase in the 2022 budget will be funded from reserves.
- Revenue for the conservation areas, particularly Kelso/Glen Eden are weather dependent and may continue to be impacted by the COVID-19 pandemic.

Measuring our Performance – not applicable

2023 – 2025 Operating Forecast

Net Expenditures – Amounts Reflect Peel's costs only

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Conservation Requests									
• CVC	25,230	25,830	2.4%	26,734	3.5%	27,600	3.2%	28,490	3.2%
• TRCA	19,569	19,660	0.5%	20,154	2.5%	20,698	2.7%	21,242	2.6%
• CH	496	507	2.2%	525	3.6%	547	4.2%	572	4.5%
Sub-total before One-Time Costs	45,295	45,996	1.5%	47,413	3.1%	48,845	3.0%	50,304	3.0%
• CVC - EAB costs*	50	-	(100%)	-	-	-	-	-	-
• TRCA - EAB costs*	-	-	-	-	-	-	-	-	-
Total CA One-Time Costs	50	-	(100%)	-	-	-	-	-	-
Total CA Requests Gross Expense	45,345	45,996	1.4%	47,413	3.1%	48,845	3.0%	50,304	3.0%
Less Peel Funding Sources:									
• Utility Rate	(16,028)	(16,028)	-	(16,028)	-	(16,028)	-	(16,028)	-
• Reserve - EAB*	(50)	-	(100%)	-	-	-	-	-	-
Net Expenditure	29,266	29,967	2.4%	31,385	4.7%	32,817	4.6%	34,276	4.4%
# of FTEs		N/A		N/A		N/A		N/A	

Note: Numbers may not add up due to rounding

- * EAB (Emerald Ash Borer) costs funded from Peel EAB Reserve:
- EAB is funded within the CVC budget commencing 2022
 - 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.

Peel Project Ref	See Legend	CA	Description	Revised 2021	Proposed 2022	Forecast 2023	Forecast 2024	Forecast 2025	2022-25 Total
Peel's portion of projects shared with other municipalities									
Watershed									
1601		CH	Watershed	3	6	5	6	5	21
1631		CVC	Natural Heritage Mapping	434	436	450	465	480	1,831
1639		CVC	Leaders for Clean Water - Headwaters	145	148	152	157	162	620
1670		CVC	Terrestrial Watershed Monitoring	745	783	808	835	862	3,288
1615		TRCA	Flood Control Works / Warning	787	791	804	817	829	3,241
1632		TRCA	Groundwater Management Strategy	175	175	175	175	175	700
1650		TRCA	Terrestrial Natural Heritage	181	181	181	183	183	728
1660		TRCA	Watershed/Subwatershed Planning / Floor	334	349	353	359	365	1,427
1686		TRCA	Natural Heritage Regeneration Projects	1,361	1,375	1,390	1,430	1,474	5,669
1690		TRCA	Sustainable Communities	1,634	1,679	1,714	1,762	1,813	6,968
1696		TRCA	Regional Watershed Monitoring and Repor	358	359	359	367	367	1,452
Subtotal For: Watershed				6,156	6,282	6,392	6,556	6,716	25,946
Infrastructure									
3201		CH	Infrastructure	9	7	8	13	11	39
3103		CVC	Maintenance Conservation Properties	827	897	926	956	987	3,766
3301		TRCA	Major Facilities Retrofit	109	109	109	109	109	435
3306		TRCA	Conservation Land Planning	1,333	1,373	1,414	1,456	1,499	5,742
3307		TRCA	Information Technology	44	44	55	55	55	207
3312		TRCA	Office Accommodation Project	164	164	164	164	164	656
Subtotal For: Infrastructure				2,486	2,593	2,675	2,752	2,825	10,845
Subtotal - Peel's portion of projects shared with other municipalities				8,642	8,875	9,067	9,308	9,541	36,791
Projects that are primarily funded by Peel									
Watershed									
1625		CVC	Cause and Effect Program	188	178	184	190	196	747
1640		CVC	Peel Rural Water Quality	181	181	187	193	199	759
1697		CVC	Urban Outreach	664	663	685	707	730	2,785
1620		TRCA	Environmental Assessment & Review	392	-	-	-	-	-
Subtotal For: Watershed				1,426	1,022	1,055	1,089	1,125	4,290
Climate Change									
3401	Ed	CVC	Environmental Education	1,678	1,541	1,591	1,643	1,696	6,471
3402	W	CVC	Urban Subwatershed Restoration	3,700	3,875	3,999	4,129	4,265	16,267
3404	W	CVC	Emergency Preparedness	1,081	1,084	1,119	1,155	1,193	4,550
3406	Ec	CVC	Stewardship Ecosystem Projects (includes	3,559	3,476	3,588	3,705	3,826	14,595
3407	Ec	CVC	Lands Core 10 Ecosystems Projects						
3408	Ec	CVC	Natural Heritage Ecosystem Projects	690	712	735	759	784	2,991
3416	Ed	TRCA	Pearson Eco-Industrial Zone	450	464	478	492	507	1,941
3418	Ec	TRCA	Natural Channel Project Implementation	732	754	777	800	824	3,155
3424	W	TRCA	Stormwater Management Innovation						
3425	W	TRCA	Erosion Maintenance Projects	765	788	812	836	861	3,297
3428	Ec	TRCA	Stewardship Partnership Services	267	275	283	291	300	1,149
3429	Ec	TRCA	Habitat Restoration (includes EAB)	2,288	2,356	2,427	2,500	2,573	9,856
3431	Ed	TRCA	Albion Hills Environmental Weeks	185	191	197	203	209	800
3432	Ed	TRCA	Sustainable Neighbourhood Retrofit Actior	394	406	418	431	444	1,699
3433	Ed	TRCA	Green Buildings Councils						
3434	Ed	TRCA	Climate Science Applications Program	412	424	437	450	464	1,775
3436	Ed	TRCA	EcoSchools Expansion	325	335	345	355	366	1,401
3437	Ed	TRCA	Sector Based Climate Mitigation Programs	338	348	358	369	380	1,455
3438	Ed	TRCA	Sustainable Technologies	266	274	282	290	299	1,145
3439	Ed	TRCA	Albion Hills Field Centre Retrofit & Renova						
3440	W	TRCA	Flood Remedial Works	537	553	570	587	605	2,315
3444	Ed	TRCA	Conservation Youth Corps	102	105	108	111	114	438
3445	Ed	TRCA	Climate Change Consortium	414	426	438	451	465	1,780
Subtotal For: Climate Change				18,182	18,388	18,961	19,556	20,175	77,080

Peel Project Ref	See Legend	CA	Description	Revised 2021	Proposed 2022	Forecast 2023	Forecast 2024	Forecast 2025	2022-25 Total
Infrastructure									
3104		CVC	Capital Projects - Peel Infrastructure	1,627	1,791	1,927	1,989	2,055	7,762
3409		CVC	Gauge Stations & Floodline Mapping	660	665	686	709	732	2,792
3303		TRCA	Campground and Conservation Area	83	85	88	91	94	358
3315		TRCA	Bolton Camp Site Improvement Plan	542	542	542	542	542	2,168
3317		TRCA	Asset Management	1,509	1,554	1,601	1,649	1,698	6,502
3318		TRCA	Master Plans - Parks	1,104	1,137	1,171	1,206	1,242	4,756
Subtotal For: Infrastructure				5,525	5,774	6,015	6,186	6,363	24,338
Subtotal - Projects that are primarily funded by Peel				25,132	25,184	26,030	26,832	27,663	105,709
TOTAL Conservation Authority Projects				33,774	34,059	35,097	36,139	37,204	142,500

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, as described above under Watershed category

Ec = Ecosystem - Projects aimed at protecting and enhancing terrestrial and aquatic habitats. Projects that accelerate "in-the-ground" work as described above, under Watershed category.

Ed = Educational - Projects that enhance and accelerate existing water management projects. Projects that promote a culture of conservation and introduce individuals to local natural heritage to increase community support of watershed management strategies.

Infrastructure

Projects generally related to the conservation authorities' managed lands and buildings.

CA	Peel Project Name	Peel Project Ref	CA Project Ref	See Legend	Conservation Authority Climate Change Risk Project Component Name	2021 Budget Amount \$000's
ACT - Climate Change Risk Category						
CVC	Emergency Preparedness	3404	101-043 101-046	W W	Flood Forecasting & Warning Real Time Water Quality Response	485 366
	Stewardship/Ecosystem	3406	301-308 301-330	Ec Ec	Invasive Species Control (including EAB) Aquatic & Wetland Restoration	320 993
	<i>Sub-total CVC</i>					2,164
TRCA	Pearson Eco-Industrial Zone	3416	129-95	Ed	Pearson Eco-Industrial Zone	464
	Erosion Maintenance Projects	3425	129-35	W	Erosion Maintenance Projects	788
	Flood Remedial Works	3440	129-19	W	Flood Remedial Works	553
<i>Sub-total TRCA</i>					1,805	
Sub-total ACT Category						3,969
INVEST - Climate Change Risk Category						
CVC	Environmental Education	3401	601-604 601-611	Ed Ed	Public Relations Environmental Education	501 530
	Urban Subwatershed Restoration	3402	101-008	W	Water Management Technical Guidance	772
			101-021	W	Integrated Water Management	361
			101-048	W	Infrastructure Performance & Risk Assessment	1,139
			301-338	W	Urban Outreach & Restoration	706
	101-190	W	Leaders for Clean Water - Peel	896		
	Emergency Preparedness Stewardship/Ecosystem	3404 3406 3406 3406 3406 3406	101-045	W	Climate Change Vulnerability Assessment	233
			301-305	Ec	Peel Planting Projects	656
			301-314	Ec	Peel Rural Stewardship (start 2018)	613
			301-315	Ec	Sustainable Neighbourhoods (start 2018)	279
301-326			Ec	Conservation Youth Corps	405	
301-332	Ec	Regional Community Outreach	210			
Natural Heritage Ecosystem	3408	301-355	Ec	Urban Natural Heritage	293	
<i>Sub-total CVC</i>					7,594	
TRCA		3418	128-69	Ec	Natural Channel Project Implementation	754
		3428	129-54	Ec	Stewardship Partnership Services	275
	Habitat Restoration:	3429	129-36	Ec	Wetland - Climate	348
			129-37	Ec	Riparian and Valleyland - Climate	318
			129-59	Ec	Etobicoke Headwaters Subwatershed	203
			128-74	Ec	West Humber Stewardship Program	140
			128-50	Ec	Natural and Human Heritage Discovery Walk	65
			128-65	Ec	Invasive Species Managment	145
			129-46	Ec	Stream Restoration - Climate	318
			129-45	Ec	Natural and Human Heritage Discovery Walk	261
			129-44	Ec	Stream Restoration - Climate	115
	129-55	Ec	Etobicoke-Mimico Stewardship	140		
	Albion Hills Environmental Weeks	3431	129-71	Ec	Albion Hills Environmental Weeks	191
	Sustainable Neighbourhood	3432	129-94	Ec	Sustainable Neighbourhood Retrofit Action Plan	406
	Climate Science Applications	3434	129-93	Ec	Climate Science Applications Program	424
Ontario Eco Schools for Peel	3436	129-80	Ec	Ontario Eco Schools for Peel Region	335	
Sector Based Climate Mitigation	3437	129-87	Ec	Sector Based Climate Mitigation Programs	348	
Sustainable Technologies	3438	129-99	Ec	Sustainable Technologies	274	
Conservation Youth Corps	3444	128-73	Ec	Conservation Youth Corps	105	
Climate Change Consortium	3445	412-50 129-03	Ec Ec	Climate Change Consortium Climate Change Consortium	281 145	
<i>Sub-total TRCA</i>					5,591	
Sub-total INVEST Category						13,185

CA	Peel Project Name	Peel Project Ref	CA Project Ref	See Legend	Conservation Authority Climate Change Risk Project Component Name	2022 Budget Amount \$000's
SUSTAIN - Climate Change Risk Category						
CVC	Environmental Education	3401	601-607	Ed	Corporate Support Initiatives	511
	Natural Heritage Ecosystem	3408	301-357	Ec	Wildlife Habitat Assessment	420
<i>Sub-total CVC</i>						930
TRCA	Habitat Restoration	3429	129-51 129-52	Ec	Reforestation Program - Private Lands	203
				Ec	TRCA Forest Management - Peel	100
<i>Sub-total TRCA</i>						303
Sub-total SUSTAIN Category						1,233
Total Climate Change Projects						18,388

Note: May not add up due to rounding

Climate Change Categories:

W = Watershed - Projects that accelerate water management, as described under the Watershed category

Ec = Ecosystem - Projects aimed at protecting and enhancing terrestrial and aquatic habitats

Projects that accelerate "in-the-ground" work described under the Watershed category

Ed = Educational - Projects that enhance and accelerate existing water management projects; which promote a culture of conservation and introduce individuals to local natural heritage to increase community support of watershed management strategies

APPENDIX III
Credit Valley Conservation
General and Special Levy Budget and Forecast - Summary
Amounts reflect Peel's costs only

Credit Valley Conservation	Budget			Forecast					
	2021 \$'000	2022 \$'000	%	2023		2024		2025	
				\$'000	%	\$'000	%	\$'000	%
General Levy	9,103	9,399	3.2%	9,699	3.2%	10,009	3.2%	10,323	3.1%
Special Levy Projects									
• Watershed	2,357	2,389	1.3%	2,465	3.2%	2,546	3.3%	2,629	3.3%
• Climate Change	10,657	10,689	0.3%	11,031	3.2%	11,390	3.3%	11,764	3.3%
• Infrastructure	3,113	3,353	7.7%	3,539	5.5%	3,654	3.3%	3,774	3.3%
Total Special Levy	16,127	16,431	1.9%	17,035	3.7%	17,590	3.3%	18,168	3.3%
Sub-total before One-Time Costs	25,230	25,830	2.4%	26,734	3.5%	27,600	3.2%	28,490	3.2%
One-Time Special Levy									
• Emerald Ash Borer	50	-	(100.0%)	-	-	-	-	-	-
Total CVC Request	25,280	25,830	2.2%	26,734	3.5%	27,600	3.2%	28,490	3.2%

Note: Numbers may not add up due to rounding

Note:

- Costs included represent only the Peel portion of CVC's Budget
- 2022 Operating and some project costs apportioned to Peel at 91.65% per Current Value Assessment (CVA) calculation (based on 2021 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, has moved 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					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
General Levy	1,984	2,044	3.0%	2,105	3.0%	2,168	3.0%	2,222	2.5%
Special Levy Projects									
• Watershed	5,222	4,910	(6.0%)	4,976	1.4%	5,093	2.4%	5,206	2.2%
• Climate Change	7,475	7,699	3.0%	7,930	3.0%	8,166	3.0%	8,411	3.0%
• Infrastructure	4,888	5,008	2.5%	5,143	2.7%	5,271	2.5%	5,402	2.5%
Total Special Levy	17,585	17,616	0.2%	18,050	2.5%	18,531	2.7%	19,020	2.6%
Sub-total before One-Time Costs	19,569	19,660	0.5%	20,154	2.5%	20,718	2.7%	21,242	2.6%
One-Time Special Levy									
• Emerald Ash Borer	-	-	-	-	-	-	-	-	-
Total TRCA Request	19,569	19,660	0.5%	20,154	2.5%	20,698	2.7%	21,242	2.6%

Note: Numbers may not add up due to rounding

Key forecast assumptions:

- TRCA's 2022 Current Value Assessment (CVA) calculation for the Region of Peel is apportioned at 10.88%, revised rates were received from the Ministry of the Environment, Conservation and Parks (MECP)
 - TRCAs total adjusted CVA is based on apportionment of 11.93% and includes a preliminary Non-CVA levy amount of \$316K (in the 2022 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
- The *Conservation Authorities Act* Regulations will impact the 2023 fiscal year and 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 continues 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					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
General Levy	484	494	2.3%	512	3.5%	529	3.3%	555	5.0%
Special Levy Projects									
• Watershed	3	6	82.3%	5	(12%)	6	13%	5	(8.3%)
• Climate Change	-	-	-	-	-	-	-	-	-
• Infrastructure	9	7	(27.0%)	8	25.4%	13	52.8%	11	(11.0%)
Total Special Levy	12	12	0.7%	13	8.4%	19	38.0%	17	(10.2%)
Total CH Request	496	507	2.2%	525	3.6%	547	4.2%	572	4.5%

Note: Numbers may not add up due to rounding

Key forecast assumptions:

- 2022 General Levy (operating costs) and Special Levy (capital project costs) have been apportioned to Peel at 4.69% Current Value Assessment (CVA) calculation (based on 2022 data), received from the Ministry of the Environment, Conservation and Parks (MECP).
- Compensation increases for the 2022 budget are assumed at 1.75% inflation. Inflationary increases in revenues and expenditures for the budget and forecast (from 2022 to 2031) has generally been assumed at 2.0% .
- Compensation and other inflationary adjustments are partially funded by increased fees, grants and other internal program revenues in CH. There are no overall staff additions in the 2022 Budget, however new FTE staff additions have been assumed at 2 FTE per year in the operating forecast.
- Debt financing charges are for debt funding received from the Region of Halton for 50% municipal portion of dams and channels capital projects, financed over a 20 year period and Administration Office renovations.
 - Debt financing charges are included in the Conservation Halton Operating Budget and would be partly funded by the Peel General Levy. For 2022, Peel's portion of the increase was minimal at only \$61, and included in the General Levy.

Capital Budget: \$3.4 million

Ten Year Plan: \$6.1 million

2022 Capital Plan Overview

The following table provides a summary of Conservation Authorities' planned capital project activity for 2022, including funding sources for both new capital project requests in 2022 and projects carried forward to 2022.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2022 Capital Budget (\$'000)	Total Capital in 2022 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	19,150	3,416	22,566
Total Expenditures	19,150	3,416	22,566
# of Projects	1	1	1

Existing Capital Projects - \$19.2M

- 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 July 2021, Peel has provided 108,115 loads of fill for the construction of the Jim Tovey Lakeview Conservation Area; this is 88% of Peel's fill capacity. The project is progressing close to schedule.

2022 Capital Budget - \$3.4M

Key highlights:

- Major construction activities in 2022 include additional landscaping, armouring remaining islands and cobble beach placement.

See Appendix I for details.

2022 Budget Risks

- Implementation of capital projects may be impacted by COVID-19.

Operating Impact of 2022 Capital Budget

- There will be no impact to the 2022 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.

2022 – 2031 10-Year Capital Plan - \$6.1M

By Project Classification:

State of Good Repair \$-M	DC Funded Growth \$-M	Non-DC Funded Growth & Other \$6.1M
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Key Highlights:

- The net cost (funded from Peel 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 2022 to 2024, is \$6.1 million.

See Appendix II for details.

Appendix I - 2022 Financing Sources and Funding Status (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2022				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves & 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.	3,416	-	3,416	-	-
Conservation Authorities Program			3,416	-	3,416	-	-

Appendix II - 2022 Ten Year Detailed Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Yrs 6-10</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.	3,416	2,691	-	-	-	-	6,107
Conservation Authorities Program			3,416	2,691	-	-	-	-	6,107

Total Expenditures: \$19.7 million **Net Expenditures: \$19.7 million**

2022 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2022 vs 2021	
2021 Revised Cost of Service	19,717	0	19,717	%
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i>	-	-	-	
<i>Economic Factors¹</i>	(34)	-	(34)	
<i>Base Subsidy/Recoveries</i>	-	-	-	
<i>Cost Mitigation</i>	-	-	-	
<i>Other Pressures</i>	-	-	-	
Base Budget Changes Subtotal	(34)	-	(34)	
Service Level Changes Subtotal	-	-	-	
Total 2021 Budget Change	(34)	-	(34)	
2021 Proposed Budget	19,683	-	19,683	(0.2%)

Note: May not add up due to rounding

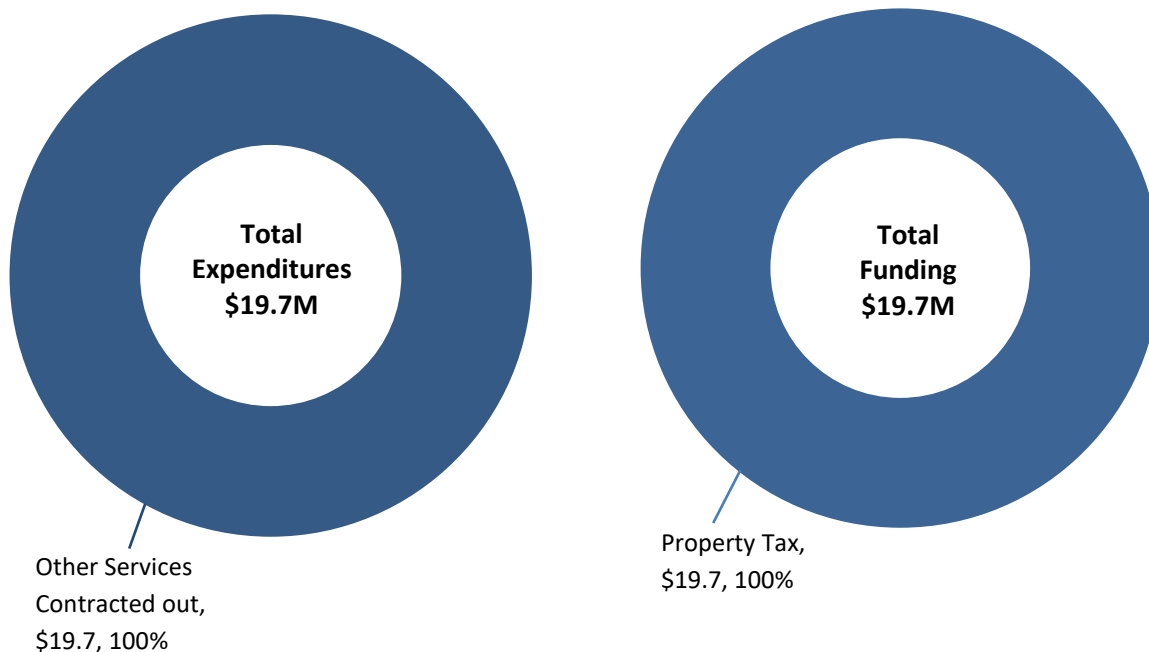
Operating budget pressure notes:

Economic Factors¹

Peel’s allocation of the MPAC 2022 budget cost is forecasted to decrease by 0.2 percent or \$34 thousand over the 2021 budget level. This is based on the forecast that MPAC’s 2022 operating budget will continue to be approved 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

2022 Total Expenditures & Funding Source (In \$M)



2022 Budget Risks

Peel’s apportionment of the MPAC 2022 budget cost is forecasted based on the MPAC’s estimated 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 2023-2025 are projected at 1.7 percent annually. The Region could see higher increases if growth rates experienced are in excess of provincial averages.

2023 – 2025 Operating Forecast

	Budget			Forecast					
	2021	2022		2023		2024		2025	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Total Expenditure	19,717	19,683	(0.2%)	20,024	1.7%	20,371	1.7%	20,724	1.7%
Total Revenue	-	-	-	-	-	-	-	-	-
Net Expenditure	19,717	19,683	(0.2%)	20,024	1.7%	20,371	1.7%	20,724	1.7%

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 2022 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 2022 tax year will be the same as the 2021 tax year, unless there have been changes to the properties (e.g. additions, new constructions, renovations, etc.). Based on the historical trends (including the recent challenges posed by COVID-19), the 2023-2025 budget increases are forecasted to be about 1.7 percent annually.