

# Region of Peel 2023 Budget

2023–2026 Business  
Plan and 2023 Budget



Approved by Regional Council on February 2, 2023

## Table of Contents

Cover Letter from the Chief Financial Officer.....	A
2023 Business Plan and Budget.....	B
2023 Regional Budget Overview .....	C
Housing Support .....	D
Waste Management.....	E
Transportation .....	F
Paramedic Services .....	G
Seniors Services .....	H
Public Health .....	I
Income Support.....	J
Early Years & Child Care .....	K
Information & Technology .....	L
Community Investment .....	M
Business Services.....	N
Real Property & Asset Management.....	O
Legislative Services .....	P
Heritage, Arts & Culture .....	Q
Land Use Planning.....	R
Region Chair & Council.....	S
Water & Wastewater .....	T
Reserve and Reserve Funds .....	U
Financial Policies .....	V
Police Services.....	W
Conservation Authorities .....	X
Assessment Services.....	Y
Glossary .....	Z



# Executive Summary of the Business Plan and Budget

**2023–2026 Business Plan  
and 2023 Budget**

## Table of Contents

Our Regional Values.....	B-3
Message from the Chief Administrative Officer .....	B-4
Message from the Chief Financial Officer .....	B-5
About Peel Region.....	B-6
About the Budget and Business Plan .....	B-7
Peel 2023 Budget highlights .....	B-9
Peel 2023 Budget – some numbers .....	B-22
Major Drivers of the Tax Operating Budget.....	B-23
About the Region of Peel.....	B-24
Organization Structure .....	B-28
Regional Services.....	B-29
Conclusion.....	B-31
Executive Summaries of Services .....	B-32
Executive Summary of Housing Support .....	B-33
Executive Summary of Waste Management .....	B-34
Executive Summary of Transportation .....	B-35
Executive Summary of Paramedic Services .....	B-36
Executive Summary of Seniors Services .....	B-37
Executive Summary of Public Health .....	B-38
Executive Summary of Income Support.....	B-39
Executive Summary of Early Years & Child Care.....	B-40
Executive Summary of Information & Technology.....	B-41
Executive Summary of Community Investment.....	B-42
Executive Summary of Business Services .....	B-43
Executive Summary of Real Property & Asset Management .....	B-44
Executive Summary of Legislative Services.....	B-45
Executive Summary of Heritage, Arts & Culture .....	B-46
Executive Summary of Land Use Planning.....	B-47
Executive Summary of Regional Chair & Council .....	B-48
Executive Summary of Water & Wastewater (Utility Rate) .....	B-49
Executive Summary of Peel Regional Police (External Agency) .....	B-50
Executive Summary of Ontario Provincial Police (External Agency) .....	B-51
Executive Summary of Conservation Authorities (External Agency) .....	B-52
Executive Summary of Assessment Services (External Agency) .....	B-53



## Our Regional Values

The Region of Peel delivers its services through a culture highlighted by five core values which guide our decisions, actions and how we will interact with our community.

### Care and Support

We care about and support everyone's well-being and success.

### Transparency

We build trust in our services, programs, and each other by being genuine, transparent, and accountable.

### Leadership

We are all leaders in the work we do to motivate, inspire, and achieve a *Community for Life*.

### Collaboration

We find and implement solutions together to achieve our goals.

### Inclusion

We create opportunities for everyone to contribute, be successful and recognized for their diversity and experience – fostering safety and a sense of belonging.

## Message from the Chief Administrative Officer

Over the past three years, the Region of Peel's residents, businesses and staff have been dealing with the COVID-19 pandemic. At the peak of Peel's response, about 1,800 temporary staff and 500 permanent staff were needed. While Public Health was certainly at the forefront of Peel's pandemic response and mass vaccination program, many staff from across the organization were redeployed to provide critical support too.



In 2022, after the COVID-19 state of emergency was lifted, the community started to resume more normal activities. At the same time, the demand for regional services, which slowed down or paused during the pandemic, started to pick up and, for many services, the demands have increased to beyond pre-COVID levels.

As the community is recovering and transitioning to this new post-pandemic environment, Regional services and staff are also recovering and transitioning. The increased service demands create a challenge for an organization that's still fatigued.

In addition to the direct service demand pressures, the Region of Peel is facing a volatile economic environment with rising interest rates and heightened inflation creating yet more uncertainty and affordability challenges for Peel's most vulnerable population.

And in late 2022, the Province introduced two significant pieces of legislation, the *More Homes Built Faster Act* and the *Better Municipal Governance Act*. The exact impacts from both a financial and service delivery perspective were not known at the time of the development of the 2023 Budget. Therefore, no adjustments have been made to the proposed budget. As additional details and clarity are received, staff will assess and report back to Council on potential implications to Peel.

Looking ahead to 2023, the proposed Budget ensures core services can be maintained, with additional investments in key areas such as affordable housing, paramedic response time, and seniors' services including strategic capital investments to address the climate change emergency and state of good repair for housing.

As we stabilize public health and restart services, we are transitioning our mass vaccination program into a new immunization services division that will manage and co-ordinate all immunization programs for the residents of Peel.

In addition, the budget submitted by the Police Services Board also includes a significant investment to increase community safety and wellbeing through the addition of 70 uniformed officers and 50 civilian staff.

The Region is very mindful of the economic challenges that both residents and businesses are facing which is why Peel implements a continuous improvement program focused on achieving cost savings and cost avoidance to ensure that taxpayers get value for their money. I'm optimistic that with our new 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, appearing to read 'Janice Baker'.

**Janice Baker. FCPA FCA (she/her)  
Chief Administrative Officer  
Region of Peel**

## Message from the Chief Financial Officer

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

Peel Region is a vibrant and growing community filled with rich stories of its people's achievements and ambition.

As we recover and reset from the pandemic, the 2023 budget very much focuses on stabilizing services and investing in critical areas.



During this “pandemic period”, however, society and its priorities fundamentally shifted on a number of prominent topics, now seen as critically urgent:

- The elimination of systemic discrimination;
- Climate change as a Regionally declared emergency;
- Housing affordability;
- Public health and safety; and
- The transformation of the world to ‘digital first’.

The 2023 proposed budget puts forward a plan to make investments in these and other critical areas for our growing Region. Municipalities typically build their budgets on a foundation of long-term sustainable funding, which provides stability and financially calm waters. However, as society heightened its focus on these areas, the world, already complex, became even more disrupted.

In 2022, the war in Ukraine, the trailing impacts from the pandemic, supply chain interruptions and delays, escalating inflation and significant legislative changes all challenged our plans, assumptions and financial posture.

The 2023 budget and business plan tries to make sense of all of this and tell the story of how these issues manifests themselves in the community, the workforce and the critical services that Peel Region provides.

Importantly, we have presented this year’s budget in a more transparent way to share details and key assumptions behind the proposed plan, with greater insights to the critical services planned.

The plan is set out as a menu to allow you to learn about what’s important to you, in a way that fits the time you have. Whether you have five minutes to watch a video on a specific service, two minutes to read a one-page summary of a service, 30 minutes to read the executive summary of the whole plan or much more time to go through the whole book, there is a way for you to learn about our services and the value driven to our community and taxpayers.

Overall, the 2023 Budget is proposing an average property tax increase of 2.8% and a utility rate increase of 7.9%. Both the tax and utility rate budgets include infrastructure levies to ensure that the Region’s \$36 billion in infrastructure assets continue to provide service at the level that the community has come to expect from the Region of Peel.

We look forward to Council's deliberations.

Sincerely,

A handwritten signature in black ink that reads "G. Kent." The signature is written in a cursive, professional style.

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

# About Peel Region

Peel Region is home to approximately 1.5 million people and 198,500 businesses. Pearson International Airport, Canada's largest, is in Peel Region.

We're also diverse – home to over 90 distinct ethnic groups and over half of our residents were born outside Canada.

The Region provides a range of critical services with its lower-tier partners (Brampton, Caledon, Mississauga) that promote a community for life for everyone who lives, works and plays here.

In this executive summary, we'll walk you through how the budget is created, give you an overview of what the 2023 budget proposes to do, and provide some highlights as to how the budget will help residents and business recover from the pandemic and grow in 2023.

**VISION**  
**Community for Life**

**MISSION**  
**Working with you**





# About the Budget and Business Plan

## What's the budget for?

The budget is how the Region pays for the services and infrastructure that residents and business need. There are actually two budgets – an operating budget and a capital plan.

The operating budget pays for services like waste collection, paramedics and child care support, while the capital plan pays for infrastructure and facilities, like roads, treatment plants and affordable housing.

These capital plan and operating budget are funded in different ways. Broadly speaking, the operating budget is funded through property taxes and utility charges, while the capital budget is funded through development charges, capital reserves, and, when advisable, debt.

## How does the budget get put together?

Peel Regional Council decides how municipal services are delivered. Their decision-making process is visualized on the **next page** as the Region's **Strategic Plan**.

The regional budget is a recommendation to Council on what the region needs over the next year but also looks ahead to future. In addition to the 2023 budget year, there's a four-year planning horizon for the operating budget and a ten-year planning horizon for the capital plan where the region gives its best estimates as to what later budgets might look like.

As a service focused municipality, the budget is made up of 17 **service business plans**. Guided by the strategic plan, each service business plan provides an overview of the service, the pressures facing the service, their direction and plans over the next four years and what they're looking at to help improve service delivery and make it more efficient.

## External Agency Funding

In addition to our own services, the Region of Peel provides funding to a number of other agencies, such as the Peel Regional Police and three conservation authorities. Although the financial impact of the external agency budgets is ultimately approved by Regional Council, the respective boards of each external agency, *and not Regional Council*, approves the budget submission that goes to Peel Regional Council.

FEB	MAR   APR	MAY   JUN	JUL   AUG	SEPT	OCT   NOV	DEC	JAN   FEB
<b>Executive Leadership Team (ELT)</b> Priority setting and direction to services for business planning	<b>Service Directors</b> Develop proposed business plans and budget based on ELT direction. Link to Strategic Service Plan, Master Plans and service outcomes, risks and opportunities	<b>ELT</b> Review and feedback on proposed business plans, proposed budget and business requests	<b>Service Directors</b> Refine and complete budget development (capital and operating) based on feedback from ELT	<b>ELT</b> Review of final proposed budget, business requests and business cases	<b>Service Directors</b> Finalization of Business Plans, budget, and presentations	<b>Develop consolidated Business Plan &amp; Budget</b> 2023 – 2026 Business Plan, 2023 Budget and presentations: Distribute to Council	<b>Regional Council</b> Deliberation of the proposed business plan & budget on: Day 1: Jan 19, 2023 Day 2: Jan 26, 2023 Day 3: Feb 2, 2023

# Vision: **Community for Life**

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



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

### By 2035, you will have...

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

## Communities are integrated, safe, and complete

### By 2035, you will live in a community...

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

## Government is future-oriented and accountable

### By 2035, you will trust that...

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

## Official Plan, Master Plans and Long-Term Strategies

## Regional Service Business Plans

Housing support	Public health	Real property and asset management	Seniors services	Heritage, arts and culture
Income support	Water and wastewater	Information and technology	Paramedics	Land use planning
Community investment	Waste management	Business services	Early years and child care	Regional chair and council
Transportation	Legislative services			

## Regional Council Budget and Annual Plan

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# Peel 2023 Budget highlights

## Building a Community for Life under challenging circumstances

As one of Canada's largest municipalities, the Region of Peel's budget is also a reflection of the world we live in. Beyond its role as the upper-tier of a two-tier municipal structure, the Region must also confront many of the same issues facing communities across the country.

### Some of these issues include:



Paramedic Services are still recovering from the impacts of the pandemic



Public safety continues to be a top concern for residents



The COVID-19 pandemic continues to have an impact on Peel's community and economy



Peel's housing market is unaffordable and unstable



Barriers to accessing support remain for seniors and their caregivers.



Increasing costs poses a challenge to maintaining Peel's infrastructure



Continued challenges for racialized and marginalized communities



Community expectations around government service delivery are changing



Peel is dealing with more frequent and severe impacts of climate change



Peel has some of the most expensive child care costs in Canada.



Complex economic and social factors present challenges to continuous improvement



Continued pressure to fund infrastructure work for water/wastewater services

Over the next pages, we'll highlight the ways that this budget addresses these issues with investments in people, infrastructure, and policies that support a community for a life.

# The 2023 budget invests \$9.5M to recover from the COVID-19 pandemic

Over the past three years, the COVID-19 pandemic has had a significant impact on Peel's community and economy and put significant strains on the Region's services and finances.

## What we have delivered already:

- Administered 3.3 million doses of COVID-19 vaccine to Peel residents aged 12 and over.
- Managed over 180,000 COVID-19 cases.
- Provided second doses to over 90 per cent of residents aged 12 and over.
- Created a Community Response Table with over 160 partner community organizations to support vulnerable and at-risk populations during the pandemic.
- Secured over \$360 million in COVID-19 funding to support the community.

## The 2023 budget addresses the ongoing challenges of pandemic recovery by:

- Transforming the mass vaccination program into a new immunization services division that will manage all immunization programs for the residents of Peel at a cost of \$9.5 million that is expected to be funded by the Province.
- Remobilizing public health programs and services with flexible timing.
- Supporting the psychological health and safety of the workforce.
- Advancing the 2020-2029 Public Health Strategic Priorities for the Future alongside the COVID-19 response.
- Building effective cross-sectoral partnerships to address inequities and improve community safety and well-being.

## The 2023 budget invests an additional annual \$9.4M and \$169M in capital projects to address Peel's housing crisis

Peel's housing market is unaffordable and unstable. We want Peel to be a place where an increasing number of people who have housing difficulties receive the supports and services they need to get and stay housed.

### What we have delivered already:

- Opened 4 new rental and supportive housing buildings that add 392 units our housing stock.
- 94 per cent increase in portable subsidies meaning over 1,200 households now have the option of a taking a rent subsidy with them to live affordably in a rental unit of their choice.
- Started development of approximately 965 affordable rental units/shelter beds.
- Launched a Coordinated Access System, which provides clients who are homeless with faster access to the supports they need.
- Increased service levels for the street outreach program, increasing the hours of the Street Helpline to 24/7, while also increasing the number of van-hours from 57 to 84 each week.
- Developed Peel's Housing Master Plan to build more affordable rental housing. By building on our own land and staff estimate that up to \$100,000 per unit in savings.
- Launched Peel's Affordable Rental Incentives Program, a competitive program that provides grants to private and non-profit developers that commit to delivering affordable units in new rental housing developments.

### The 2023 budget address the challenges of finding housing in Peel by:

- Adding 100 affordable rental housing units for middle income households by investing \$7.6 million in the Rent Incentive program.
- Addressing the increase in demand for emergency shelter through an investment of \$1.3 million.
- Addressing the increase in demand and improving the quality of homelessness supports by adding 4 additional staff at a cost of \$0.4 million.
- Increasing capital investment by \$70.8 million to maintain the state of good repair of buildings in Peel Living.
- Continuing to implement the Housing Master Plan with a capital investment of \$66.9 million enabling the completion of 640 affordable housing units by addressing inflation and climate change needs.
- Redeveloping the shelter at Wilkinson Road at a capital cost of \$23.7 million to better meet the growing need for low-barrier safe, emergency shelter for adult homeless men.
- Continuing to investigate the viability of the Vacant Homes Tax which could help alleviate some housing pressure.

## The 2023 Budget invests an additional annual \$6.2M and \$55.8M in capital projects to support Peel's emergency response capacity

Paramedic Services are still recovering from the impacts of the pandemic in a year where there was a dramatic increase in call volumes for their life saving services.

### What we have delivered already:

- Maintaining one of Canada's busiest Paramedic Services, serving the country's largest airport, seven major highways, and both urban and rural areas.
- A 72% cardiac arrest save rate achieved by Region of Peel Paramedic Services is among the best in North America.
- 140,000 calls were handled in 2021, part of an increasing trend in call volumes each year, which is expected to continue.

### The 2023 budget enhances Peel's emergency response by:

- Hiring 44 new paramedics at a net additional cost of \$3.2 million to manage 2023 call volume increase and system pressures.
- Ensuring that systems and aging infrastructure are maintained appropriately by investing in a specialist at a cost of \$0.1 million
- Maintaining the service level increase due to 2022 population and call volume growth approved by Council with an investment of \$2.7 million.
- Addressing current and future growth in call volume with a capital investment of \$38 million for a sixth paramedics reporting station and a satellite station.
- Delivering on an expanded role during the COVID-19 pandemic recovery.
- Innovating in areas such as Community Paramedicine to improve people's health, which also addresses system pressures such as keeping people out of hospital.
- Continuing to implement a multi-stage, comprehensive approach to Paramedic Services employee health and psychological wellbeing.

# The 2023 Budget invests an additional annual \$123M to support child care in Peel

Peel has some of the most expensive child care costs in Canada. With the average monthly cost for a family with two children almost \$2,560, the Region needs an Early Years and Child Care system that is responsive to current and future needs of children and families in Peel.

## What we have delivered already:

- Provided funding, advice, and oversight to 191 providers who operate more than 47,000 licensed child care spaces.
- Provided funding and oversight to EarlyON providers so they can offer more than 1,000 hours of programming each week. 17,000 children and their families benefit from these programs.
- Supported more than 8,000 children to access affordable licensed child care. There is currently no wait list for families who need help to pay for licensed child care.
- Supported over 2,400 children with special needs to fully participate in licensed child care programs.

## The 2023 budget addresses the challenges of affordable child care in Peel by:

- Investing over \$132 million of the Canada-Wide Early Learning and Child Care affordability plan to transition to \$10-a-day child care.
- Completing the one-time \$8.6 million Child Care and Early Year Workforce Federal program which will be phased out (including funding) in 2023.
- Implementing the Workforce Strategy to support, grow and attract a diverse workforce to address staff shortages in the child care sector.
- Addressing systemic discrimination to ensure all child care programs, policies and practices reflect the diverse needs of Peel communities.

## The 2023 budget invests \$9.7M of Provincial funding to improve seniors' lives in Peel and \$10M in capital to maintain our long term care homes

Gaps and complexities in Peel's health and social systems prevent seniors and their caregivers from successfully navigating and accessing a range of services that support healthy aging.

### What we have delivered already:

- Progressed on construction of Seniors Health and Wellness Village at Peel Manor.
- Increased the average number of caregivers accessing supports per month (25 in 2021, compared to 19 in 2019).
- Implemented virtual programming to support Adult Day Services clients and caregivers (registered and waitlisted), including a digital lending library to reduce barriers to participation.
- 93 per cent of caregivers reported in 2021 that Adult Day Services contributed towards their loved one's ability to continue to live at home.
- 90 per cent of caregivers report that Adult Day Services provided an opportunity to have a break from their caregiver role (2021 data).

### The 2023 budget addresses the challenges seniors face in Peel by:

- Investing \$9.7 million of Provincial funding to increase the level of care for seniors as we move towards the new 4-hours of care annual target.
- Enhancing access for seniors through the Virtual Adult Day Services program at a cost of \$0.3 million.
- Implementing a 1-year pilot for Adult Day Services and respite bed expansion with a one-time investment of \$1.1 million.
- Ensuring compliance to new legislative requirements.
- Investing in emotion-based and person-centred care for seniors.
- Leveraging multi-faceted solutions to increase capacity (e.g., resources, technology, and infrastructure).
- Supporting workforce enablement (e.g., empowering employees to do their jobs well and supporting employee psychological health and wellbeing).

## The 2023 budget invests an additional annual \$0.3M and \$40M in capital investments to deal with the impacts of the climate emergency

Global greenhouse gas (GHG) emissions are at dangerous levels and continue to rise, resulting in Peel Region experiencing more frequent and severe impacts of climate change that threaten the Region's services and infrastructure.

### What we have delivered already:

- Invested \$12 million for high efficiency heat pumps at Weaver's Hill (a Peel Living building) which will reduce GHG emissions by 1,000 tonnes (CO<sub>2</sub>e) per year.
- Invested \$1.5 million to incorporate the Net Zero Emission standard into the East Avenue Affordable Housing New Construction project which will avoid up to 200 tonnes (CO<sub>2</sub>e) per year.
- Expanded the number of the Region of Peel's hybrid-electric vehicles to 102 total vehicles which is expected to reduce GHG by 18 tonnes (CO<sub>2</sub>e) per year.
- Installed 81 Electrical Vehicle (EV) charging stations for employee and fleet vehicle use.
- Worked with stakeholders on potential low carbon district energy options to Lakeview using effluent heat from Peel's wastewater.
- Through the Peel Climate Change Partnership, we continued collaborative work between the Region, local municipalities, and Conservation Areas on flood resiliency, green natural infrastructure, zero emission vehicles and other shared climate priorities.
- Developed a Net Zero Emissions Policy and Standard for new construction of all new regional buildings.

### The 2023 budget addresses the ongoing challenges of the climate emergency by:

- Reviewing all major capital projects with a climate emergency lens and, where appropriate, direct increased investments to support much improved climate change outcomes.
- Avoiding or reducing existing GHG emissions by investing \$26 million into new affordable housing in progress and projects that will undergo substantial redevelopment and expansion.
- Achieving further reductions in GHG emissions through a \$12.2 million investment in the Peel Housing Corporation State of Good Repair & Low Carbon Project Support.
- Advancing the greening of our fleet through the investment of \$2.2 million into two key projects: Zero Emission Waste Collection Vehicle Pilot and investing in EV Charging Infrastructure.
- Fighting climate change by investing in our employees, with new roles expected to embed and integrate climate action into the delivery of services and the sharing of perspectives at a cost of \$0.3 million.

# The 2023 Budget invests an additional annual \$35M and \$456M in capital investments to keep Peel's infrastructure in a state of good repair

Peel has a long history of keeping its infrastructure in a state of good repair. However, inflation, climate change and other factors pose a real challenge to this record.

## What we have delivered already:

- Established new business processes and technology solutions to enable more efficient management of assets and modernize existing services.
- Began implementation of a new Work Management System to ensure assets are managed based on evidence and that the value they provide is optimized.
- Started the identification of the climate hazards and the risk these hazards pose on infrastructure networks.
- Undertook a maturity assessment to measure how well Peel aligns with international best practices.

## The 2023 budget maintains Peel's infrastructure by:

- Increasing the infrastructure levy increase of \$35 million to help fund the state of good repair of our assets to fund key priority infrastructure needs of the community.
- Key projects this levy will support include:
  - \$144.5 million for water main replacement and construction.
  - \$139.7 million for expansion of Water Resource Recovery Facilities.
  - \$72.4 million for pumping station expansion, rehabilitation and water treatment plant equipment replacement.
  - \$70.8 million for Peel Living State of Good Repair.
  - \$66.8 million related to the Housing Master Plan.
  - \$38.0 million for land acquisition for a sixth paramedic reporting station and one additional satellite station.
  - \$8.1 million for enhancement and state of good repair for ambulance and other fleet.
  - \$8.1 million for enhancement and state of good repair for equipment including the replacement of 93 powerloads and power stretchers.
  - \$75.3 million for road construction, intersection improvements, and active transportation.
  - \$61.0 million for road reconstruction/resurfacing, and other asset management related works.



# The 2023 Budget supports diversity, equity, and inclusion with additional investment of \$0.6M

Although Peel Region is one of Canada's most diverse communities, the Region has work to do in terms of ensuring its employees appropriately reflect the diversity of the community they serve. Our approach is through education and also through our services.

## What we have delivered already:

- Completed 2<sup>nd</sup> workforce census that helps us develop policies and programs to build a diverse, equitable and inclusive workplace.
- Implemented Phase One of the Diversity, Equity and Inclusion recommendations endorsed January 2022. These include:
  - The creation of an Anti-Racism policy within the Respectful Workplace Program.
  - Completed review and promotion of investigation process for claims of discrimination and harassment.
  - The implementation of a Diversity, Equity and Inclusion Learning Framework that introduced Indigenous Cultural History and Accessibility for Ontarians with Disabilities Act refresher training.
  - Completed a DEI Review of Recruitment, Promotion & Pay Policies and Practices.
  - Developed an inclusive Succession Management Program.

## The 2023 budget supports Diversity, Equity and Inclusion by:

- Investing \$0.3 million to create and embed DEI principles and practices in program and service delivery to address gaps and barriers that may lead to inequities for service users.
- Hiring staff to support the strategic communication and roll-out of Peel's diversity, equity and inclusion strategy at a cost of \$0.2 million.
- Hiring an Indigenous Engagement Advisor to build relationships with the Indigenous community and lead the development of the Regional Truth & Reconciliation Action Plan at a cost of \$0.1 million.
- Creation of Employee Resource Groups to support engagement, awareness, knowledge building and continued conversations throughout the organization about DEI related topics.
- Expanding offerings of the Diversity, Equity and Inclusion learning framework to include Unconscious Bias and Anti-Black Racism training for employees.
- Introducing an Observance and Recognition Policy that is faith-based, cultural and diversity-related to better reflect the identity of Peel's community.

# The 2023 Budget invests an additional annual \$1.5M and one-time capital investment of \$1.0M to transform and modernize service delivery

The community's expectations for government are changing. Peel's community wants better services that are responsive to their diverse needs, better access to information and data, more engagement in two-way dialogue, and assurance of their tax dollars being spent well.

## What we have delivered already:

- Launched the Open Data Portal realizing 35 million hits for COVID-19 related data and 7.8 million hits for non-COVID-19 related data.
- 81 per cent of customers said the reason for their call was resolved on the first call or contact (Industry benchmark is 70 per cent).
- Made neighbourhood level COVID-19 case and testing data available for download, enhancing transparency of data, and reducing staff time to fulfill data requests.
- Expanded the new COVID-19 virtual assistant to quickly answer nearly 30,000 resident questions about waste collection.

## The 2023 budget transforms and modernizes service delivery by:

- Improving IT security with additional resources at a cost of \$0.3 million.
- Investing in the psychological health and safety of teams integral to supporting and delivering services to the Peel community.
- Moving towards a more centralized, consistent approach to managing the call center system across the Region of Peel through an investment of \$0.1 million.
- Implement the work of the Service Experience Strategy by leading efforts to establish and strengthen relationships with Indigenous communities.
- Advancing digital services at Peel with an investment of \$0.2 million to meet the modern and diverse needs of Peel residents.
- Addressing the 40% growth in demand for digital and print solutions with additional resources at a cost of \$0.2 million.

## The 2023 Budget reflects \$3.6M in service improvements and efficiencies

The Region's ongoing commitment to continuous improvement helps deliver improved service outcomes that provide value for tax dollars and contribute the vision of a *Community for Life*.

### What we have delivered already:

- Implemented a continuous improvement program using LEAN as the primary approach to identify potential savings and efficiencies.
- Over the past 5 years (2018 – 2022), Peel has achieved cumulative savings of \$23.7 million.
- Additional savings of \$21.4 million were achieved in the Region's Mass Vaccination Program from funds provided by the Province for the Region's pandemic response.

### The 2023 budget reflects the service improvements and efficiencies:

- In 2022, a total of 40 Continuous Improvement Initiatives saved the Region \$3.6 million.
- These initiatives also resulted in avoiding \$7.1 million in additional costs.
- Additional savings of \$21.4 million were achieved in the Region's Mass Vaccination Program from funds provided by the Province for the Region's pandemic response.

# The 2023 Budget invests an additional annual \$22.8M and capital investments of \$641M to ensure Peel's utilities remain high-quality

As the lowest cost water/wastewater service in the Greater Toronto Area, it is important to ensure we constantly look for better and more sustainable ways to provide safe clean drinking water to the community.

## What we have delivered already:

- Executed the Inflow and Infiltration strategy which has resulted in the reduction of inflow and infiltration from the wastewater system.
- Continued partnership with the Lakeview community for the construction of a district energy system using wastewater effluent that would contribute to environmental sustainability.
- Achieved compliance with new excess soil regulations to ensure the proper management of excess soil on Regional construction sites.
- Council endorsed the water bill adjustment pilot program, which will help residents address the financial burden resulting from an unexpected high-water bill due to a leak.
- A new water and wastewater billing rate structure was approved by Council. This structure is based on industry best practices and will provide more customer equity along with revenue and bill predictability.

## The 2023 budget maintains the provision of clean water for life by:

- Increasing the capital reserves by \$22.6 million to ensure there is sufficient funding to manage the state of good repair of assets.
- Updating the Water and Wastewater Master Plan to accommodate growth to 2051.
- Implementing a long-term financial plan for Water and Wastewater.
- Aligning business ventures to our 10-year Strategic Plan.
- Continue to develop a District Energy system utilizing thermal energy contained in treated wastewater effluent to provide a low carbon energy source to service the future Lakeview Village Development.
- Maintaining service levels by making operating investments and improving customer service through Lean initiatives.

## Peel Regional Police (External Agency)

### The 2023 budget invests an additional annual \$45.9M and additional capital of \$847M to maintain and enhance public safety

Peel Regional Police are experiencing increased pressures driven by the need to address intimate partner incidents, mental health related calls, theft of motor vehicles, road safety and guns and gangs.

#### What we have delivered already:



- Launched 'Our Way Forward: Peel Regional Police Strategy to Operationalize Community Safety and Well-Being' (CSWB) within the Region of Peel, outlining an approach to adopting and implementing the province's CSWB framework within internal operations.
- Formed the Anti-Racism Advisory Committee (ARAC) comprised of diverse members representing Mississauga and Brampton.
- Peel Regional Police's Commercial Auto Crime bureau has undertaken collaborative multi-jurisdictional investigations, such as Project High Five and Myra, resulting in 24 arrests, 240 criminal charges and the recovery of 414 stolen vehicles
- Peel Regional Police's Specialized Enforcement bureau and its law enforcement partners have undertaken collaborative multi-jurisdictional investigations, such as Project Zucaritas and Warrior, resulting in the seizure of 466 kilograms of illegal narcotics with a street value of over \$41 million.
- We continue to innovate and transform the way our officers work and interact with our community by providing technology to be effective and enhance processes with access to applications roadside and access to mental health professionals, to name a few.

#### The 2023 budget enhances public safety by:

- Peel Regional Police's request to hire 70 police officers and 50 civilian professionals, including 18 special constables, 10 9-1-1 communicators, 4 scenes of crime specialists, at a cost of \$19.9 million, will address growth in the region, complexity of investigations and a commitment to community safety.
- The Peel Regional Police also proposes Capital investments of \$847 million to replace infrastructure, vehicles and equipment, expansion of facilities and advancing technological innovation.

# Peel 2023 Budget - some numbers

The budget is divided between services that are supported by property taxes (which includes the regionally financed external organizations) and those that are supported by the utility (Water/Wastewater) rate.

2023 Regional Budget Overview \$5.0B			
Operating Budget - \$3.1B & Capital Budget – \$1.9B			
10-Year Capital Plan - \$14.5B			
 Property Tax Supported		 Utility Rate Supported	
<b>Operating Budget</b>	\$2,489M	<b>Operating Budget</b>	\$656M
Budgeted Rate Stabilization Reserve draws	(\$75M)	Budgeted Rate Stabilization Reserve draws	(\$5M)
<b>Capital Budget</b>	\$1,299M	<b>Capital Budget</b>	\$641M
<b>10-Year Capital Plan</b>	\$6,236M	<b>10-Year Capital Plan</b>	\$8,284M
<b>*Property Tax Increase</b>	<b>2.8%</b>	<b>Average Utility Rate Increase</b>	<b>7.9%</b>
(Includes 1.0% Infrastructure levy, 0.5% Community Safety Levy )		(Includes 5.0% for Infrastructure)	
<b>**Impact :</b>		<b>Impact:</b>	
Average Home assessed at \$578,600	\$144	Household water consumption of 290m3	\$58
Small Business assessed at \$641,900	\$255	Small Business water consumption of 695m3	\$152
Commercial assessed at \$1,925,700	\$765		
Industrial assessed at \$1,937,300	\$849		
Region's Portion of Annual Residential Municipal Tax Bill	\$2,309	Annual Residential Water Bill	\$896

\* Assumed weighted average municipal portion of tax bill is approximately 42 per cent

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

## Major Drivers of the Tax Operating Budget

Average Property Tax Impact of 2.8% (net tax levy Increase of 6.7%)

Regionally Controlled Services • Budget Drivers	Budget Change \$M	Budget Impact %
<b>Maintain Existing Service Levels</b>	15.3	1.2
<b>New Service Investments</b>		
• Housing Rent Incentive Program	7.6	0.6
• Addressing Paramedic call volume	3.3	0.3
• Emergency Shelters	1.3	0.1
• Seniors Services including Virtual Adult Day Services	0.6	<0.1
• Sustaining Housing Services	0.4	<0.1
• Community Safety & Wellbeing	0.4	<0.1
• Various other initiatives	2.9	0.3
<b>External Funding Impacts</b>	2.7	0.2
<b>Infrastructure Levy</b>	12.3	1.0
<b>Total Regionally Controlled</b>	<b>46.8</b>	<b>3.8</b>
<b>Assessment Growth</b>	<b>(6.5)</b>	<b>(0.5)</b>
<b>Total Net Regionally Controlled</b>	<b>40.3</b>	<b>3.3%</b>

Nearly half (3.3 per cent) of the total proposed net tax levy increase of 6.7 per cent is for Regionally Controlled services which are overseen by Regional Council.

This increase is largely driven by higher costs to maintain services, an infrastructure levy and new service investments that address priority community needs. These needs include increasing affordable housing options, having more paramedics on the road and enhancing emergency shelter options.

External Agencies (Regionally Financed) • Budget Drivers	Budget Change \$M	Budget Impact %
<b>Peel Regional Police</b>		
• Maintain Existing Service Levels	19.8	1.6
• Increase Community Safety	19.9	1.6
• Community Safety Levy	6.2	0.5
<b>Ontario Provincial Police</b>	0.4	<0.1
<b>Conservation Authorities</b>		
• Credit Valley Conservation Authority	0.9	<0.1
• Toronto & Region Conservation Authority	0.5	<0.1
• Conservation Halton	<0.1	<0.1
<b>Total External Agencies</b>	<b>47.6</b>	<b>3.8</b>
<b>Assessment Growth</b>	<b>(5.3)</b>	<b>(0.4)</b>
<b>Total Net External Agencies</b>	<b>42.3</b>	<b>3.4%</b>

Over half (3.4 per cent) of the total proposed net tax levy increase of 6.7 per cent is for Regionally Financed External Agencies budgets, which are overseen and governed by their own respective boards.

The increase is largely driven by higher costs to maintain services and increased uniformed police officers and civilian employees at Peel Regional Police to improve community safety.

# About the Region of Peel

The Region of Peel serves more than 1.5 million residents and approximately 198,500 businesses in Brampton, Caledon and Mississauga. We deliver a wide range of resident focused services across the Region. The Region of Peel is the second largest municipality in the Greater Toronto Area (GTA) and growing steadily.

## Regional Government

Since 1974, the Region has been delivering a wide range of programs and services to enhance our community.

This includes public health, seniors' services, paramedic services, housing support, income support, child care, community investment, transportation (including a transit service for people with mobility issues), waste management, land use planning, water and wastewater, business services, legislative services, information & technology, real property & asset management, and a heritage, art and culture facility.

We are governed by the Regional Chair and 24 members of Council, who represent the City of Mississauga (12), City of Brampton (9) and the Town of Caledon (3).

The elected council is supported by a team of professional staff who are dedicated to improving the lives of residents and businesses in Peel and achieving a vision for a *Community for Life*.

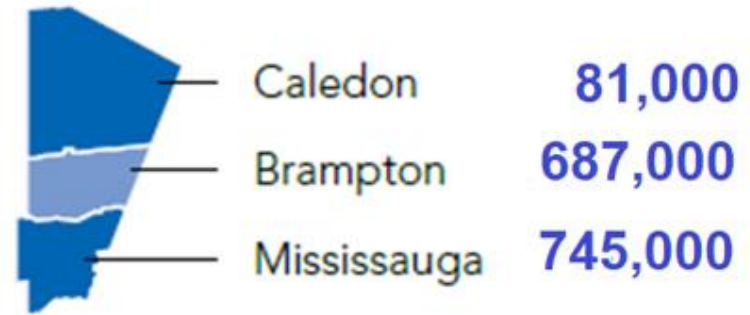
## Location

The Region of Peel is located 45 kilometers west of the City of Toronto or about a 30-minute drive.

Peel encompasses a mixed landscape of bustling urban centres, charming villages, rural lands and Toronto Pearson International Airport. Our geography is as diverse as our population. Portions of the Oak Ridges Moraine, the Niagara Escarpment, Etobicoke Creek, and the Lake Ontario waterfront are contained within our borders.

## Breakdown of Peel's Population

The Region of Peel has a population of just over 1.5 million residents who live in the City of Brampton, Town of Caledon and City of Mississauga.



## We are Industrious

Peel Region is a significant freight hub for Canada. An estimated \$1.8 billion worth of commodities travel to, from and through Peel every day making goods movement a pillar of the Regional economy.





## We are Diverse

Peel has the highest percentage of racialized people in the GTA. 69% of people in Peel identify with a racialized group. By comparison, just 34% of Ontarians and 27% of Canadians overall identify with a racialized group. Since 2006, the racialized population of Peel increased 72%.

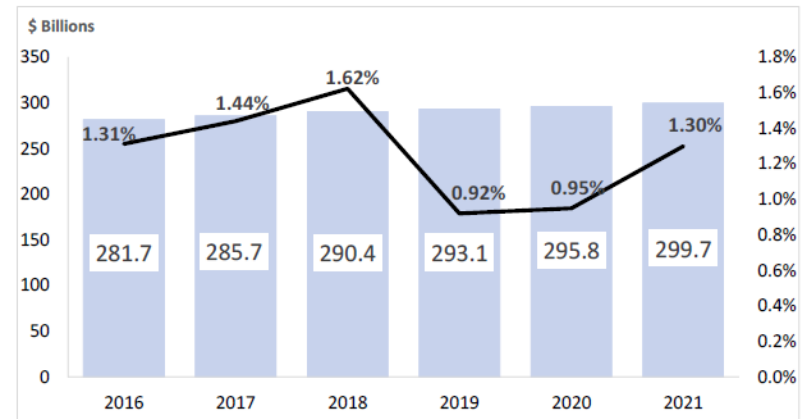
Distribution of Racialized Population	100.0%
South Asian	54.3%
Black	13.9%
Chinese	6.1%
Filipino	6.1%
Arab	5.0%
Latin American	3.2%
Southeast Asian	2.7%
West Asian	1.6%
Korean	0.6%
Japanese	0.3%
Other	6.2%



## Economy

The Region of Peel has a population of 1.5 million residents and, in 2021, remained the second largest region in the Greater Toronto Area (GTA). Peel has the youngest population among the GTA regions with an average age of 39 years. Peel's economy benefits from this young, growing and educated workforce. It also benefits from being located within the economic hub of the GTA and being close to the American market.

### Sustained Growth in Peel's Taxable Assessment Base



Peel's long term growth prospects remain positive. Total population is forecasted to be 2.28 million by 2051. Factors that contribute to its long-term population growth are:

- Planned increase in immigration
- Diverse communities and cultures that attract newcomers
- Location and transportation advantages

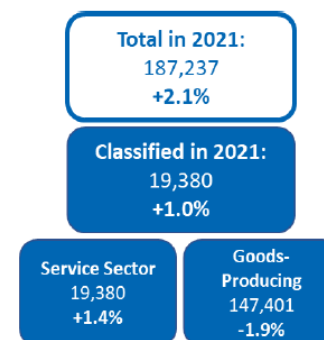
## Diversified Economic Base

The industries in Peel’s economy are more diverse than ever before, strengthening our ability to overcome slumps in any given industry. In 2021, the distribution of Peel’s business establishments was as follows:

Distribution of Peel Business Establishments	100.0%
Finance, Insurance, Real Estate Rental & Leasing	22.3%
Transportation & Warehousing	22.2%
Professional, Scientific & Technical Services	14.5%
Trade	9.1%
Construction	8.3%
Healthcare and Social Assistance	4.9%
Admin. Supp, Waste Mgt and Remediation Services	4.0%
Manufacturing	2.8%
Accommodation and Food Services	2.5%
Education Services	1.0%
Other Services	8.4%

## Peel’s Businesses Continued to Grow During the Pandemic

In 2021, Peel saw more business establishments with some service sector businesses that grew during the pandemic. This continued business growth contributed to greater employment opportunities in Peel.



In fact, there were 3,873 additional small businesses in 2021, a growth of 2.1 per cent. Government supports played a major factor in cushioning the impacts of the pandemic on businesses. However, some businesses will likely be challenged by a constantly changing business environment.

### Our Regional Values

The Region of Peel delivers its services through a culture highlighted by five core values; Care and Support, Transparency, Leadership, Collaboration and Inclusion. These values guide our decisions, actions and how we will interact with our community.

#### Care and Support

We care about and support everyone’s well-being and success.

#### Transparency

We build trust in our services, programs, and each other by being genuine, transparent, and accountable.

**Leadership**

We are all leaders in the work we do to motivate, inspire, and achieve a *Community for Life*.

**Collaboration**

We find and implement solutions together to achieve our goals.

**Inclusion**

We create opportunities for everyone to contribute, be successful and recognized for their diversity and experience – fostering safety and a sense of belonging.

**The Region of Peel Organization**

The only municipality in Canada to have won the Platinum Award for Excellence, Innovation and Wellness from the Canada Awards for Excellence.

**Employee Profile**

The Region of Peel's employees are its most important asset. It is their passion, dedication and hard work that is behind the quality delivery of services to the residents and businesses in Peel.

As a model employer, the Region of Peel is an organization that focuses on attracting, recruiting and retaining top talent in the municipal sector. Peel's salaries are competitive with municipal comparators and has a culture that promotes a mentally healthy and flexible workplace.

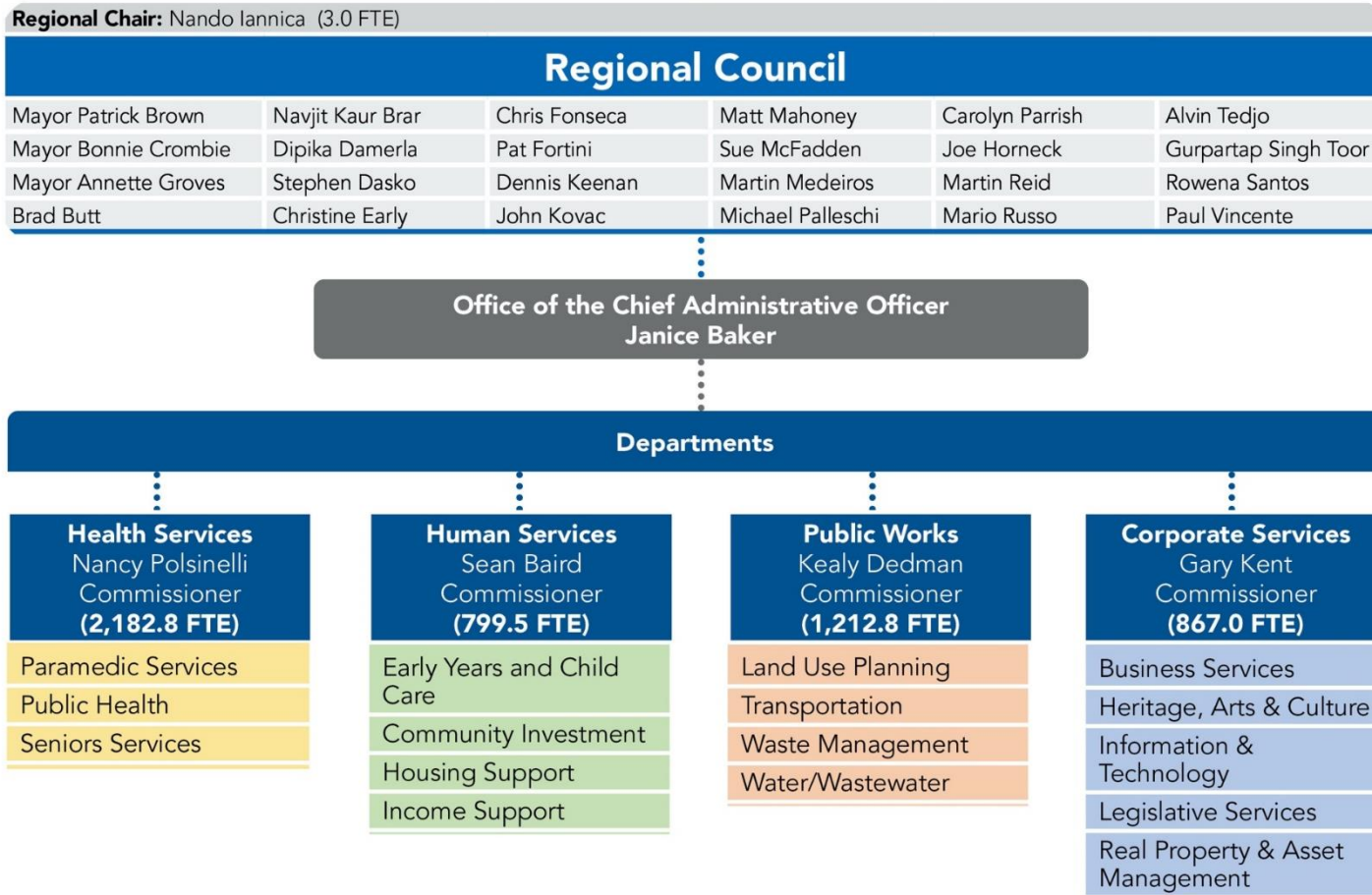
In addition, the Region of Peel is committed to a diverse and inclusive workplace where everyone is respected and valued for their contributions, and where everyone is treated fairly and has opportunity to grow and develop. As one of the most diverse regions in Canada, we are committed to establishing a qualified workforce that is reflective of the population we serve.



# Organization Structure

Region of Peel (5,065 FTE, 2022)

## Residents



# Regional Services

Office of the CAO	Public Health	Paramedic Services	Seniors Services	Housing Support	Income Support	Early Years & Child Care	Community Investment
Internal Audit	Communicable Disease	Pre-Hospital Care	Adult Day Services	System Oversight, Strategic Planning & Advocacy	Access and System Navigation	Plan, fund, and oversee Licensed Child Care	Peel Poverty Reduction Strategy
	Immunization Services	Community Programs	Social Work Supports	Financial Assistance and Case Management	Assessment and Financial Support	Plan, fund and oversee EarlyON Programs	Community Investment Funding Program
	Community Safety & Well-being	Community Paramedicine	Caregiver Support and Education	Emergency Shelter and homelessness supports	Stability Support	Administer funding to reduce child care fees for all families	Anti-Human Sex Trafficking Program
	Chronic Disease & Injury Prevention	Rapid Response	Respite Care	Transitional housing operations and maintenance	Internal Support and Program Accountability	Provide Child Care Subsidy for lower income families	Community Intelligence
	Family Health	Tactical Response	Neurobehavioural Service	Programs to increase affordable supply		Partner with Child Care Providers to ensure quality child care services	Community Engagement
	Health Protection		Resident Care and Services	Affordable and subsidized rental housing operations and maintenance		Plan, fund and oversee Services for Children with Special Needs in licensed child care	Affordable Transit Program
	Public Health Intelligence		Butterfly Model of Care				
		Specialized Behavioural Support Unit					
		Neurobehavioural Nurse Practitioner Program					

# Regional Services

Land Use Planning	Transportation	Waste Management	Water/Wastewater	Business Services	Heritage, Arts and Culture	Information & Technology	Legislative Services	Real Property & Asset Management
Policy Development	Transportation Planning & Policy	Planning, Education, Policy and Program Development	Infrastructure Planning, Partnerships & Compliance	Enterprise Asset Management	Art Gallery	Strategy and Enterprise Architecture	Freedom of Information	Capital Planning & Building Condition Assessments
Management	Transportation Modelling & Analytics	Strategy and Enterprise Architecture	Water & Wastewater Operations	Climate Change and Energy Management	Museum	Digital Services	Privacy Compliance	Facility Maintenance and Operations
Research and Analysis	Infrastructure Programming & Studies	Waste Collection	Water & Wastewater Engineering Services	Communications	Education and Programming	Data and Content Intelligence	Council and Committee Support	Technical Testing, Repair, Renewal of Capital Assets
Growth Management	Design & Construction	Community Recycling Centres		Corporate Strategy	Facility Rentals	Enterprise Platform Solutions	Archives	Preventative, Statutory, Regulatory Maintenance
Development Services Brampton	Operations	Processing and Transfer, Haulage and Disposal		Culture and Inclusion	Visitor Services	Service Management	Accountability and Transparency Services	Design and Construction Project Management and Delivery
Development Services Mississauga	Maintenance	Infrastructure Development and Maintenance		Finance	Mentorships and Donations	Security & Infrastructure Management	Advocacy and External Relations	Facility and Capital Acquisitions
Development Services Caledon	TransHelp			Human Resources	Volunteer Program			Emergency Response and Management
Site Plans & Servicing Connections				Legal Services	PAMA Retail Shop			Business Continuity Planning and Corporate Security
Planning & Performance				Procurement				Future Forward
								Accommodation Plan

## Conclusion

2022 has been characterized as the year of the “polycrisis”. We live in a world right now where the scale of climate change impacts, health crises, social strife as a result of prejudice, and economic uncertainties have come together to challenge humanity in ways that are unprecedented.

The 2023 Peel Region budget is a product of these turbulent times. By investing in programs and infrastructure that acknowledge these issues and work to address them, we uphold our Regional values of **Care and Support, Transparency, Leadership, Collaboration and Inclusion.**

Most importantly, this is **your** community’s budget. We encourage you to read over the full budget document, attend Budget meetings, and provide comments and ask questions on programs and services that matter to you.



Peel Regional Headquarters at 10 Peel Centre Drive.



# Executive Summaries of Services

The Region of Peel delivers a wide range of services. For business planning purposes, each service has developed a business plan and budget that is in line with corporate direction and the Strategic Plan. Each of the service business plans is developed using the framework below:

## Executive Summary

### Core Services

- Purpose of the service
- Service levels and trends
- Performance measurements

### The 2023 – 2026 Business Plan Outlook

- Plans for the future
- Finding efficiencies
- Leveraging technology
- Maintaining infrastructure

### Proposed Operating Budget

- High level revenue and expenditures
- Costs to maintain service levels and costs for proposed service level increases

### Proposed Capital Plan and Capital Budget.

- Overview of the 10 Year Capital Plan and 2023 Capital Budget
- Lists of capital projects for the capital budget and 10 Year capital plan

### Budget Requests

- Two-page explanations of budget requests (BR) that explain what is being requested, why it's being requested, what is the impact of the request and how much will it cost

The following pages are the Executive Summaries for each service.



# Executive Summary of Housing Support

Mission: Together with Peel Housing Corporation, we provide emergency, subsidized and affordable housing options and supports to residents who are homeless, unstably housed and unable to afford housing within the private market.

## Services we provide:

- Oversee the Region of Peel’s affordable housing system
- Together with Peel Housing Corporation, build, fund, own and operate emergency, transitional, subsidized and affordable rental housing
- Administer housing subsidies and financial assistance
- Provide case management supports
- Provide street outreach to the homeless living rough

## Interesting facts about this service:

- Proposed 2023 gross operating budget is \$257 million. Just \$62 million or 24% is funded by the federal and provincial governments.
- Current service levels meet less than 30% of need for affordable housing in Peel.
- About 3,600 families, adults and youth are served each year at the shelters. Shelter occupancy is currently averaging 117%.
- Over \$114 million in subsidies are administered annually to 11,500 households, but there are 28,000 households waiting for subsidized housing in Peel, an increase of 88% since 2019.
- \$2.6 billion of housing assets are owned by Peel Housing Corporation (PHC). Funding gap of approximately \$700 million to maintain in SoGR.

- 10 development projects are underway that will add almost 1,000 new affordable units. Inflationary pressures and cost increases due to supply-chain issues and climate change goals have created a significant funding gap.

## Highlights of the Business Plan include:

- Peel, like all major urban centres across Canada and around the world, is facing an affordable housing crisis.
- The affordable housing system has insufficient resources to maintain assets, increase supply and support clients in need.
- The 2023 budget includes operating and capital requests that address service demand pressures and the \$1 billion funding need to maintain housing assets in a state of good repair.
- Significant operating and capital investments will be required throughout the term of Council to better meet community need and implement Peel’s 10-Year Housing and Homelessness Plan.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	155,219	162,801	166,837	173,135
Capital	169,050	302,316	99,314	549,693
Full Time Equivalents	162	162	162	162
Full Time Equivalents Peel Living	118	118	118	118

# Executive Summary of Waste Management

Mission: To provide reliable, cost-effective, customer-focused services that maximize resource recovery, support innovation and foster a circular economy.

## Services we provide:

- Collection, processing and disposal of waste from residents and eligible small businesses and recycling from schools within the Cities of Brampton and Mississauga and the Town of Caledon.
- Operation of six Community Recycling Centres where residents can drop off a wide range of recyclable materials and re-usable items.
- Management of 21 former landfills, including ongoing monitoring and/or management of landfill gas and leachate.
- Promotion and education to encourage reduction, reuse and recycling and to educate residents and students about Peel's programs.
- Advocacy for fair and progressive Provincial and Federal waste management legislation, regulations and programs.
- Leadership on issues affecting the waste sector in collaboration with various government and industry associations.

## Interesting facts about this service:

- Peel operates the second largest municipal waste management program in the province (second only to Toronto).
- Peel provides collection services to approximately 345,000 curbside households and 107,000 multi-residential units.
- Peel manages 570,000 tonnes of waste annually from its 1.5 million residents.
- In 2021, Peel diverted 50% of waste from landfill.

- In 2021, a total of 525,000 customers visited Peel's Community Recycling Centres.
- Since 2019, a 13 percent increase in green bin organics and a 21 percent increase in Community Recycling Centre users.

## Highlights of the Business Plan include:

- Transition of Peel's Blue Box program to producers.
- Transition of Peel's in-house green bin organics processing to 3<sup>rd</sup> party processing.
- Finalization and implementation of the Waste Management Financial Plan.
- Implementation of mixed waste processing to recover additional resources from Peel's garbage stream.
- Commencement of Peel's next/new waste collection contracts.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	136,263	140,423	145,173	150,972
Capital	15,360	23,666	10,500	19,850
Full Time Equivalents	236.3	241.7	244.0	246.2

# Executive Summary of Transportation

Mission: To provide Transportation Services to the residents and businesses of Peel Region in a manner that is safe, efficient, reliable and accessible.

## Services we provide:

- Infrastructure planning, design, construction, operation, and maintenance of a multi-modal network of assets such as roadways, bridges, sidewalks and multi-use trails, stormwater infrastructure, streetlighting, traffic signals, noise and retaining walls, signs, safety barriers and street trees.
- Provision of door-to-door specialized public transit that enables residents with disabilities to travel without barriers and maintain independence.

Peel offers transportation services to provide safe passage and community access to the residents and businesses of Peel Region.

## Interesting facts about this service:

- Transportation infrastructure replacement value is over \$3 billion.
- Peel operates 26 Regional roads, approximately 1,700 lane kilometres and 470 signalized intersections.
- Peel has an active transportation network consisting of 390Km
- Peel owns and maintains more than 100 bridges, 345 kilometres of storm sewers and roughly 20,000 trees along regional roads
- Roughly 36% of truck trips in Ontario start or end on Peel’s roads.
- Peel provides TransHelp services that deliver over 700,000 trips annually to approx. 10,000 residents (Pre-Pandemic).

## Highlights of the Business Plan include:

Major components of Transportation’s \$129 million Operating budget are Capital Reserves, TransHelp and Road Operations & Maintenance.

Major components of Transportation’s \$160 million Capital budget are road construction, intersection improvements, active transportation, road resurfacing, TransHelp and traffic related programs.

Looking to the future, Transportation’s long-term budget outlook calls for

- A Transportation Master Plan (TMP) will bring individual components strategies together under one integrated plan
- Implementation of transit and future growth infrastructure
- Asset lifecycle plans and risk strategies to ensure assets continue to meet service levels
- Continued implementation and updates to the Accessible Transportation Master Plan and modernization of service delivery

Net Investment (\$000s)	2023	2024	2025	2026
Operating	129,021	133,471	137,275	140,709
Capital	159,144	154,162	329,864	378,436
Full Time Equivalents	341.3	355.5	366.4	377.0

# Executive Summary of Paramedic Services

Mission: Continually strive to provide people in Peel with unsurpassed paramedic services by always seeking to improve the quality of patient-centred, pre-hospital and community care while enhancing safety, efficiency and responsiveness

## Services we provide:

- Quality pre-hospital care, emergency health services and community care within the Region of Peel, including specialized rapid response and tactical teams.
- Innovative community paramedicine programming aimed at preventing the need for emergency care and filling system gaps for vulnerable populations.

With continued focus on innovative care models, staff health and wellbeing, and critical capital investments, Paramedic Services will continue to provide high quality care to residents and visitors to the Region of Peel.

## Interesting facts about this service:

- Peel is amongst Canada’s busiest Paramedic Services, serving the country’s largest airport, seven major highways, as well as urban cities and rural towns.
- A 72% cardiac arrest save rate achieved by Region of Peel Paramedic Services is among the best in North America.
- 140,000 calls were handled in 2021, part of an increasing trend in call volumes each year, which is expected to continue.

## Highlights of the Business Plan include:

- Delivering on an expanded role during the COVID-19 pandemic and through recovery.
- Innovating in areas such as Community Paramedicine to improve people’s health, which also addresses system pressures such as keeping people out of hospital.
- Continuing to implement a multi-stage, comprehensive approach to employee health and psychological wellbeing.
- Keeping a focus on response time targets through dispatch reform, alternative models of service delivery and investments in ambulance fleet and staffing.

Net Investment (\$million)	2023	2024	2025	2026
Operating	\$76.3	\$80.3	\$87.1	\$92.9
Capital	\$55.8	\$29.3	\$15.6	\$10.7
Full Time Equivalents	706.1	741.1	797.1	843.1

# Executive Summary of Seniors Services

Mission: To provide compassionate, loving, and respectful care to seniors and their caregivers in their time of need.

## Services we provide:

- Seniors Services Development (SSD) provides adult day services, social work supports, caregiver support and education, overnight respite care, and neurobehavioural supports to enable clients to age in place.
- Long Term Care (LTC) homes provide resident care and services for those no longer able to live at home. Residents are provided with an emotion-based model of care, access to a specialized behavioural support unit, and a neurobehavioural nurse practitioner program to meet their individual care needs.

With continued focus on innovative and person-centred care delivery as well as employee wellbeing and workplace culture, Seniors Services is committed to providing high quality care to clients, residents, caregivers, and families in the Region.

## Interesting facts about this service:

- 20,439 in-person and virtual visits were provided by Region of Peel’s Adult Day Services (ADS) programs between July 2021 and June 2022
- 88% of clients reported that ADS contributed to their ability to live at home, according to data gathered in 2021
- The Region of Peel was the first organization in Ontario to implement the emotion-based Butterfly model of care

- 92% of residents were satisfied with the overall quality of care received at Region of Peel’s LTC homes, according to data gathered in 2021

## Highlights of the Business Plan include:

- Responding to increasing demands to support clients/residents with complex care needs through innovative service delivery models and expansion of programs and services
- Ensuring compliance to new legislative requirements
- Investing in emotion-based and person-centred care
- Leveraging multi-faceted solutions to increase capacity (e.g., resources, technology, and infrastructure)
- Supporting workforce enablement (e.g., empowering employees to do their jobs well; supporting employee psychological health and wellbeing)

Net Investment (\$000s)	2023	2024	2025	2026
Operating	46,965	46,614	47,998	50,096
Capital	10,016	6,811	4,989	5,595
Full Time Equivalents	879.1	918.5	918.5	918.5

# Executive Summary of Public Health

Mission: To keep people healthy and reduce their risk of becoming sick. Core public health functions are assessment and surveillance, health promotion and healthy policy development, health protection, disease prevention, and emergency management.

## Services we provide:

- Population health assessment and surveillance
- Infectious disease prevention, management and immunization
- Chronic disease and injury prevention
- Promotion of children’s healthy growth and development
- Protection from environmental hazards and other health risks
- Community safety and well-being planning and support

## Interesting facts about this service:

- Public Health service delivery is provincially and regionally mandated. The service is cost shared with the Province however funding has been frozen from 2018 to 2021, despite a rapidly growing and diverse population.
- Over two years, the Region has managed 180,000 confirmed COVID-19 cases, delivered over 3.4 million vaccines to residents and managed over 1,700 confirmed outbreaks while continuing to support the most critical functions in public health.
- An ongoing response to the COVID-19 pandemic challenges program remobilization and service backlog catchup, while also supporting employee wellbeing and transition of a large majority of staff who were redeployed.
- Mental health and addictions, family violence and systemic discrimination were also identified as areas of focus in the Community Safety and Well-being Plan by over 70 partners in Peel who continue to help guide implementation.

## Highlights of the Business Plan include:

- Planning for sustainability of the complex COVID-19 response, including immunization, as per provincial guidance.
- Remobilizing priority mandated programs and services that were paused or scaled down during the pandemic.
- Promoting employee psychological health and safety to build workforce capacity.
- Advancing the 2020-2029 Public Health priorities: effective public health; active living and healthy eating; mental wellbeing; reducing health-related impacts of climate change; and health equity.
- Expanding reach of Peel’s Community Safety and Well-being Plan as mandated by provincial legislation.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	37,786	41,044	43,609	46,407
Capital	350	350	550	550
Full Time Equivalents	756.1	756.1	756.1	756.1

# Executive Summary of Income Support

Mission: To provide income and stability supports to Peel residents to enable self-sufficiency and improved quality of life.

## Services we provide:

- Helping Peel residents navigate and access income and community supports and services
- Application and assessment services for Ontario Works, Child Care Fee Subsidy and Housing Services programs
- Ongoing case management and stability support services for social assistance clients to help them to move toward employment
- Ontario Works program oversight, and accountability

## Interesting facts about this service:

- Approximately 23,000 Peel residents (1.6% of our population) receive Ontario Works assistance
- Throughout the pandemic, the Ontario Works caseload in Peel decreased by approximately 30% as many clients received federal pandemic benefits which were higher than Ontario Works benefits
- 100% of Ontario Works benefit costs are paid by the province and rates have not increased since 2018
- In 2022, the maximum monthly Ontario Works benefit for basic needs and shelter for a single person is \$733, less than a third of Peel's Living Wage (the wage a worker needs to cover their basic needs and community participation)
- Ontario Works benefits paid to Peel clients is projected to increase to more than \$156M in 2023
- The province has made changes to social assistance including moving employment services to Employment Ontario and shifting Peel's focus to providing stability support services to help clients become employment-ready

## Highlights of the Business Plan:

- Steady growth of the 2022 Ontario Works caseloads due to the ending of federal pandemic benefits and the addition of Ontario Disability Support Program non-disabled adult clients
- Increasingly complex client barriers to employment such as mental health challenges and addictions
- Realigning the service delivery model and staff roles to improve efficiency and service experience
- Creating more equitable opportunities for clients through inclusive, modernized services and better access to digital solutions
- Ensuring Peel's needs are well represented as the province designs a new Social Assistance Renewal Plan (also known as Social Assistance Transformation) by participating in client, employee, and community partner engagement
- Greater program accountability by doing audits to make sure program rules and requirements are being followed
- Ensuring staff are trained and supported to provide services that achieve successful client outcomes

Net Investment (\$000s)	2023	2024	2025	2026
Operating	27,275	29,002	30,515	32,071
Capital	-	-	-	-
Full Time Equivalents	372.8	372.8	372.8	372.8



# Executive Summary of Early Years & Child Care

Mission: To build and support an Early Years and Child Care system that is responsive to current and future needs of children and families in Peel.

## Services We Provide:

Early Years and Child Care Services does not directly operate licensed child care programs or EarlyON programs. We work with service providers to fund programs and to ensure families have access to them.

**Licensed Child Care:** We support child care providers so that families and children can access inclusive, affordable, accountable, high quality and accessible child care.

**EarlyON Program:** We provide free programs that help families with children six years and younger to grow and learn, and we connect families with early childhood professionals who can answer questions about child development.

**Child Care Subsidy:** We provide money and support so that families with lower incomes can afford licensed child care.

**Special Needs Resourcing:** We support children with special needs to thrive in licensed child care.

## Interesting Facts about this Service:

- Peel has some of the most expensive child care costs in Canada. Before 2022, the average monthly cost for a family with two children was almost \$2,560.
- The Canada-Wide Early Learning and Child Care plan will significantly improve the affordability of child care by reducing fees for children six years and younger by 50% in 2023 to an average of \$10 a day by 2025.
- Projected 2023 revenues of \$398M is 45.3% higher than 2022 and is expected to grow by half a billion dollars by 2024, making it one of the largest program budgets in Peel.

- To meet the expected demand and avoid a waitlist, Peel Region will need to create approximately 40,000 more licensed child care spaces in the next four years.
- The child care sector will need to hire more than 2,200 Early Childhood Educators to meet current and future demand for child care resulting from the Canada-Wide Early Learning and Child Care plan.
- Families earning less than \$50,000 a year still cannot afford \$10-a-day child care, and families with children ages 6-12 who do not qualify for the Canada-Wide Early Learning and Child Care Plan will need ongoing financial support to afford licensed child care.

## Highlights of the Business Plan:

- The current shortage of qualified Early Childhood Educators will negatively impact families. A comprehensive workforce strategy will support the child care sector to attract, hire and keep qualified staff to address the current staffing shortage. If this issue is not addressed there will be a waitlist.
- Racism, unconscious biases, and different cultures exist in many systems and can impact families who access programs. We are taking steps to ensure that EarlyON programs, policies and practices reflect the diverse needs in Peel.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	21,206	21,704	22,141	22,590
Capital	125	1,992	740	934
Full Time Equivalents	123.5	123.5	123.5	123.5



# Executive Summary of Information & Technology

Mission: To create an enhanced digital experience by supporting the adoption of digital practices with secure, reliable, and modern technologies

## Services we provide:

- **IT Strategy and Enterprise Architecture:** Align strategic IT plans with business objectives
- **IT Solution Delivery:** Design, develop, validate and deploy IT solutions
- **Infrastructure Management:** Plan, direct, and coordinate the design, installation, and connectivity of computer and network systems, as well hosted and on premises servers
- **IT Service Management:** Provide timely and effective response to user requests and resolution
- **Data and Content Management:** Optimize the value of data assets and enhance filing, finding and sharing of content
- **Cybersecurity:** Operations, structure and processes essential to preventing, detecting, and responding to threatening events

## Interesting facts about this service:

- Over the last 12 months, 4,600 emails containing viruses and 5,400 emails including malicious URLs were stopped and 11 unsuccessful system breaches detected
- The Public Sector Network (PSN) is a state-of-the-art fibre network co-owned by the Region of Peel, Mississauga, Brampton, and Caledon. With over 800 kilometres of fibre - the distance of almost 1,450 CN towers stacked on top of each

other - the PSN enabled Regional business to continue with minimal interruption during the recent Rogers nationwide outage.

## Highlights of the Business Plan include:

- Delivery of digital services that provide an enjoyable user experience and offer sound business improvement benefits including a new updated website, the expansion of online service capabilities, and the end-to-end digitization of 27 priority services.
- Investments in technology modernization to replace our current portfolio of financial and human resources systems which are currently end-of-life.
- Continued modernization of our digital infrastructure and reduction of technical debt by shifting to digital platforms and phasing out legacy solutions.
- Maintaining service levels by making operational investments to improve customer service and enhance security.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	20,330	20,834	21,369	21,897
Capital	22,431	22,989	16,022	17,086
Full Time Equivalents	184.0	190.0	193.0	194.0

# Executive Summary of Community Investment

Mission: Community Investment enables the Community and internal Region of Peel partners to effectively plan and implement equitable solutions that contribute to improved outcomes for Peel’s vulnerable populations.

## Services we provide:

- Leading the Peel Poverty Reduction Strategy (2018-2028) to mitigate the effects of poverty and reduce its prevalence among residents in Peel
- Funding Peel not-for-profits and community agencies, that reach vulnerable residents, to deliver quality programs and services
- Implementing the Anti-Human Sex Trafficking Program that prevents and reduces victimization through awareness campaigns and helps survivors recover their dignity and well-being by connecting them with dedicated services
- Delivering the Affordable Transit Program to improve access to transportation for low-income individuals in Brampton and Mississauga
- Developing community partnerships to continually adapt service delivery to meet the evolving needs of residents in Peel

## Interesting facts about this service:

- 111,925 or 7.8% of the population in Peel lives in poverty, including 28,680 or 9.7% children between 0-17 years of age (Census 2021)
- 1.5 million service interactions were accessed by Peel residents through agencies funded by the Community Investment Program in 2021
- A two-year pilot (2022-2023) has granted 18 Peel food providers with \$4 million to advance emergency food security in Peel
- In nine months, 67 victims, survivors, and those at risk of being sex trafficked accessed support services provided through the Anti-Human Sex trafficking program - the first municipal program of its kind

- 11% of agencies funded through the Community Investment Program are Black-led, serving, or focused or Indigenous-led, informed, benefiting, and/or partnering

## Highlights of the Business Plan include:

- Refresh the Poverty Reduction Strategy, develop a youth action plan and focus on strengthening food security effort
- Implement a balanced, equitable funding approach that supports Black-led, serving and/or focused and Indigenous-led, informed, benefiting and/or partnering agencies
- The Region’s Anti-Human Sex Trafficking program will continue to support awareness and coordination of services to victims, survivors, and those at risk of sex trafficking
- Increase accessibility to transit subsidies for low-income individuals in Brampton and Mississauga, to reduce transportation barriers to essential services and supports
- Channel community intelligence and community voices to play an active role in the development of regional evidence-informed decision making

Net Investment (\$000s)	2023	2024	2025	2026
Operating	14,853	15,021	15,717	16,051
Capital	400	-	-	-
Full Time Equivalents	32.3	32.3	32.3	32.3

# Executive Summary of Business Services

Mission: Provide trusted, cost-effective, and responsive business support across the organization so Peel Region services achieve the outcomes that matter most to residents and businesses.

## Services we provide:

- Business Services is made up of nine teams that provide shared services to the entire organization. This value creating partnership enables reliable supports to Peel Region services so they can focus on what matters most – getting the job done for our community. Business Services consists of: Culture and Inclusion, Climate Change and Energy Management, Finance, Human Resources, Communications, Procurement, Legal Services, Internal Audit, and Corporate Strategy.

## Interesting facts about this service:

- Managed \$3.1 billion in working capital, reserve and reserve funds achieving an annualized 4-year investment return of 2.77% outperforming the industry benchmark while achieving a “Triple A” credit rating for 27 years in a row
- In 2021, oversaw 2,764 new employee recruitments representing an 87% rise from 2019 as workforce capacity was needed to support COVID19 response and community vaccination programs
- In 2022, expanded social media reach to 120,000 followers and successful campaigns reached upwards of 2.4 million people and Peel Region became the number one municipal YouTube channel in Canada with 18 million lifetime views
- In 2021, conducted 766 procurements of goods and services with a value totalling over \$1.3 billion

## Highlights of the Business Plan include:

- Accelerating climate action to manage \$36 billion in assets for climate risk and to reduce corporate greenhouse gas emissions
- Developing Peel Region’s Diversity, Equity and Inclusion Strategy, Indigenous Truth and Reconciliation Action Plan, Observance and Recognition Policy, as well as increasing socio-demographic data collection to inform inclusive services
- Addressing labour market challenges through attraction and retention strategies that focus on diversity hiring practices
- Advancing Peel Region’s digital service strategy
- Supporting mental health and well-being for employees
- Implementing a new Enterprise Resource Planning (ERP) system that will boost the efficiency of core business processes

Net Investment (\$000s)	2023	2024	2025	2026
Operating	13,140	17,010	13,002	9,361
Capital	4,275	3,400	4,400	3,400
Full Time Equivalents	531.0	533.0	533.0	533.0

# Executive Summary of Real Property & Asset Management

Mission: To deliver cost-effective and sustainable real property client-focused shared services for our Program Partners. RPAM maintains our commitment to action priorities to achieve our mandate, “As trusted partners, we provide quality, value-add real services that support effective program and service delivery”.

## Services we provide:

- Management of the Region’s owned and leased properties
- Facility management; including operations and maintenance, occupant services
- Design innovations to promote an active and modern workplace
- Real property planning/administration, acquisition, leasing/licensing, design, construction, life cycle renewal and disposal
- Negotiations, expropriations, and appraisals for multi-owner capital projects
- Building condition assessments, capital planning, asset management and construction project management
- Planning and administration of Regional emergency management, corporate security, and business continuity programs

## Interesting facts about this service:

- Manage 1.2 million square metres of Regional Buildings; valued at over \$3.5 billion in construction replacement value
- Types of property managed to varying degrees include office buildings, paramedic facilities, health clinics, PAMA, long term care homes, Region-owned affordable housing buildings and Peel Living’s housing stock
- The Regional Emergency Operations Centre was activated for 600 days to support the Region’s COVID-19 response

## Highlights of the Business Plan include:

- 10 Peel Centre - Suite A renovation expected to commence construction in 2024/2025 to achieve Net Zero Carbon Building Standard
- New State of Good Repair program on building renovations will consider Net Zero Carbon building standard design requirements
- Corporate Security contract to provide static and mobile security guards at various Regional sites
- The Seniors Health and Wellness Village at Peel Manor LTC is a \$135 million capital redevelopment project projected to be completed in 2023
- Design and implementation of a DSS (Decision Support System) for capital planning and construction project management that will integrate with the IBM Maximo Asset Management system already operationalized; projected for 2023/2024

Net Investment Regional Office Program (\$000s)	2023	2024	2025	2026
Operating	7,219	7,246	7,290	7,327
Capital	1,475	9,900	6,667	9,051
Full Time Equivalents	113.0	113.0	113.0	113.0

# Executive Summary of Legislative Services

Mission: As trusted partners we are committed to quality shared services to support organizational success and serve as the gateway for members of the public, agencies, and staff to access their regional government.

## Services we provide:

The Legislative Services Division is responsible for the management and administration of the following services:

- Freedom of Information
- Privacy Compliance
- Records Management
- Inactive Records Centre
- Council and Committee Support
- Archives
- Accountability and Transparency Services
- Advocacy and External Relations
- Corporate Policy Administration

## Interesting facts about this service:

- Archives manages a growing collection of more than 1.5 linear kilometers of archival holdings, including more than 500 linear metres of government records and approximately 2 million photographic images, and private records of individuals, and organizations in Peel.
- In 2021, the Access to Information and Privacy team received 329 requests and ranked within the top 4 of municipal corporations in Ontario for number of requests received.
- In 2021 the Council and Committee support team facilitated 1,210 council decisions and the enactment of 71 Regional by-laws

## Highlights of the Business Plan include:

- Investing in additional resources and a location for processing and storage capacity to keep pace with the growth of the archives collection and the increasing demand of the growing Peel community.
- Creating an Open Public Access catalogue to allow the public to search online for archival documents, artworks, and objects from any of PAMA's collections.
- Implementing an electronic payment system for freedom of information requests to make customer payments for FOI application and other fees more convenient and secure.
- Developing new tools and processes including an advocacy priority database to support tracking of ongoing issues and legislative/regulatory developments
- Implementation of a new integrated audio-visual technology solution in Council chambers.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	5,909	6,480	6,921	7,100
Capital	3,400	500	0	0
Full Time Equivalents	36.0	38.5	41.0	41.0

# Executive Summary of Heritage, Arts & Culture

Mission: Heritage, Arts, and Culture, which operates under the name Peel Art Gallery, Museum and Archives (PAMA), exists to share the story of Peel by providing diverse opportunities for creative exploration and discussion to help build cohesive communities.

## Services we provide:

- Art Gallery and Museum
- Education and Programming
- Facility Rentals and Retail
- Membership, Donation, and Volunteer Services

## Interesting facts about this service:

- PAMA has approximately 20,000 art and historical artifacts in the collection, making it the largest combined collection in the Region of Peel.
- In efforts to amplify representation, PAMA has accessioned 8 new art pieces from diverse artists including members of the Indigenous, Black, and 2SLGBTQ+ communities in 2022.
- Over 14 productions have been filmed at PAMA since 2015, including the film adaptation of acclaimed Canadian author, Margaret Atwood’s Alias Grace.

## Highlights of the Business Plan include:

- Active accessioning and engagement with underrepresented groups to ensure that Art and Museum collections are reflective of the diversity and culture of Peel.
- Growing use of technology to increase accessibility to the collection and programs.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	5,371	5,468	5,558	5,651
Capital	1,448	3,273	826	3,253
Full Time Equivalents	18.5	18.5	18.5	18.5

# Executive Summary of Land Use Planning

Mission: To plan and manage growth and development in Peel through research, policy, meaningful consultation, engagement and development review to ensure communities in Peel are complete and sustainable for residents and businesses.

## Services we provide:

- Maintain the Regional Official Plan to guide long term growth in the Region
- Research and analyze a wide variety of environmental, land use, housing, climate change, rural policy areas
- Implement Provincial and Regional policies that guide growth and manage how land is used in Peel
- Engage and consult with stakeholders and the community on planning and growth related matters
- Plan for growth to 2051, including managing the allocation of population and employment growth to each local municipality
- Provide Regional direction and comments on development applications through local municipal development review processes
- Process connection requests to Peel's water and wastewater systems, stormwater collection system, and expansion of municipal services

## Interesting facts about this service:

- 59,444 estimated housing units in the development approvals process by 2023
- 3,390 development submissions anticipated for 2023
- Secured contributions of 3.29 hectares (ha) and 150 units for affordable housing
- 12 online and 52 in person Regional Official Plan consultation sessions
- 76.1% of proposed housing units in existing urban area

## Highlights of the Business Plan include:

- Continuing planned capital investments in policy development, research, and growth management to implement the new Regional Official Plan
- Requesting additional resources to improve development application service levels in response to increasing volumes and greater complexity of applications, and provincial legislation changes aimed at reducing review timelines
- The recent introduction of Bill 23, the *More Homes Built Faster Act, 2022* by the Province proposes significant amendments to a number of statutes, including substantial changes the land use approvals system in Ontario. As the impacts of Bill 23 become clear on the functions and contributions to planning and growth management by upper tier municipalities, implementation of the 2023 budget will be adjusted accordingly

Net Investments (\$000s)	2023	2024	2025	2026
Operating	4,186	4,310	4,425	4,543
Capital	2,310	2,310	2,310	2,810
Full Time Equivalents	64.0	64.0	64.0	64.0



# Executive Summary of Regional Chair & Council

Since 1974 the Region has been delivering a wide range of programs and services to enhance our community. It is governed by the Regional Chair and 24 members of Council, who represent Mississauga, Brampton and Caledon.

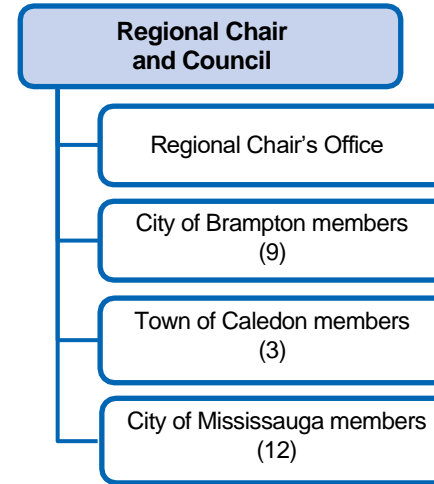
The Regional Chair is the political head of the Region and is also known as the Chief Executive Officer of the Regional Corporation. The Chair is elected by the 24 members of Regional Council to preside over meetings of Council and to ensure its decisions are implemented.

## Services we provide:

- The Region of Peel's economic growth and development is largely due to its responsible management, innovative programs and its ability to respond to the needs of the community
- Regional Council approves the Region's Strategic Plan, by-laws, policies, operating budget, capital budget and capital plan
- Members of Regional Council also serve sit on multiple committees and boards including the Police Services Board and boards of the Credit Valley Conservation Authority and Toronto and Region Conservation Authority

## Interesting facts about this service:

- Region Council is made up by councillors and mayors from the City of Brampton, Town of Caledon and City of Mississauga
- Committee and Advisory Committees are created by Council resolution to investigate and report on a particular matter or concern.
- These committees have no legal identity as part of the organizational structure, nor do they possess any statutory powers. Generally, they look to Regional Council for their authority to act, except for the Interim Period Approvals Committee.



Net Investment (\$000s)	2023	2024	2025	2026
Operating	2,916	2,998	3,070	3,143
Capital	-	-	-	-
Full Time Equivalents	3.0	3.0	3.0	3.0



# Executive Summary of Water & Wastewater (Utility Rate)

Mission: Providing Clean Water for Life.

## Services we provide:

- Planning, design, construction, operation and maintenance of water and wastewater infrastructure including treatment plants, water transmission & distribution and pumping systems, reservoirs, elevated tanks and wastewater collection systems etc.
- Management of all water and wastewater programs including strategic planning, asset management, regulatory compliance and public education.
- Water meter installations and billing services

With a continued focus on quality of service, customer service, asset management, service delivery, and our people and culture, the Water & Wastewater Divisions are poised to continue to provide responsible water and wastewater infrastructure services.

## Interesting facts about this service:

- Our water and wastewater infrastructure is one of the largest assets owned and operated by the Region with a replacement value of \$26 billion.
- The Region produces on average 590 million litres of safe drinking water and treats 660 million litres of wastewater every day.
- The Region maintains 4,700 km length of watermains and 3,710 km length of sanitary sewer mains.
- We inspect 15,000 hydrants and 475 km of sewer mains every year.
- The Region provides services to 339,000 water accounts and 333,000 wastewater accounts.

## Highlights of the Business Plan include:

- Updating the Water and Wastewater Master Plan to accommodate growth to 2051
- Implementing a long term financial plan for Water and Wastewater
- Aligning business ventures to our 10-year Strategic Plan
- Developing and assessing a Water Environment Association Utility of the Future model
- Developing ESG (Environmental Social and Governance) goals and metrics
- Progressing toward ISO 45001 Compliance for Occupational Health & Safety Management system for Water and Wastewater
- Embracing innovation, investing in people and delivering value
- Developing a District Energy system utilizing thermal energy contained in treated wastewater effluent to provide a low carbon energy source to service the future Lakeview Village Development.
- Maintaining service levels by making operating investments, and improving customer service through Lean initiatives

Net Investment (\$000s)	2023	2024	2025	2026
Operating (Peel required billings)	488,217	523,811	557,860	593,700
Capital	641,442	1,004,575	1,000,167	1,111,235
Full Time Equivalents	591.7	613.1	619.9	623.1

# Executive Summary of Peel Regional Police (External Agency)

Mission: To be the most progressive, innovative, and inclusive police service in Canada protecting the rights and well-being of all persons and property in Mississauga and Brampton through service excellence and community engagement.

## Services we provide:

- Promoting and maintaining the safety and well-being of our community through crime prevention initiatives, and effective response to citizen calls for service, and proactive approaches.
- Ongoing collaboration with policing and community partners to provide support to community members and ensure community safety, under the framework of the Provincial Community Safety and Well-Being plan.

## Interesting facts about this service:

- Comprised of 4 public divisions and specialized bureaux, we provide policing services in Brampton and Mississauga, including responding to approximately 245,000 citizen-initiated events.
- We are the second largest municipal police service in Ontario and the third largest in Canada.
- PRP were one of the first police services to launch a Community Safety and Well-being (CSWB) plan. 'Our Way Forward' is aligned with Peel Region's CSWB Plan and outlines our commitment to operationalizing community safety and well-being in how we serve the community in areas such as Mental Health & Addictions; Decreasing Family Violence; and Eliminating Systemic Discrimination.
- Signed Canada's only Memorandum of Understanding (MOU) with a Provincial Human Rights Commission to eliminate systemic racism in policing.

- Founding member of the Public Safety Broadband Network Innovation Alliance with Halton Regional Police.
- One of a few police services nationally to have a specialized Intimate Partner Violence Unit, which is joined with the Safe Centre of Peel as an onsite partner to provide support to victims.

## Highlights of the Business Plan include:

- 70 officers and 50 civilian professionals to support the demands of our community.
- Capital investments to replace infrastructure, vehicles and equipment, expansion of facilities and advancing technological innovation.

	2023	2024	2025	2026
Operating	524.6	571.3	632.0	697.5
Capital	847.3	43.0	35.6	37.8
Operating required to fund capital infrastructure	6.2	12.4	12.4	12.4
Full Time Equivalents	3,288	3,411	3,511	3,613

# Executive Summary of Ontario Provincial Police (External Agency)

Mission: To serve our province by protecting its citizens, upholding the law and preserving public safety.

## Services we provide:

The Ontario Provincial Police (OPP) provide many programs and services.

Contract Enhancements include:

- Traffic
- Community Response Unit
- Mobile Crisis Response Team (MCRT)
- Community Street Crime Unit

Support Services include:

- Major Crime Unit
- Criminal Investigation Services
- Forensic Ident Services
- Emergency Response Team
- Victim Services

## Interesting facts about this service:

- Service costs for the OPP only impact the property tax for residents and businesses of the Town of Caledon. Police services for the City of Brampton and City of Mississauga are provided by the Peel Regional Police.
- Between 2020 and 2021, the year-over-year calls for service increased by 10,278 calls representing an increase of 29%.

- From 2020, violent crime has increased 32%, property crime has increased 23% and drug related crime decreased 25%.

## Highlights of the Business Plan:

Priorities for the budget are:

- Traffic Safety
- Effective Community Engagement
- Property and Violent Crime Reduction
- One major capital project is proposed for 2023, an expansion of the parking lot to address increased vehicle traffic and pressure on the parking lot.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	13,531	14,042	14,573	15,124
Capital	\$1,112	-	-	-
Full Time Equivalents*	N/A	N/A	N/A	N/A

\*The OPP billing model does not track full-time equivalents (FTE) in the budget or in the OPP contract, with the exception of the contract enhancement positions.

# Executive Summary of Conservation Authorities (External Agency)

Mission: 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, Credit Valley Conservation (CVC), Toronto and Region Conservation Authority (TRCA) and Conservation Halton (CH).

## Services we provide:

- 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

## Interesting facts about this service:

- 91.7% of the Credit Valley Conservation Authority’s municipal costs are funded by the Region of Peel
- 11.7% of the Toronto Region and Conservation Authority’s municipal costs are funded by the Region of Peel
- 4.7% of the Conservation Halton’s municipal costs are funded by the Region of Peel

## Highlights of the Business Plan include:

- Under the new *Conservation Authorities Act* new memorandums of understanding regarding services no longer eligible for funding must be signed by December 31, 2023
- Impact of *Bill 23 More Homes Built Faster Act, 2022* are not known yet but are currently being assessed

Net Investment (\$000s)	2023	2024	2025	2026
Credit Valley Conservation Authority	26,682	27,828	28,984	30,188
Toronto and Region Conservation Authority	20,154	20,698	21,241	21,786
Conservation Halton	527	551	578	603
<b>Total Net Expenditure</b>	<b>47,363</b>	<b>49,076</b>	<b>50,803</b>	<b>52,577</b>
Total Utility Rate Funding	(16,028)	(16,028)	(16,028)	(16,028)
<b>Total Net Tax Expenditure</b>	<b>31,335</b>	<b>33,048</b>	<b>34,775</b>	<b>36,549</b>

## Executive Summary of Assessment Services (External Agency)

Mission: Assessment services are provided by the Municipal Property Assessment Corporation (MPAC). MPAC is an independent , not-for-profit corporation funded by all Ontario municipalities.

### Services provided:

- Responsible for delivering property values
- Provide insights and services to taxpayers, municipalities, governments and businesses

### Interesting facts about this service:

- MPAC is Ontario’s property expert
- Largest assessment jurisdiction in North America
- MPAC creates and maintains a comprehensive database of information for each of the more than five million properties in Ontario

Net Investment (\$000s)	2023	2024	2025	2026
Operating	19,683	20,273	20,882	21,508
Capital	-	-	-	-
Full Time Equivalents*	N/A	N/A	N/A	N/A

\*As an external agency, staffing resources at MPAC are not Region of Peel staff

# 2023 Regional Budget Overview

2023–2026 Business Plan  
and 2023 Budget

# 2023 Regional Budget Overview

## Table of Contents

2023 Regional Budget Overview.....	C-2
2023 Operating Budget – Tax Supported Services.....	C-7
Summary of the Major Drivers of the Tax Operating Budget.....	C-12
Regionally Controlled Services.....	C-13
Operating Budget Pressures.....	C-13
Operating Budget Financing.....	C-18
External Agencies (Regionally Financed).....	C-20
Overview of the External Agencies.....	C-20
Operating Budget Pressures.....	C-21
Operating Budget Outlook 2024-2026 – Tax Supported Services.....	C-23
2023 Capital Budget and Ten-Year Capital Plan.....	C-24
2023-2032 Ten Year Capital Plan – Tax Supported Services.....	C-28
2023-2032 Capital Plan by Classification – Regionally Controlled Tax Supported Services.....	C-30
2023-2032 Capital Plan Financing – Tax Supported Services.....	C-31
2023 Operating Budget - Utility Rate Supported Services.....	C-34
Overview of the Utility Rate Budget.....	C-34
Operating Budget Pressures.....	C-36
Operating Budget Financing – Utility Rate Supported Services.....	C-38
Operating Budget Outlook 2024-2026 – Utility Rate Supported Services.....	C-39
2023 Capital Budget – Utility Rate Supported Services.....	C-40
2023-2032 Capital Plan – Utility Rate Supported Services.....	C-42
Disclosure of 2023 Budget Key Assumptions & Risks.....	C-45
Conclusion.....	C-56
Summary I(a): 2023 Operating Budget Summary by Service.....	C-57
Summary I(b): 2023 vs 2022 Operating Budget by Service.....	C-58
Summary I(c): Full Accrual Based Budget.....	C-59
Summary II: Summary of budget costs mitigated in 2023 operating budget.....	C-60
Summary III: Summary of 2023 Budget Rate Stabilization Reserve Draws.....	C-61
Summary IV: 2023-2026 Operating Budget Forecast.....	C-64
Summary V: Summary of Staffing Resources.....	C-66
Summary VI(a): 2023 Capital Budget – Sources of Financing.....	C-67
Summary VI(b): 2023 vs 2022 Capital Budget.....	C-68
Summary VII: 2023 to 2032 Capital Plan.....	C-69

# 2023 Regional Budget Overview

## 2023 Business Planning Process

Peel implemented a new planning process that began in early 2022 that focused on business planning, not only for the budget year, but on the next four years. Alignment to the Region's Strategic Plan and Council's directions to the services was paramount. Services also took into consideration specific service level pressures and trends as well as significant non-service specific factors. Emphasis was placed on the impact of significant high-level trends on Peel's ability to achieve service outcomes. Significant trends assessed include:

- Growing, diverse 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

To support Council's deliberation of the 2023 Budget, new service business plans have been developed for each service that provide an overview of the service, the pressures facing the service, the direction and plans over the next four years and what they're looking at to help improve service delivery and make it more efficient including how technology will be leveraged. In addition, the business plan and budget will include a two-page budget request for all new proposed budget initiatives to explain what is being requested, why it is being requested and what impact the budget request will have on the service outcome.

The Region's budget, property tax and utility rate plans are developed 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.

No target was provided for the development of the 2023 Budget. This was largely due the uncertainty related to the economy, 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 2023 Budget recognizing the increased service demand that has built up in the Peel community over the last two years.

The 2023 Budget represents a budget that places 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 2023 Business Plan and Budget Document presents the overall budget in two general categories: Regionally Controlled Services and External Agencies (Regionally Financed).

The External Agencies (Peel Regional Police, Ontario Provincial Police, Municipal Property Assessment Corporation, Credit Valley Conservation Authority, Toronto and Region Conservation Authority and Halton Conservation) are governed through their own respective boards. The financial impact of the external agency budgets is ultimately approved by Regional Council. However, the board of each external agency approves the budget submission to the Region of Peel.



## 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 External Organizations (Regionally Financed).

The Region of Peel Operating Budget totals \$3.1 billion, and the Region of Peel Capital Budget totals \$1.9 billion, inclusive of the Tax

and Utility Rate Budgets. Chart 1 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.

The Region's Budget includes a net tax levy increase of 6.7 per cent (or an overall property tax increase of 2.8 per cent) and a utility rate increase of 7.9 per cent. The Region's utility rates remain the lowest in the Greater Toronto Area (GTA) with the 2023 increase.

Chart 1

2023 Regional Budget Overview \$5.0B			
Operating Budget - \$3.1B & Capital Budget – \$1.9B			
10-Year Capital Plan - \$14.5B			
 Property Tax Supported		 Utility Rate Supported	
<b>Operating Budget</b>	\$2,489M	<b>Operating Budget</b>	\$656M
Budgeted Rate Stabilization Reserve draws	(\$75M)	Budgeted Rate Stabilization Reserve draws	(\$5M)
<b>Capital Budget</b>	\$1,299M	<b>Capital Budget</b>	\$641M
<b>10-Year Capital Plan</b>	\$6,236M	<b>10-Year Capital Plan</b>	\$8,284M
<b>*Property Tax Increase</b>	<b>2.8%</b>	<b>Average Utility Rate Increase</b>	<b>7.9%</b>
(includes 1.0% Infrastructure levy, 0.5% Community Safety Levy )		(includes 5.0% for Infrastructure)	
<b>**Impact :</b>		<b>Impact:</b>	
Average Home assessed at \$578,600	\$144	Household water consumption of 290m <sup>3</sup>	\$58
Small Business assessed at \$641,900	\$255	Small Business water consumption of 695m <sup>3</sup>	\$152
Commercial assessed at \$1,925,700	\$765		
Industrial assessed at \$1,937,300	\$849		
Region's Portion of Annual Residential Municipal Tax Bill	\$2,309	Annual Residential Water Bill	\$896

\* Assumed weighted average municipal portion of tax bill is approximately 42 per cent

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

## 2023 Service Levels

The Budget includes resources to deliver current levels of service and service level increases to support three key areas in the Strategic Plan: Improving people's lives in their time of need, building communities that are integrated, safe and complete and being a future-oriented and accountable government.

Here are some highlights of our 2023 services in each area of focus.

In 2023, **Peel will improve people's lives in their time of need** by:

- Providing 696,462 TransHelp trips
- Providing approximately 23,000 Peel residents (1.6% of our population) with Ontario Works assistance.
- Providing 11,500 housing subsidies to households.
- Serving approximately 3,600 families, adults and youth at the shelters.
- Managing 10 development projects that will add almost 1,000 new affordable units.
- Providing programs and services to Peel residents through agencies funded by \$7 million in Community Investment grants.
- Providing more than 8,000 fee subsidies making it possible for families to access affordable licensed childcare.
- Providing opportunities for over 17,000 children and their families to participate in EarlyON programs across Peel.
- Responding to an estimated 147,689 emergency calls by end of 2022.

- Providing 809 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 2023, **Peel will contribute to integrated, safe and complete communities** by:

- Managing over 570,000 tonnes of residential waste.
- Collecting and treating 660 million litres per day of municipal wastewater collected and treated for approximately 333,000 retail and wholesale customer accounts.
- Treating, transmitting, and distributing 590 million litres per day of municipal water to over 339,000 retail and wholesale customer accounts.
- Maintaining 1,700 lane kilometres of roads, 390 kilometres of active transportation infrastructure, and 345 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 11,802 compliance health inspections at 6,599 food premises.
- Welcoming 13,701 estimated in person 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 245,000 citizen-initiated events in Brampton and Mississauga by Peel Regional Police.

- Providing effective and visible policing services including responding to 33,000+ 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 5,670 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 2023.

In 2023, **Peel will be a future-oriented and accountable government** by:

- Maintaining Peel’s high credit rating.
- Transforming and 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 \$36 billion in infrastructure.



## Budget Highlights

Chart 2 below highlights areas where we are making investments in 2023 to ensure we are sustaining current service levels and addressing increased service demand required by a population that is expected to grow by an average of 25,000 people per year, while our population continues to age at the same time.

Chart 2

**NEW in 2023**



Responding to **11,700** more paramedic response calls



Improving community safety through **70 police officers and 50 civilian** positions



Sustaining a **safe and healthy community** in a post pandemic environment



**Zero Emission Waste Collection Vehicle Pilot**



Adding **100 affordable rental units** for middle income households



Moving towards **4 hours of care** for seniors at our long term care homes



Maintaining the **state of good repair** of \$36B of infrastructure



Supporting **psychological health and wellbeing**



Advancing work to achieve a **diverse and inclusive** workplace and community



**Modernizing service delivery** by leveraging technology and implementing the digital strategy



**Reducing green house gas emissions** through strategic capital investments



Supporting **critical infrastructure work** for water/ wastewater services

# 2023 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		
Improving People’s lives in their time of need	Communities are safe, integrated and complete	Government is future-oriented and accountable
<b>Regionally Controlled Services</b>		
<ul style="list-style-type: none"> <li>• Community Investment</li> <li>• Early Years &amp; Child Care</li> <li>• Housing Support</li> <li>• Income Support</li> <li>• Paramedics</li> <li>• Seniors Services</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage, Arts and Culture</li> <li>• Land Use Planning</li> <li>• Public Health</li> <li>• Transportation</li> <li>• Waste Management</li> </ul>	<ul style="list-style-type: none"> <li>• Business Services</li> <li>• Information &amp; Technology</li> <li>• Legislative Services</li> <li>• Real Property and Asset Management</li> <li>• Regional Chair and Council</li> </ul>
<b>Regionally Financed External Services</b>		
	<ul style="list-style-type: none"> <li>• Assessment Services (MPAC)</li> <li>• Conservation Authorities*</li> <li>• Police</li> </ul>	

*\*Also partially funded from Utility Rate*

## Tax Rate Impact

Chart 4

	2023 Net Tax Levy Impact							Avg. Property Tax Impact
	2022	2023	2023 vs. 2022		Assessment Growth		Net Levy Impact	
	\$M	\$M	\$M	%	\$M	%	%	
Regional Services	681.2	728.0	46.8	6.9	6.5	0.6	3.3	1.4
Police	498.3	544.6	46.3	9.3	4.8	0.4	3.4	1.4
Conservation Authorities	30.0	31.3	1.3	4.6	0.3	<0.1	<0.1	<0.1
MPAC	19.7	19.7	0.0	0.0	0.2	<0.0	-	-
<b>Total</b>	<b>\$1,229.2</b>	<b>\$1,326.6</b>	<b>\$94.4</b>	<b>7.7%</b>	<b>\$11.8</b>	<b>1.0%</b>	<b>6.7%</b>	<b>2.8%</b>

Note: Numbers may not add due to rounding

### Net Tax Levy 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's goal is to maintain essential and expected service delivery in keeping with the Region's financial principles while minimizing the impact through the achievement of service improvements and efficiencies. Chart 4 above provides a summary of the 2023 Tax Supported Net Budget.

The Budget results in a tax levy increase of \$94.4 million equivalent to a net tax levy increase of 6.7 per cent after assessment growth (see Summary I (a) & (b) for the net budget increase by service and a comparison between 2023 and 2022 budgets). Thirteen per cent or \$11.8 million of the total increase is funded by growth in the property assessment base of 1.0 per cent and the remaining 87 per cent or \$82.6 million is funded by a net tax levy increase of 6.7 per cent.

The 6.7 per cent net tax levy increase is composed of 3.3 per cent increase for Regionally Controlled Services and 3.4 per cent increase for Regionally Financed External Agencies.

### Average Property Tax Impact

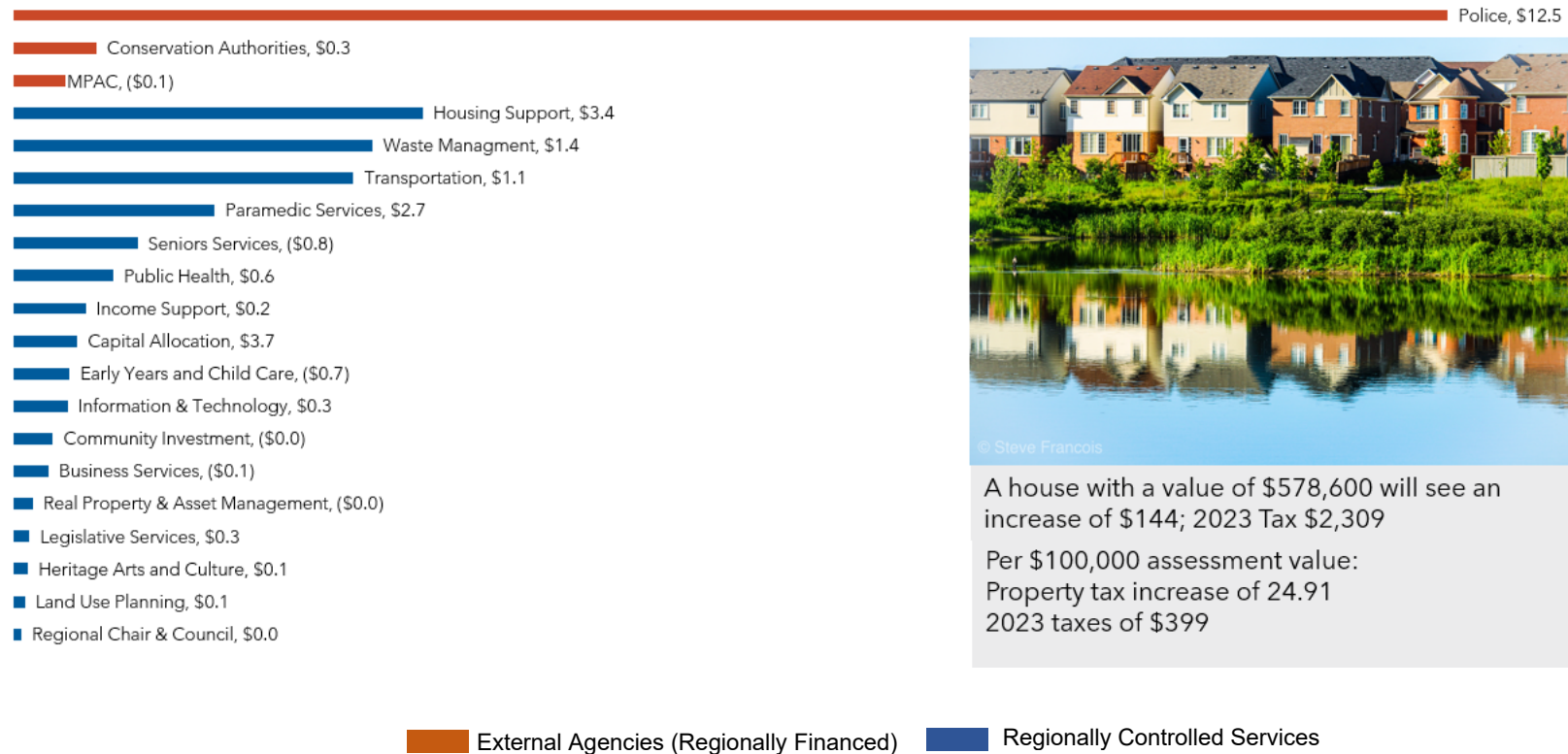
The property tax bill has three components: cost of Regional services, cost of local municipal services, and cost of education. For the 2023 Budget, the average impacts are as follows: Regional services - 42 per cent, local municipal services - 41 per cent and education - 17 per cent. The education portion (residential only) of the combined tax bill has gradually decreased from 29% in 2001 to 17% in 2022 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). The average property tax impact of the 2023 Budget is 2.8 per cent.



## Where Your 2023 Tax Dollars Will be Spent

Chart 5

Where Your 2023 Tax Dollars Will Be Spent  
(Based on \$100,000 of Residential Assessment)



A house with a value of \$578,600 will see an increase of \$144; 2023 Tax \$2,309  
 Per \$100,000 assessment value:  
 Property tax increase of 24.91  
 2023 taxes of \$399

External Agencies (Regionally Financed)      Regionally Controlled Services

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

Chart 5 above outlines where the 2023 tax dollars will be spent per \$100 thousand of residential assessment. The length of the bars represents the amount of property tax dollars funding the service and the figures at the end of each bar represent the net impact of the budget increase per \$100,000 of residential assessment.

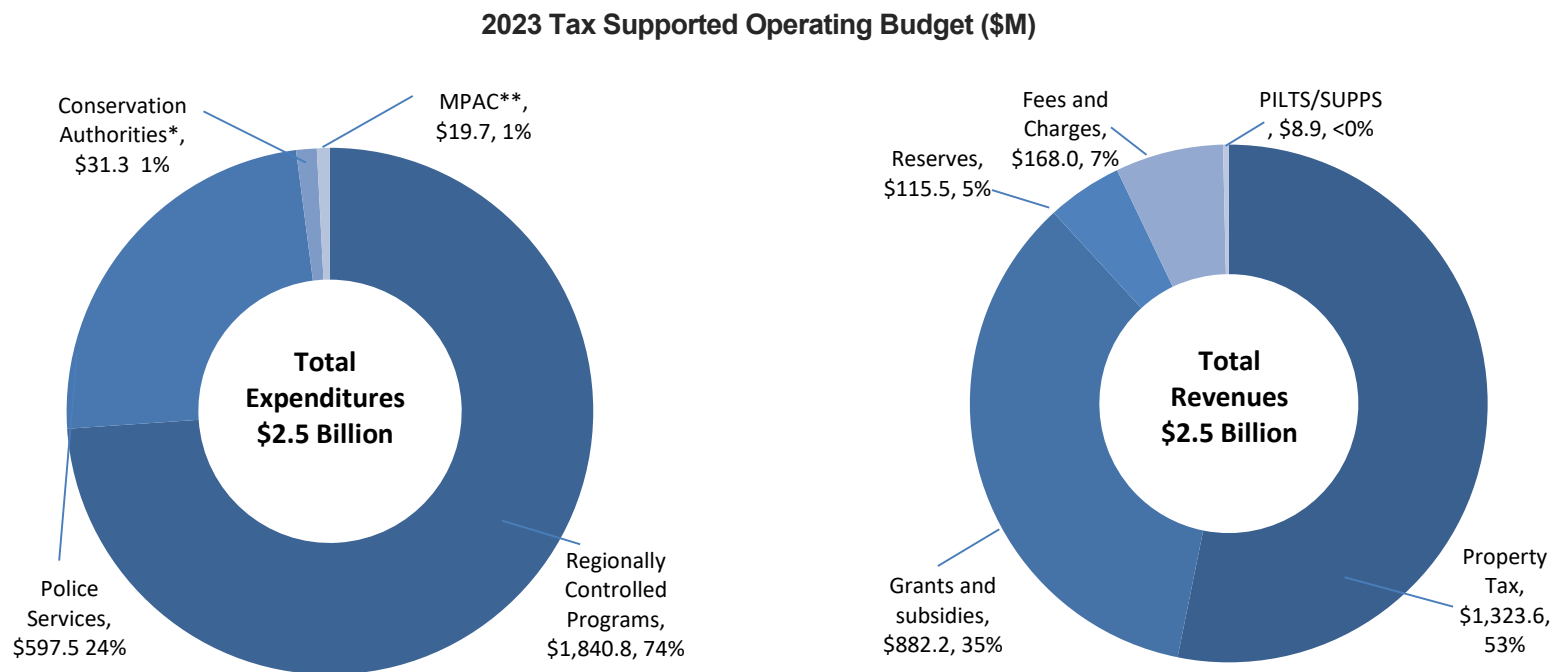
As seen above, the Peel Regional Police proposed the largest budget increase followed by Housing Support, the Capital Allocation (Infrastructure Levy) and Paramedics services.

The Property Tax Supported Operating Budget totals \$2.5 billion for both Regionally Controlled Services and Regionally Financed External Organization services.

- Forty-seven per cent or \$1,165 million of the total gross budget is funded by non-property tax revenue sources
- Fifty-three per cent or \$1,324 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**



\* Excludes \$16 million in Conservation Authorities expenditures funded by Utility rates  
 \*\* MPAC: Municipal Property Assessment Corporation



## 2023 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 and External Agencies (Regionally Financed)

As mentioned earlier, the Tax Supported Budget supports both Regionally Controlled Services and External Organizations (Regionally Financed). Regional Council directs and approves the budgets for Regionally Controlled services.

The external organizations (Peel Regional Police, Ontario Provincial Police, Credit Valley Conservation Authority, Toronto and Region Conservation Authority, Conservation Halton and Municipal Property Assessment Corporation) are governed by their own respective boards. The financial impact of the external agency budgets is ultimately approved by Regional Council. However, the board of each external agency approves the budget submission to the Region of Peel.

The next sections in the document will provide overviews of the Tax Supported Regionally Controlled services, the External Organizations (Regionally Financed) and the Utility Rate Supported services.

## Summary of the Major Drivers of the Tax Operating Budget

Charts 7(a) and Chart 7(b) provide a breakdown of the major drivers behind the proposed changes of the Regionally Controlled services and External Agencies (Regionally Financed) respectively.

### Average Property Tax Impact of 2.8% (net tax levy increase of 6.7%)

Chart 7(a)

Regionally Controlled Services	Budget Change \$M	Budget Impact %
<b>Budget Drivers</b>		
<b>Maintain Existing Service Levels</b>	15.3	1.2
<b>New Service Investments</b>		
• Housing Rent Incentive Program	7.6	0.6
• Addressing Paramedic call volume	3.3	0.3
• Emergency Shelters	1.3	0.1
• Seniors Services including Virtual Adult Day Services	0.6	<0.1
• Sustaining Housing Services	0.4	<0.1
• Community Safety & Wellbeing	0.4	<0.1
• Various other initiatives	2.9	0.3
<b>External Funding Impacts</b>	2.7	0.2
<b>Infrastructure Levy</b>	12.3	1.0
<b>Total Regionally Controlled</b>	<b>46.8</b>	<b>3.8</b>
<b>Assessment Growth</b>	<b>(6.5)</b>	<b>(0.5)</b>
<b>Total Net Regionally Controlled</b>	<b>40.3</b>	<b>3.3%</b>

Nearly half (3.3 per cent) of the total proposed net tax levy increase of 6.7 per cent is for Regionally Controlled services which are overseen by Regional Council. This increase is largely driven by higher costs to maintain services, an infrastructure levy and new service investments that address priority community needs. These needs include increasing affordable housing options, having more paramedics on the road and enhancing emergency shelter options.

Chart 7(b)

External Agencies (Regionally Financed)	Budget Change \$M	Budget Impact %
<b>Budget Drivers</b>		
<b>Peel Regional Police</b>		
• Maintain Existing Service Levels	19.8	1.6
• Increase Community Safety	19.9	1.6
• Community Safety Levy	6.2	0.5
<b>Ontario Provincial Police</b>	0.4	<0.1
<b>Conservation Authorities</b>		
• Credit Valley Conservation Authority	0.9	<0.1
• Toronto & Region Conservation Authority	0.5	<0.1
• Conservation Halton	<0.1	<0.1
<b>Total External Agencies</b>	<b>47.6</b>	<b>3.8</b>
<b>Assessment Growth</b>	<b>(5.3)</b>	<b>(0.4)</b>
<b>Total Net External Agencies</b>	<b>42.3</b>	<b>3.4%</b>

Over half (3.4 per cent) of the total proposed net tax levy increase of 6.7 per cent is for Regionally Financed External Agencies budgets, which are overseen and governed by their own respective boards. The increase is largely driven by higher costs to maintain services and increased uniformed police officers and civilian employees at Peel Regional Police to improve community safety.

# Regionally Controlled Services

## A 3.3 Per Cent Net Tax Levy Increase

### Operating Budget Pressures

The Regionally Controlled Tax Supported Services net budget totals \$728.3 million (including the Community Events Policing grants), representing an increase of \$46.8 million or 6.9 per cent over the 2022 Budget. After assessment growth, this is equivalent to a net tax levy increase of 3.3 per cent. The budget increase includes \$16.5 million to enable community priorities. \$12.3 million is to maintain Peel's infrastructure with the remaining budget increase of \$18.0 million is to maintain and enhance Regionally controlled 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 2022 level of service in 2023. 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 \$18.4 million which is net of funding increases and efficiencies as summarized below.

##### Labour Costs

Labour costs increased by \$16.6 million over the Budget. Included in the labour cost increase are settlements of expired bargaining agreements, economic adjustments for bargaining (as per bargained contracts) and non-bargaining employees.

It also reflects Council in-year staffing approvals for new staff in 2022 such as the addition of 22 paramedic officers to address the increase in 2022 call volume.

##### Other Pressures

Other pressures include annualized costs of previous Council decisions and additional costs on goods and services driven by inflation. Inflation has been heightened over the past year and is expected to remain elevated for the next year or two and projected to return to more normal levels of inflation before the end of 2024. 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 (\$3.9 million), Senior Services (\$3.7 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 \$2.7 million in cost savings and \$0.3 million in cost avoidance have been achieved through various initiatives and are presented in Summary II of this document. As presented to Council on January 19, 2023, 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 28 improvement initiatives, found better ways to do business such as the streamlining organization structures in Corporate Services and Human Services, and by developing a new homelessness shelter operating model resulting in savings of \$2 million that could now be used to address other critical housing pressures.

## Federal and Provincial Federal Funding Changes

There have been a number of funding changes announced in 2022 by both the federal and provincial governments that will impact Peel's services in 2023.

Federally, in 2022, the new Canada-Wide Early Learning and Child Care funding reduced childcare fees by 50 per cent for families with children six years and younger. More reductions to the daily cost will happen over the next three years with a goal to reach an average of \$10-a-day childcare across Ontario by 2025. In 2023, Peel estimates it will receive \$132 million of new funding to implement the program. The program is 100 per cent funded so there will be no impact to the net expenditures.

Provincially, in 2019, the Province of Ontario made changes to how the cost of services were shared between the Province and the Region. The 2023 Budget reflects the continuance of some of these changes.

For Public Health, the Province provided a one per cent increase to the mandatory funding which is not sufficient to fund the year over year inflation leaving a gap of \$1.2 million.

In Housing Support, the Province reduced the housing transfer payments by \$0.7 million as published in the Ontario Gazette.

Therefore, to maintain core services, Council directed the inclusion of funding to replace some of the funding shortfalls with property tax dollars to ensure service levels were maintained.

Chart 8 provides details of the services for which property tax funding has been proposed to maintain services.

**Chart 8**

Service	Costs of mitigating Provincial Funding Reductions (\$ million)
Region Controlled Services:	
Total Public Health	1.2
Housing Support	0.7
<b>Total Provincial Funding Replaced by Property Tax</b>	<b>1.9</b>

## Service Demand

Service demand represents incremental investments that support Council's outcomes as defined under the Strategic Plan. After each service has assessed the needs, risks and trends, budget requests are made for investments that respond to needs that have been identified as priorities for the community. The 2023 Budget includes \$16.5 million in budget requests for Regionally Controlled Tax Supported services.

**Chart 9 Summary of the Budget Requests (BR) by Service**

Service	2023 Investment Outcomes	Investments	
		Gross (\$'000)	Net (\$'000)
Housing Support	Timely, responsive, and coordinated client service. (BR01)	431	431
	Safe, stable, well-maintained emergency shelters and overflow hotels. (BR02)	1,323	1,323
	Increased oversight for asset management and state of good repair. (BR03)	143	-
	More affordable rental housing units for middle-income households. (BR05)	7,625	7,625
	Appropriate resourcing and asset management maturity for Peel Housing Corporation (BR07)	144	-
Paramedics	Improved responsiveness to technical systems requirements of buildings to support 24/7 program needs. (BR14)	128	128
	Meeting legislated and council-approved response times and ensuring Peel residents receive quality pre-hospital care. (BR15)	6,591	3,295
Business Services	Limit increasing risk exposure from climate change that may interrupt service delivery and incur significant financial cost. (BR25)	144	144
	Respond to increasing and evolving legislation around climate change, translate the implications of new practices and complete grant applications. (BR26)	111	111
	Improved customer service experience with Regional call centres and ease of access to Regional services. (BR27)	105	105
	Build a customer-centric culture by embedding customer experience principles into the organization at all levels. (BR28)	387	387
	An Indigenous Engagement Advisor to lead Peel's efforts to establish and strengthen relationships with Indigenous communities. (BR29)	153	153
	Diversity, equity and inclusion programming in wellness, learning and talent attraction. (BR30)	1,220	-
	Advancement of digital services at Peel, ensuring Peel's services are easy to find, and information easy to understand (BR31)	111	111
	Transition of website work from vendor-based to one that is managed internally, reducing costs and reliance on vendor and build internal capacity. (BR32)	37	37
	To advance diversity, equity and inclusion (DEI) for Peel's diverse communities, DEI will be embedded into regional programs and services. (BR33)	254	254
	To bring service levels back to pre-pandemic standards, reduce employee burnout, and	357	-

Service	2023 Investment Outcomes	Investments	
		Gross (\$'000)	Net (\$'000)
	support the upcoming Public Health transformation plan (BR34)		
	Communications Specialist and Coordinator to support Culture & Inclusion on strategic communication planning and execution. (BR35)	232	232
	To increase capacity in talent acquisition to address growth, and to promote attraction and retention of top talent and support leaders. (BR36)	108	108
	Additional Graphic Designers to manage a 40% growth in demand for digital and print solutions which will build additional trust & confidence with residents. (BR37)	223	223
	Strengthen organizational resiliency and capacity for improved well-being. (BR38)	1,000	-
Seniors Services	To maintain or improve the wellbeing of participants and create better admission transitions through the implementation of ongoing virtual Adult Day Services. (BR16)	283	283
	To ensure Long Term Care homes are maintained and are in a state of good repair Compliance with the <i>Fixing Long-Term Care Act</i> . (BR17)	237	237
	To ensure long term care homes are staffed to Ministry mandated staffing plans and that best practices Collective Agreements are adhered. (BR18)	100	100
Information & Technology	To ensure Regional systems are protected, vulnerabilities are addressed proactively, and incidents are responded to immediately when they occur. (BR22)	258	258
	Ensuring ongoing employee productivity through timely, knowledgeable responses to staff technology support requests and the rapid resolution of technical issues. (BR23)	226	226
Public Health	Support the Community Safety & Wellbeing as required under the <i>Police Service Act</i> . (BR19)	375	375
	Implement the BookitPeel standard under Peel platform for the registration for the safe food handling course. (BR20)	20	20
	Stabilize Public Health and transition the mass vaccination program to a new division that will coordinate and oversee vaccination for all Peel residents. (BR21)	9,496	-
Legislative Services	Address immediate service pressures starting in 2023, resulting from rapid growth of collection and increasingly complex demands on the archival program. (BR39)	258	258
Land Use Planning	Respond to new legislative compliance, bring customer service delivery to acceptable standards. (BR42)	904	81
Transportation	Improved customer experience by providing qualified and timely application review, while protecting the community and Region from risk. (BR12)	390	-
	Advance transit in Peel and reduce risk/cost to existing Regional infrastructure (BR09)	-	-
Waste Management	Implement a zero emission waste collection vehicle pilot project to reduce GHG emissions and support Climate Change targets. (BR08)	240	-
	<b>Total Budget Requests</b>	<b>33,614</b>	<b>16,505</b>

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

## Capital Infrastructure Funding - Through the Property Tax

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 our infrastructure is a primary concern.

As illustrated in Chart 10, based on the most recent reserve adequacy assessment, current Tax Supported reserve levels and contributions need to be increased for the foreseeable future as the requirements to fund the state of good repair of Peel’s infrastructure including paramedic ambulances, affordable housing stock including the housing within Peel Living, roads, long term care homes and shelters.

A review of the forecasted needs over the next 20-year (2023-2042) period, indicates a funding gap currently estimated at \$3.2 billion for Tax Supported capital requirements for that period. Therefore, a one per cent infrastructure levy is proposed in the 2023 Tax Supported budget, which represents approximately \$12.3 million of the tax levy increase. For the years 2024 and beyond, a one per cent infrastructure levy will continue to be needed to sustain the tax supported capital plan and that there is sufficient funding to ensure the state of good repair of infrastructure.

**Chart 10**

20-Year Outlook State of Good Repair



Total asset value: **\$7.5 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 2023 estimated at \$11.8 million or 1.0 per cent, has been incorporated in the Budget. The increase in revenue is slightly higher than the 0.8% projected for 2023 in the 2022 budget.

## **Payment In Lieu of Taxes and Supplementary Taxes**

The Budget includes \$8.9 million from Payment In Lieu of Taxes (PILTs) and Supplementary Taxes after tax write-offs and rebates. This reflects a decrease of \$7.2 million in PILTs revenue from the Greater Toronto Airports Authority to align with the projected reduction resulting from decreased passenger volume in 2021 as a result of COVID-19. This impact has been temporarily offset in the 2023 Budget with a draw from the Tax Rate Stabilization reserve. There is also a \$0.8 million decrease in supplementary tax revenues based on lower growth projected from the City of Brampton.

## **Rate Stabilization Reserve Draws**

The Tax Supported Budget includes \$70.9 million in draws from the Tax Rate Stabilization Reserve to support various initiatives and risks as show in Summary III.

## **Grants and Subsidies**

Provincial funding assumptions are reviewed annually. The Regionally Tax Supported budget includes \$864.0 million in grants and subsidies, a \$240 million or 38% per cent increase from the 2022 Budget. The increase is largely due to the introduction of the new federal \$10 a day childcare program in 2022. In addition to the federal funding, there are also increases in funding for Paramedic Services, Long Term Care and Public Health related to inflation or provincial cost sharing. However, the increase was slightly mitigated by reduction in temporary or one-time grants to services related to the COVID-19 pandemic that were no longer provided for 2023.

## **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 2023 Budget includes an estimated revenue of \$138.9 million. Key items include the Canada-Community Building Fund (formerly Federal Gas Tax), most of which is allocated to local municipalities, the reimbursement for the costs of services provided by the Region to Peel Living and also fees from senior residents at long term care homes.



## Staffing Resources to Achieve Level of Service

As in Chart 11 below, the Regionally Controlled Tax Supported Operating Budget includes 4,621 full-time equivalent staffing resources to deliver services to meet community service demands (Summary V).

**Chart 11**  
**Region Controlled Tax Supported Staffing Resources**

	Staffing Resources to Achieve Levels of Service	
	2022	2023
<b>Tax Supported Services</b>	4,424	4,555
<b>Extraordinary Staffing - COVID Response/ Immunization</b>	-	66
<b>Total Staffing for Tax Supported Services</b>	<b>4,424</b>	<b>4,621</b>

*Note: Staffing resources are regular positions (Full-Time Equivalent, FTE)*

The Budget adds a net overall increase of 197 full-time equivalent staffing resources for Regionally Controlled Tax Supported services, comprised of 202 new FTEs partially offset with a reduction of 5 FTEs achieved through the identification of efficiencies. The additional staffing resources are largely driven from service level demand and legislative changes in Health Services.

37.5 of the staffing resources are to implement the provincially mandated 4 hours of care program under the *Fixing Long Term Care Act, 2022*. Regional Council approved the implementation of the new program and addition of the new staff through the 2023 budget in 2022. These resources have been added with no net impact to the Region as the additional funding provided is sufficient to fully fund the additional staff.

To maintain paramedic response times for a growing and aging population, 44 new paramedic officers are requested. Call volumes have increased significantly over the past year.

In addition to the resources required to meet current service levels, additional resources are also requested to address a new ongoing extraordinary need in the community. To transition from the mass vaccination program to an ongoing immunization program that will oversee and coordinate immunization for all residents in Peel, an additional 66 staffing resources (clinical and non-clinical) are required. The staff have no net impact to the budget as it is the expectation that the Province should fund this program.

### Salary Gapping

Regular and temporary positions are approved and managed in accordance with the Workforce Level and Control Policy HR04-01. The Tax Supported Budget includes wage gapping in the amount of \$9.3 million (equivalent to 83 positions), which recognizes the financial impact of natural staff turnover patterns.

# External Agencies (Regionally Financed)

## A 3.4 Per Cent Net Tax Levy Increase

### Overview of the External Agencies

In the proposed Budget, the Region's tax levy includes financing to non-Regionally controlled external organizations for a total net cost of \$595.6 million or \$47.7 million over the 2022 Budget. The proposed increase is equivalent to a net tax levy increase of 3.4 per cent after assessment growth.

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

External Agencies Funded by the Region:	Method of Apportionment for External Agencies:
Peel Regional Police (PRP)	Budgeted costs after other revenue sources such as Provincial funding are apportioned by weighted assessment to the cities of Brampton and Mississauga property tax payers
Ontario Provincial Police (OPP) Caledon Detachment	Budgeted costs after other revenue sources such as Provincial funding are apportioned to the Town of Caledon property tax payers
Three Conservation Agencies: <ul style="list-style-type: none"><li>– Credit Valley Conservation (CVC)</li><li>– Toronto and Region Conservation Authority (TRCA)</li><li>– Conservation Halton (CH)</li></ul>	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 \$530.8 million represents an increase of \$45.9 million or 9.5% per cent over the 2022 Budget and is mainly due to base budget increases of 4.1%, service demand of 4.1%, and 1.3% to fund the proposed facilities capital projects. Further details are as follows:

- Overall Base budget increases total \$19.8 million or 4.1%, accounting for cost of living/inflation and include:
  - Salaries and benefits for existing staff, \$13.1 million, the increases also reflect inflationary pressures of \$7.8 million on operating requirements such as fuel and maintenance, capital reserve contributions to support technology advancements and increased Workplace and Safety Insurance Board (WSIB) expenditures
  - Subsidy/Recoveries in the base provide an offset of \$1.1 million and relate to provincial grant contracts and user fee recoveries
- Service Level demand increases are driven by growth in Peel Region, projected service outcomes include, achieving increased public response capacity, reduce 9-1-1 wait times and continuing to increase community safety and well being capacity. The Budget request includes \$19.9 million or 4.1% for 70 Officers and 50 Civilian professionals. These positions will address the complexity of investigations and maintain PRP's commitment to community safety. The Civilian positions consist of 18 Special Constables, 18 Civilian Professionals, 10 9-1-1 Communicators and 4 Scene of Crime Specialists.

- Also included in the proposed budget, is \$6.2 million or 1.3% operating funding required to finance the facilities in the 2023 Capital Budget. This amount is a proposed Community Safety Levy, it is intended for Debt to be utilized to finance these capital projects. In addition to the inclusion of the Community Safety Levy of \$6.2 million in 2023, 12.4 million is projected for the years 2024 to 2027 and \$7.2 million in 2028.

### Policing at Community Events

An increase of \$0.007 million or 2.5 per cent over the 2022 Budget 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 \$13.5 million, representing an increase of \$0.38 million or 2.9 per cent over the 2022 Budget and is mainly due to:

- An increase of \$0.22 million or 2.0% in the OPP labour 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 \$0.05M reflect inflationary increases.
- Cost mitigation opportunities in the amount of \$0.04 million or 10.3% due to a minor increase in provincial grants.
- Other Pressures - include a budgeted Reserve draw reduction of 0.15 million or (29.3%) from the Caledon Policing Cost Stabilization Reserve. The draw was introduced in the 2021 budget to minimize the impact of budget increases, this draw is gradually being phased out commencing 2023.

## Conservation Authorities (CAs)

The 2023 net budgets submitted by the three Conservation Authorities' totalling \$31.3 million represents an increase of \$1.4 million or 4.6 per cent over the 2022 Budget. Chart 12 below provides a breakdown of the increase by conservation authority.

Chart 12

Conservation Authorities \$000's	General Levy Increases	Special Levy Increases	Total Increase	% Increase
<b>Conservation Levies:</b>				
Credit Valley Conservation	442	411	852	3.3
Toronto & Region Conservation	61	433	495	2.5
Conservation Halton	15	6	21	4.0
<b>Sub-total CA Levy Increase</b>	<b>\$518</b>	<b>\$850</b>	<b>\$1,368</b>	<b>3.0%</b>
One-Time Costs for EAB*		-	-	-
<b>Total CA Levy Increase</b>	<b>\$518</b>	<b>\$850</b>	<b>\$1,368</b>	<b>3.0%</b>
<b>Less Peel Funding:</b>				
• Utility Rate	-	-	-	-
<b>Net Budget</b>	<b>\$518</b>	<b>\$850</b>	<b>\$1,368</b>	<b>3.0%</b>

Note: Numbers may not add up due to rounding

Note: \*One-Time Costs consist of Emerald Ash Borer (EAB)

Highlights of the budget increases, related drivers and funding sources are:

- Base Budget increase of \$1.4 million overall levy:
  - \$0.7 million or 2.2% increase driven by Labour and Operating costs funded by the general levy.
  - \$(0.24) million or 0.8% offset/reduction provided by cost mitigation opportunities.
  - \$0.1 million or 0.33% increase in other pressures, mainly Insurance and fleet operations.
  - \$0.85 million or 2.8% driven by a Special Levy project which are capital in nature and account for mainly the climate change and watershed categories.
- Utility Rate funding remains unchanged, as the level of funding is appropriate. The utility rate will be revisited in the next budget cycle as a post-Pandemic environment emerges and project focus shifts.

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

## Municipal Property Assessment Corporation

The Municipal Property Assessment Corporation's (MPAC) net budget of \$19.7 million reflects no increase relative to the 2022 Budget. The Budget is based on historical trends for MPAC budget costs.

# Operating Budget Outlook 2024-2026 - Tax Supported Services

## 2024- 2026 Operating 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.

**Chart 13 Operating Forecast 2024 – 2026 Tax Supported**

	Forecast		
	2024 %	2025 %	2026 %
Regionally Controlled	2.3	1.6	1.6
Regionally Controlled – 1% Infrastructure levy	1.0	1.0	1.0
External Agencies*	3.2	3.4	3.5
Peel Regional Police Community Safety Levy	1.0	1.0	1.0
Tax Assessment Growth	(1.0)	(1.0)	(1.0)
<b>Net Tax Levy Impact</b>	<b>6.5%</b>	<b>6.0%</b>	<b>6.1%</b>
<b>Property Tax Impact**</b>	<b>2.7%</b>	<b>2.5%</b>	<b>2.5%</b>

\* Includes police, conservation authorities and assessment services  
 \*\*Based on 42 per cent weighted average municipal portion of tax bill.

As seen in Chart 13 above, based on current Council directed service levels, staff have forecasted an average net tax levy increase of 6.2 per cent over 2024 - 2026.

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 and new paramedic stations, the movement towards the 4 Hours of Care program for Long Term Care homes and the investment in sustaining Peel's infrastructure.

Similar to the 2023 Budget, the forecast for 2024 includes estimated provincial funding impacts. Summary IV provides details on the forecasted net expenditure budget increases for 2024-2026. These forecasted increases may change as Council determines priorities throughout the next four years.

Each of the years from 2024 to 2026 includes a 1.0 per cent infrastructure levy to sustain the state of good repair of Peel's assets and a 1.0 per cent Community Safety levy within the forecast for the Peel Regional Police under the External Agencies to finance the police facilities proposed through the 2023 Capital Budget. Inflation over the next few years will be volatile and, as such, figures will be adjusted during the development of each year's budget for Council's consideration.

For 2024, staff will bring forward a report to Council after the 2023 Budget deliberations to with a more detailed update on the approach to the development of the 2024 Budget including any significant changes to assumptions.

# 2023 Capital Budget and Ten-Year Capital Plan - Regionally Controlled Tax Supported Services

## 2023 Capital Budget - \$448.2 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 \$1,299.3 million (Summary VI(a)). Regionally Controlled services represent 34 per cent (\$448.2 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 Housing Support at \$169.1 million or 38 per cent and Roads and Transportation at \$159.1 million or 35 per cent, which support Council's priorities of transforming housing service delivery and improving goods movement.

A comparison of the Capital Budget with the 2022 Capital Budget is provided in Summary VI(b). A breakdown of the Tax Supported Capital Budget by major area of focus are as follows:

**People's lives are improved in their time of need: \$235.4 million**



Highlights include:

- \$70.8 million for Peel Living State of Good Repair
- \$66.8 million related to the Housing Master Plan
- \$38.0 million for land acquisition for sixth reporting station and one additional satellite station
- \$8.1 million for enhancement and state of good repair for ambulance and other fleet
- \$8.1 million for enhancement and state of good repair for equipment including the replacement of 93 powerloads and power stretchers

**Communities are integrated, safe and complete: \$182.1 million**



Highlights include:

- \$75.3 million for road construction, intersection improvements, and active transportation
- \$61.0 million for road reconstruction/resurfacing, and other asset management related works
- \$8.2 million to maintain facilities and equipment in state of good repair, including replacement of Peel Curing Gore Covers, site improvement and weight scale system upgrade and replacement at our Community Recycling Centres

**Government is future-oriented and accountable: \$30.7 million**



Highlights include:

- \$10.8 million for Enterprise Resource Planning Implementation which will replace the Region's human resources and financial systems
- \$5.0 million for Digital Service Delivery – to implement the roadmap delivered from the Advancing Digital Service Delivery project



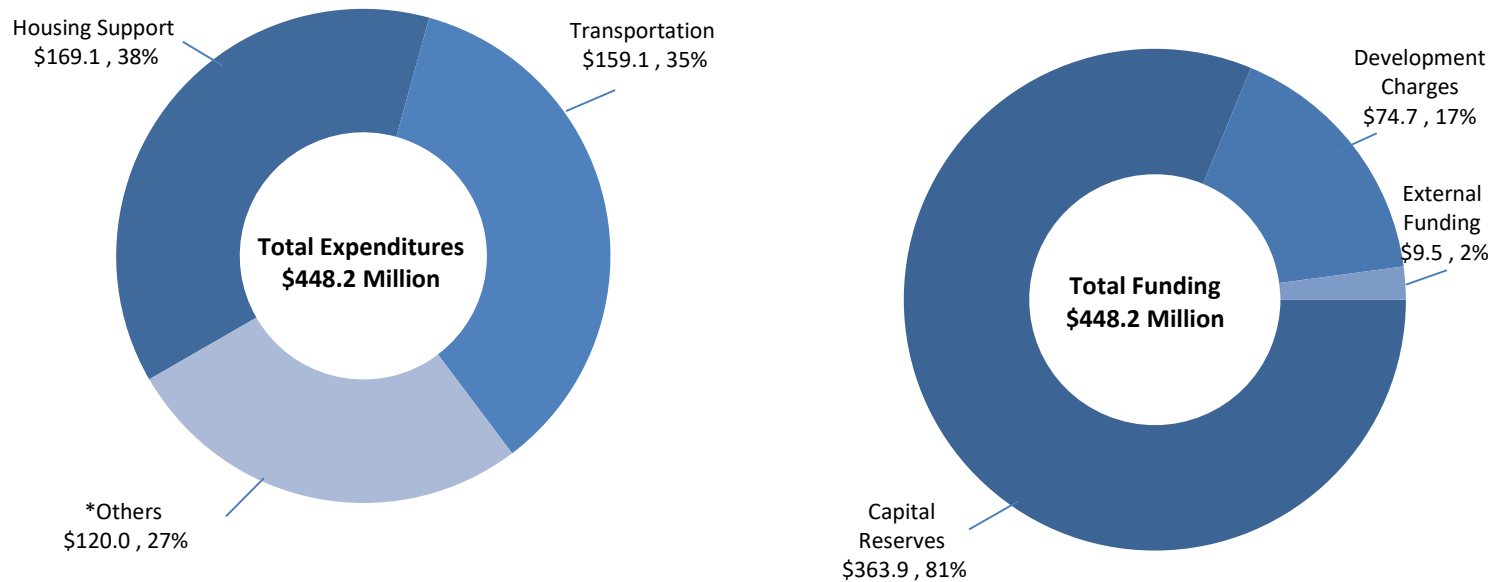
## 2023 Capital Budget Financing

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 and the Canada Community Building Fund (formerly Federal Gas Tax). Of the Tax Supported Capital Budget of \$448.2 million, 81 per cent is funded by capital reserves and reserve funds, 17 per cent is funded by Development Charge (DC) reserve funds, 0.4 per cent is financed by the Canada Community Building Fund and 1.6 per cent from other external sources. Chart 14 below provides the components of the Capital Budget by area of focus and the funding sources.

**Chart 14**

### 2023 Tax Supported Capital Budget (\$M)



\*Others include Paramedics, \$56 million, Corporate Services, \$32 million, Waste Management, \$15 million, Seniors Services, \$10 million, Public Health, \$4.0 million, Land Use Planning \$2 million, Community Investment \$0.4 million and Early Years and Child Care, \$0.1 million



## Operating Impact of 2023 Capital Budget

The Capital Budget includes new infrastructure which will enhance Peel’s service levels to meet the demands of our growing community. When these capital works become operational there will be a direct impact on the operating budget requiring additional resources to service the public. Future expected net operating impact of the Capital Budget is estimated at \$4.5 million as in Chart 15, 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 15**  
**Operating Impact of 2023 Capital Budget**

(In \$ Million)	2023	2024	2025	2026	Total
Paramedics			\$2.0		\$2.0
Information & Technology		\$0.8	\$0.8	\$0.8	\$2.4
Legislative Services		\$0.1			\$0.1
<b>Total Operating Impact</b>	<b>-</b>	<b>\$0.9</b>	<b>\$2.8</b>	<b>\$0.8</b>	<b>\$4.5</b>

### Additional details of the forecasted operating impacts

- **Paramedics:** General operating costs of \$0.5 million and staffing costs of \$1.5 million for fifth reporting station, beginning in 2025.

- **Information & Technology:** The use of updated technology will allow for more efficient and effective operations. It is anticipated that new technology platforms will result in additional operating costs such as licenses. A marker of \$750,000 for these costs has been included in each of the forecast years.
- **Legislative Services:** There will be interim archives space leasing costs of \$130,750 beginning in 2024.

### Potential Future Operating Impacts

- **Housing Support:** operational impacts will be seen for Wilkinson Road, anticipated in 2024.
- **Transportation:** The capital program impact to operating budget is largely driven by growth; specifically, as new infrastructure assets are incorporated into long-term asset operations and maintenance programs.
- **Business 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. It is anticipated that new technology platforms will result in additional operating costs such as licenses. Where an estimate can be made, it has been included in the appropriate forecast year.

# 2023-2032 Ten Year Capital Plan - Tax Supported Services

## 2023-2032 Capital Plan (\$6.2 billion)

In addition to the one-year Capital Budget, the Region prepares a nine-year forecast which is approved by Council in principle for planning purposes. 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.

### Ten Year Infrastructure Needs

The 10 Year Capital Plan addresses the infrastructure requirements to the 2042 planning horizon. The Ten Year Capital Plan for Tax Supported services totals \$6.2 billion (Summary VII) of which \$4.85 billion is for Regionally Controlled services and \$1.39 billion is for External Agencies (Peel Regional Police and 3 conservation authorities).

Highlights of the 10 Year Tax Supported Capital Plan for Regionally Controlled services by major area of focus include the following:

### People's lives are improved in their time of need: \$1,893.0 million

- \$813.8 million for Housing Master Plan
- \$594.6 million for Peel Living Provider State of Good Repair
- \$107.6 million for growth-related satellite and reporting stations
- \$77.6 million for Housing Provider Capital Loan for State of Good Repair

- \$64.0 million to maintain Long Term Care Homes
- \$60.7 million for new ambulances for growth and replacement of vehicles reaching the end of their useful life
- \$34.4 million for equipment replacements in line with safety standards and regulations, as well as new equipment tied to growth

### Communities are integrated, safe and complete: \$2,666.2 million

- \$1,545.2 million for road construction, intersection improvements, and active transportation
- \$540.5 million for road reconstruction/resurfacing and other asset management related works
- \$195.0 million for design and construction of Mixed Waste Processing Facility
- \$96.0 million to purchase and replace Waste collection containers

- \$51.4 million to maintain facilities and equipment in State of Good Repair
- \$38.6 million for landfill site management and other
- \$36.0 million for TransHelp capital programs
- \$19.1 million for major facility maintenance for heritage buildings

**Government is future-oriented and accountable: \$289.8 million**

- \$75.9 million for funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario
- \$44.8 million for the Workforce Enablement Program of life cycle replacement of Regional computers
- \$32.0 million for Digital Service Delivery – to implement the roadmap delivered from the Advancing Digital Service Delivery project
- \$22.0 million for 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)
- \$18.0 million for the Application Portfolio Sustainability program to maintain existing applications in a state of good repair
- \$17.1 million for Enterprise Resource Planning Implementation which will replace the Region’s human resources and financial systems
- \$16.6 million for the replacement of network infrastructure



Peel Manor long term care home: currently being redeveloped to the new Seniors Health and Wellness Village.



Peel Art Galley and Museum

## 2023-2032 Capital Plan by Classification - Regionally Controlled Tax Supported Services

The Regionally Tax Supported Capital Plan can be separated into three general categories: State of Good Repair (SOGR), Development Charge (DC) Eligible Funded Growth, and Non-DC Eligible Funded Growth & Service Enhancements as displayed in the table below. Throughout the budget process the Capital Plan is developed with a focus on ensuring value for money.

Chart 16 illustrates the total Regionally Controlled Tax Supported Capital Plan by category.

**Chart 16**

Tax Supported Services (Excludes External Agencies)	2023-2032 Capital Plan (\$ M)	%
State of Good Repair	\$ 935.9	19%
DC Eligible Funded Growth	\$1,427.2	30%
Non-DC Eligible Funded Growth & Service Enhancements	\$2,485.8	51%
<b>Total</b>	<b>\$4,848.9</b>	<b>100%</b>

**State of Good Repair** capital work is estimated at \$935.9 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.

**Development Charge (DC) Eligible Funded Growth** capital work estimated at \$1,427.2 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.

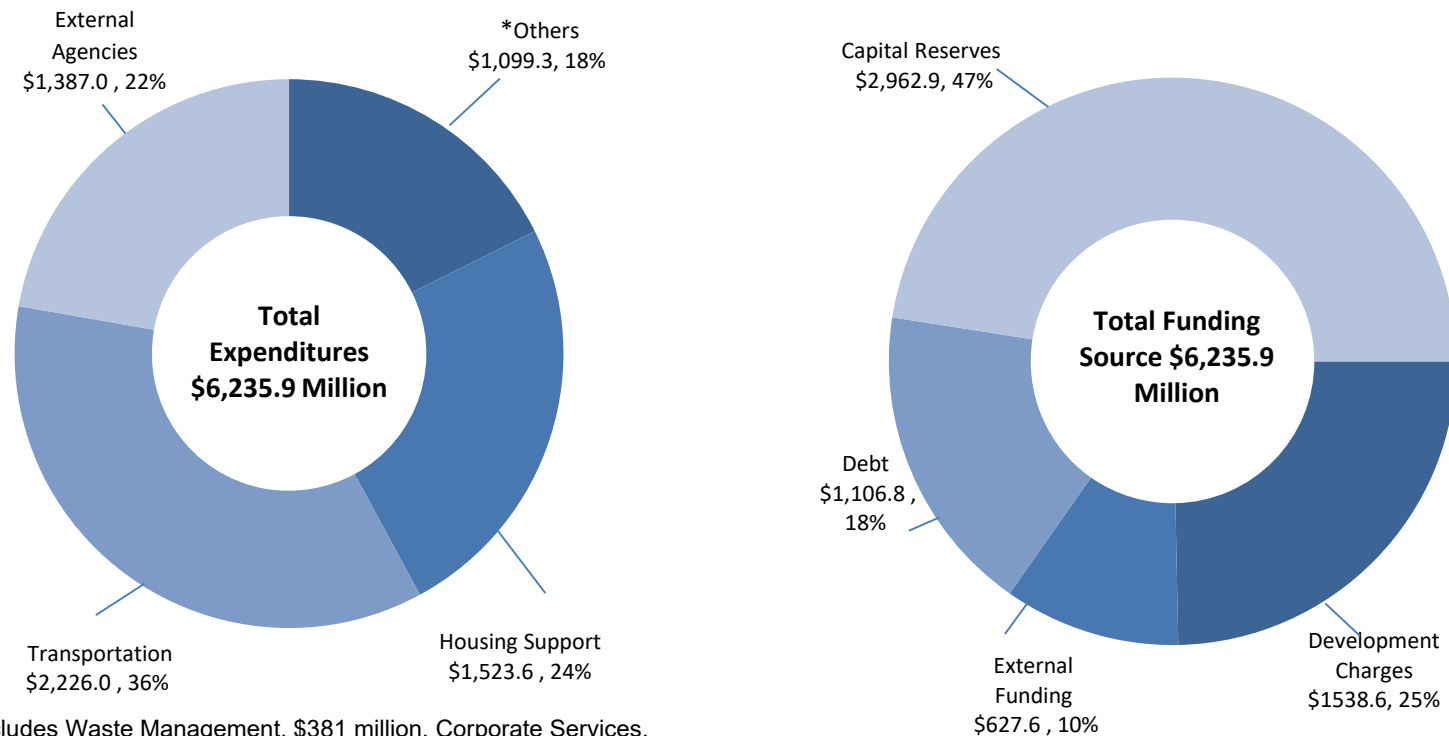
**Non-Development Charge (Non-DC) Eligible Growth and Service Enhancements** capital work of \$2,485.8 million represents other capital asset acquisitions and improvements which are largely related to service enhancements and non-DC funded growth that are funded from reserves and reserve funds and external recoveries. Major capital work in the 10 Year Capital Plan includes implementation of Council’s Housing Master Plan, maintain the state of good repair of the Peel Living affordable housing stock, climate change adaptation and modernizing technology for improved efficiencies and improved customer experience.

# 2023-2032 Capital Plan Financing - Tax Supported Services

The Tax Supported Capital Plan of \$6.2 billion including external agencies is funded by three sources: 47 per cent is funded by reserves and reserve funds, 25 per cent is funded by DC reserve funds, 1 per cent is funded by the Canada Community Building Fund (formerly Federal Gas Tax), 9 per cent from other external sources and 18 per cent is funded by debt financing. Chart 17 below provides the components of the Capital Budget by area of focus and funding source.

**Chart 17**

**2023 - 2032 Ten Year Tax Supported Capital Plan (\$M)**



\*"Others" includes Waste Management, \$381 million, Corporate Services, \$310 million, Paramedics, \$217 million, Seniors Services, \$143 million, Land Use Planning \$24 million, Public Health, \$15.0 million, Early Years and Child Care, \$9 million, Community Investment \$0.4 million



## Sustainable Capital Financing

Regional Council approved its Capital Financing Strategy on September 24, 2020. The strategy outlined principles to guide and achieve sustainable 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.

### Financing Climate Change

As presented to Council on May 12, 2022, the Region of Peel's most recent (2020) corporate green house gas (GHG) emissions inventory is 32 per cent below 2010 levels and still has 17,000 tonnes of carbon dioxide to still address to achieve Council's target of a 45 per cent reduction of GHGs plus any new emissions. An incremental investment in the range of \$300 to \$400 million is required to reduce corporate GHG emissions, and substantially more is expected once infrastructure adaptation costs are now.

The Region is currently developing a capital financing strategy to support its Climate Change Master Plan and will be presenting this strategy for Council's consideration in 2023. However, in the interim, for the 2023 Capital Budget, key investments have been proposed for capital projects where appropriate to improve the climate change outcomes for these projects.

A key program where this investment makes a lot of sense is Housing Support. Previously approved housing capital projects that have not progressed significantly beyond the design phase have been reviewed and, where appropriate and still feasible, climate change investments have been added.

The bulk of these investments are financed using Peel's capital reserves. However, the climate change team has actively pursued external funding opportunities and secured some funding in the form of grants and loan interest loans from the Federation of Canadian Municipalities (FCM).

### 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 development charge 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 (reduced to 0.6 per cent) to support the non-development charge eligible 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 credit rating.

Based on the most recent reserve adequacy assessment, increases to reserve contributions will continue to be needed for the foreseeable future to fund the Regionally Controlled Tax Supported 20-year capital forecast including the state of good repair of the Peel Living housing portfolio and the other community housing providers.

Included in the 2023 Tax Supported Operating Budget is a one per cent net tax levy increase or \$12.3 million to support Peel's long term infrastructure requirements.

### **Development Charges**

Council passed the 2020 Development Charge By-law in December 2020, and it came into effect on January 22, 2021. Development charges (DC) 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 2022 included continued management of the Region's cash flow and capital expenditures in response to the potential variability in non-residential development charge revenues after the state of emergency for COVID-19 ended.

Furthermore, legislative changes notably Bill 23 (*More Homes Built Faster Act, 2022*) could have major impacts on the timing of growth-related expenditures and on overall DC revenue. At the time of development of the 2023 budget, there were insufficient details available to assess the short term and long term impacts to the development charges.

### **Leveraging Debt**

To support growth driven capital projects and other Regional capital priorities, debt will be leveraged where appropriate during the period of the Capital Plan. The Long Term Financial Planning Strategy provides a long term perspective to guide the decision making in support of the Region's overall financial condition and demonstrates the required balance between financial sustainability, financial vulnerability and financial flexibility.

As reported to Council on June 23, 2022 in the report "Peel's Growth Management Program, Development Charge Performance, and Census Results", 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 other key risks such as escalating inflation rates, supply chain challenges and rising interest rates.

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. At the time of the presentation of the report to Council in June 2022, information and direction from Bill 23: *More Homes Built Faster Act, 2022* were not known.

In the Capital Plan, debt has also 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.

# 2023 Operating Budget - Utility Rate Supported Services

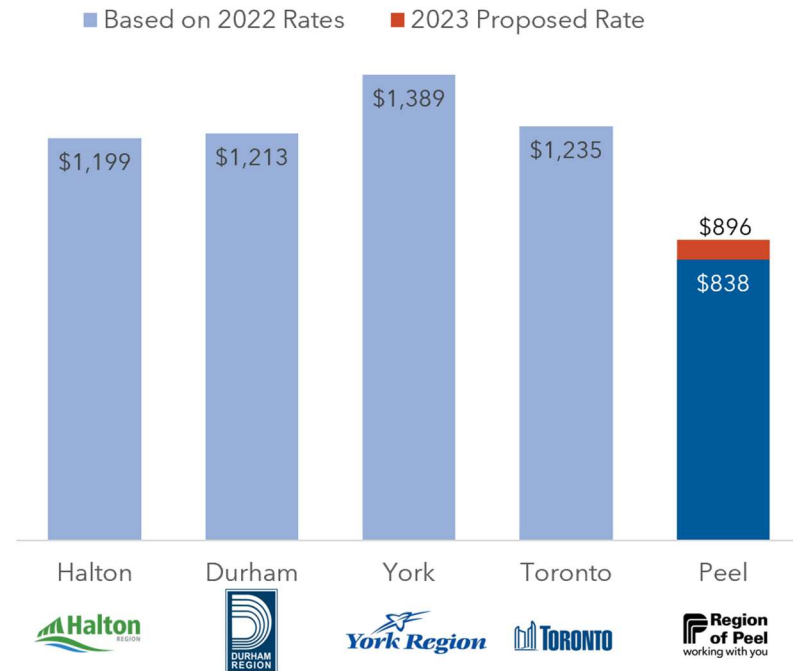
## Overview of the Utility Rate Budget

The Utility Rate Supported Operating Budget totals \$656.2 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/Wastewater service budget increases are based on identified cost pressures and forecasted billable flows.

Included in the Utility Rate expenditures are the debt costs (interest and sinking fund contributions) to finance Peel's growing population and related infrastructure requirements. These debt costs totalling \$108.4 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/Wastewater Budget results in a blended utility rate increase of 7.9 per cent.

This 7.9 per cent utility rate increase translates into an increase of \$58 to the residential annual water bill based on average household consumption of 290m<sup>3</sup> or \$0.16 per day and an increase of \$152 to the small business water bill based on average consumption of 695m<sup>3</sup> or \$0.42 per day.



In 2023 the average residential homeowner will pay a water bill in the amount of \$896 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 2023 utility rate increases.

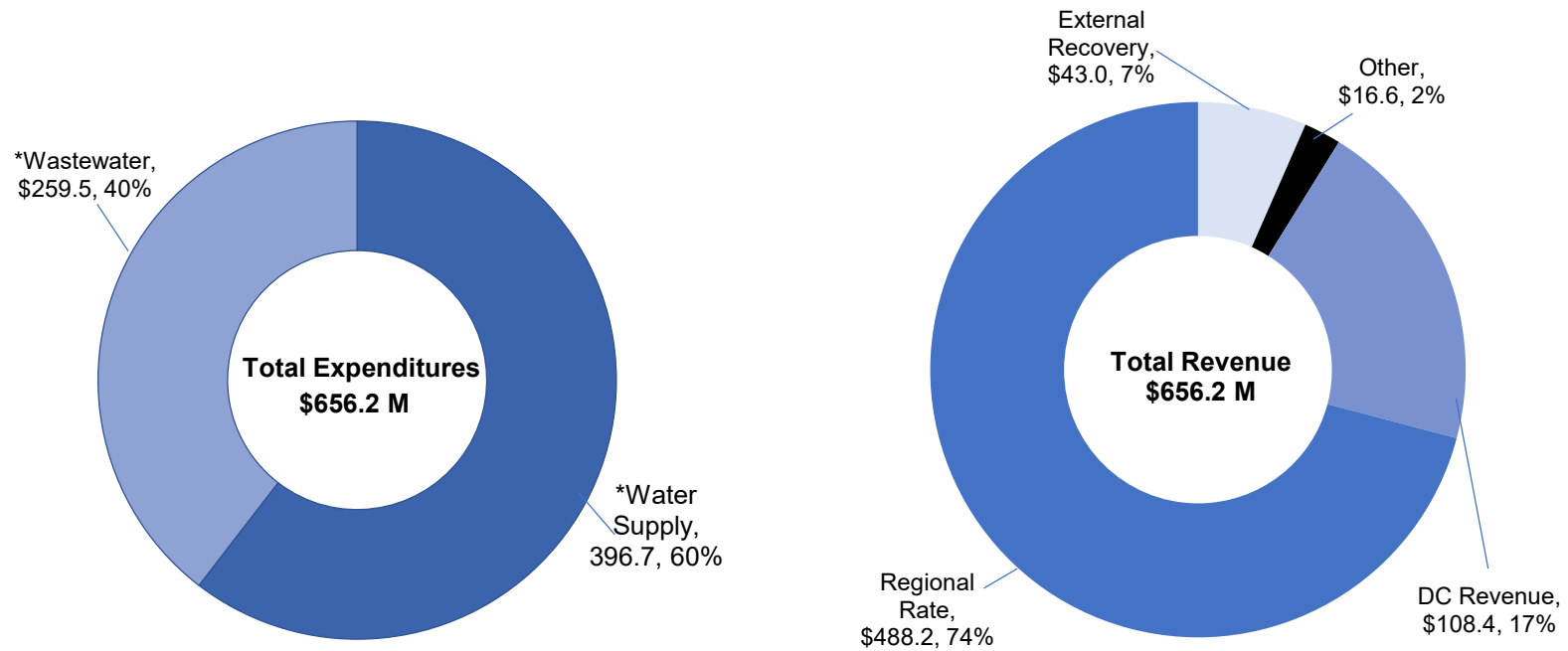


The Utility Rate Supported Operating Budget totals \$656 million for the water and wastewater services.

- Seventy-four per cent or \$488.2 million of the total gross budget is funded by direct billings to residents and businesses
- Seventeen per cent or \$108.4 million is funded by development charges
- Seven per cent or \$43 million is funded by external recoveries
- Two per cent or \$16.6 million is funded from other minor revenue sources.

Chart 18 displays the total operating budget expenditure allocation and related funding sources for Utility Rate Supported Services.

**Chart 18**                      **2022 Utility Rate Supported Operating Budget (\$M)**



## Operating Budget Pressures

The Peel required billings determine the utility rate applied to Peel users. The Utility Supported Operating Budget has an increase of \$28.8 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. \$6.0 million related to base pressures in the Utility Rate budget includes:


- \$3.1 inflationary impact related to materials, supplies and services as well as labour costs
- \$2.8 million impact from increased chemical costs (\$7.3 million increased cost partially offset by a utility rate stabilization reserve draw to manage the volatility of chemical prices changing)
- \$1.0 million increase in the Ontario Clean Water Agency (OCWA) contract
- \$2.9 million reduction due to electricity cost savings

The above pressures are partially offset by efficiencies of \$0.7 million achieved by line-by-line review and continuous improvement. In addition, the budget includes resources to provide water and wastewater services for 1,000 new customers in 2023.

### Service Demand

Chart 19 below includes the Service demand in the Utility Rate Supported Budget.

Chart 19

Service	Service Outcome	2023 Investment Outcomes	Investments	
			Gross (\$'000)	Net (\$'000)
Water & Wastewater 	Add infrastructure for our water and wastewater services.	4 Front line operators to meet demands for on-going construction project commissioning	520	520
		2 Mechanics to meet increasing regional fleet demand	197	99
		1 Health & Safety (H&S) Field Specialist FTE	65	33
		1 Project Manager to ensure compliance with new On-Site and Excess Soils management regulations	141	-
		<b>Total</b>	<b>923</b>	<b>652</b>

## Capital Infrastructure Funding - Through the Utility Rate

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

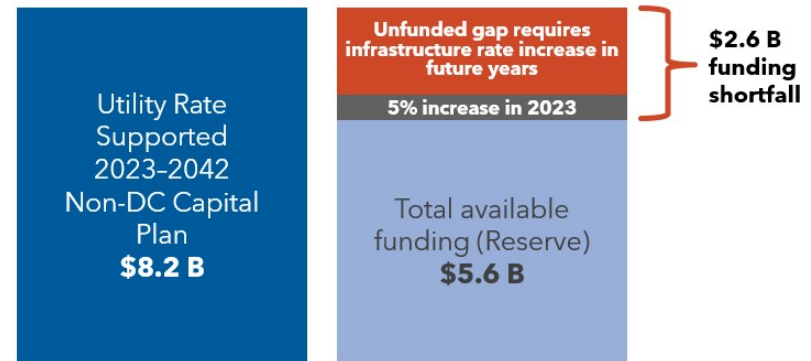
Based on the most recent assessments of Peel's water and wastewater infrastructure, it is estimated that approximately \$8.2 billion will be required over the next 20 years to predominately finance the state of good repair of water and wastewater infrastructure assets. This level of investment will be sufficient to maintain current service levels to the public and manage infrastructure risks.

As illustrated in Chart 20, there is a funding gap currently estimated at \$2.6 billion, which has largely been driven by the growth in Peel's infrastructure combined with the fact that some of Peel's more significant infrastructure is approaching the end of its lifecycle.

To mitigate the projected unfunded shortfall and to support Peel's long-term financial sustainability, an increase equivalent to a 5 per cent utility rate increase (or \$22.6 million) is proposed in the 2023 Utility Rate Supported budget. Analysis shows an annual increase of five per cent for four more years until 2027 will close the funding gap assuming the expenditures and revenue sources in the capital plan do not change.

Chart 20

### 20-Year Outlook State of Good Repair



Total asset value: **\$28.5 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 employment. 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 2023 Budget, there is some uncertainty around the overall water consumption. Throughout 2022, 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 for 2023.

# Operating Budget Financing - Utility Rate Supported Services

## User Fees and Service Charges

The Utility Rate Supported budget includes approximately \$11.2 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 \$28.9 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 74 per cent of the total funding source.

## Rate Stabilization Reserve Draw

The Utility Rate Supported Budget includes \$5.3 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 21 below, the Utility Rate Supported Operating Budget includes 592 full-time equivalent staffing resources to deliver services to meet the demands of Peel community (Summary V (a)-(b)).

**Chart 21**

	Staffing Resources to Achieve	
	2022*	2023*
Utility Rate Services	585	592

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

The Budget adds an increase of 7.0 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 \$2.0 million (18 positions), which recognizes the financial impact of the natural staff turnover patterns.

# Operating Budget Outlook 2024-2026 - 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 2024-2026, Peel Utility Rate Supported services are forecasting an average combined annual rate increase of 6.2 per cent, of which 81 per cent is to maintain infrastructure which currently projects a funding shortfall of \$2.6 billion by the end of 2042. 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.

Peel’s current Utility Rates are the lowest in comparison to similar municipalities in Ontario. With the forecasted increases to 2026, 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 22 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 22**

Forecasted Utility Rate Impact 2023 – 2026				
	Budget	Forecast		
	2023	2024	2025	2026
Operations	2.9%	1.8%	0.8%	1.0%
Capital Infrastructure	5.0%	5.0%	5.0%	5.0%
<b>Total Utility Rate Impact</b>	<b>7.9%</b>	<b>6.8%</b>	<b>5.8%</b>	<b>6.0%</b>
<b>Household Bill</b> (annual consumption of 290m <sup>3</sup> )	\$896	\$956	\$1,013	\$1,073
<b>Small Business</b> (annual consumption of 695m <sup>3</sup> )	\$2,297	\$2,456	\$2,603	\$2,756

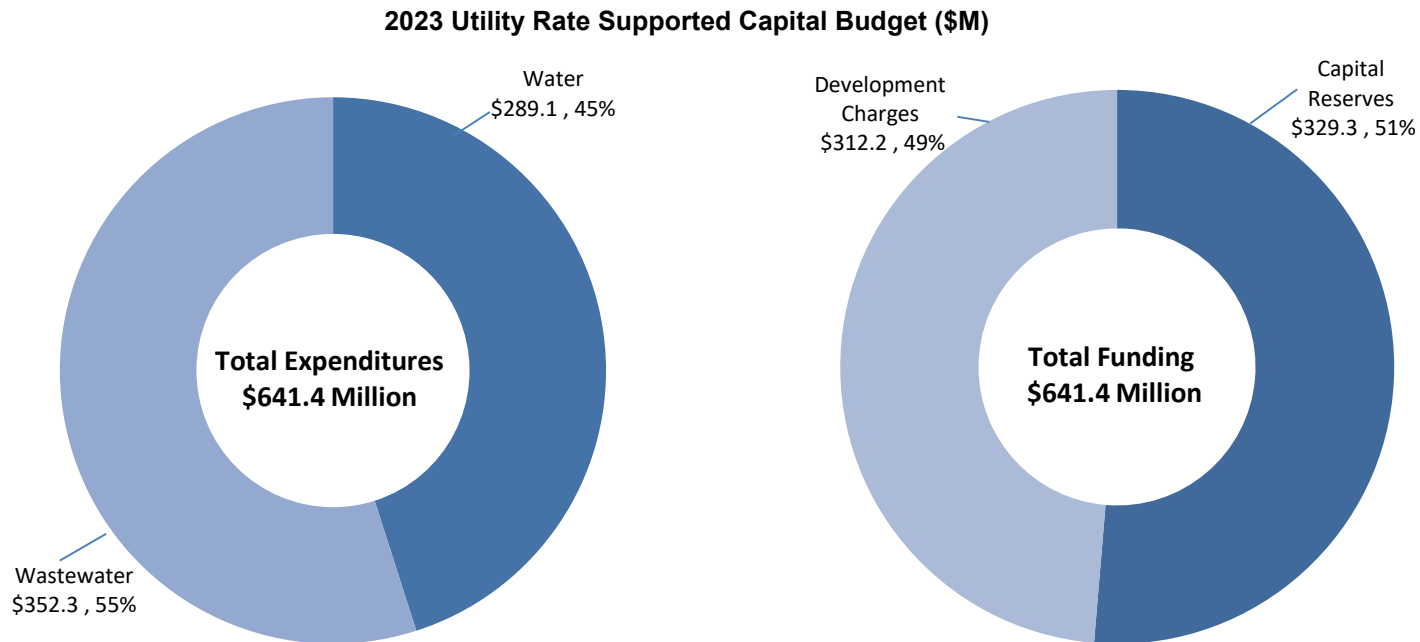
# 2023 Capital Budget - Utility Rate Supported Services

## 2023 Capital Budget - \$641.4 Million

The Utility Rate Supported Capital Budget totals \$641.4 million (Summary VI(a)). Water Supply accounts for \$289.1 million or 45 per cent and Wastewater totals \$352.3 million or 55 per cent. A comparison of the Capital Budget with the 2022 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 2023 Utility Rate Supported Capital Budget.

As presented in *Chart 23* below, of the Utility Rate supported capital budget of \$641.4 million, 51 percent or \$329.3 million is funded from Capital Reserves and 49 per cent or \$312.1 million from DC reserves.

**Chart 23**





Highlights of the 2023 investments include:

- \$144.5 million for water main replacement and construction
- \$139.7 million for expansion of Water Resource Recovery Facilities
- \$120.8 million for wastewater collection, main replacement and construction
- \$71.4 million for pumping station expansion, rehabilitation and water treatment plant equipment replacement
- \$63.4 million for Operation Support facility expansions, equipment upgrades and technology initiatives

### Operating Impact of 2023 Capital

- Ontario Clean Water Agency (OCWA) operations and maintenance fee increase as new facilities are brought on-line
- Additional resources may be required in 2023 and beyond as capital projects are delivered and placed into service





# 2023-2032 Capital Plan - Utility Rate Supported Services

## 2023-2032 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 for planning purposes. The Ten Year Capital Plan for Utility Rate Supported Services totals \$8.3 billion.

Highlights of the Capital Plan include:

- \$2,143.3 million for wastewater collection main construction and replacement
- \$2,047.4 million for expansion of Water Resource Recovery Facilities
- \$1,921.7 million for water main construction and replacement
- \$1,035.7 million for water treatment plant equipment replacements, pumping station rehabilitation and expansion
- \$600.2 million for sanitary trunk sewers, sewage pumping station and odour, corrosion control facilities construction and rehabilitation
- \$199.6 million for Operation Support facility expansions, equipment upgrades and technology initiatives

## 2023-2032 Capital Plan by Classification - Utility Rate Supported Services

The Utility Rate Supported Capital Plan of \$8.3 billion can be separated into three general categories as outlined in Chart 24 below:

Chart 24

Utility Rate Supported Services	2023-2032 Capital Plan (\$ M)	%
State of Good Repair	\$2,660.9	32%
DC Eligible Funded Growth	\$4,830.2	58%
Non-DC Eligible Funded Growth and Service Enhancements	\$792.6	10%
<b>Total</b>	<b>\$8,283.7</b>	<b>100%</b>

**State of Good Repair (SOGR)** capital work estimated at \$2.7 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.

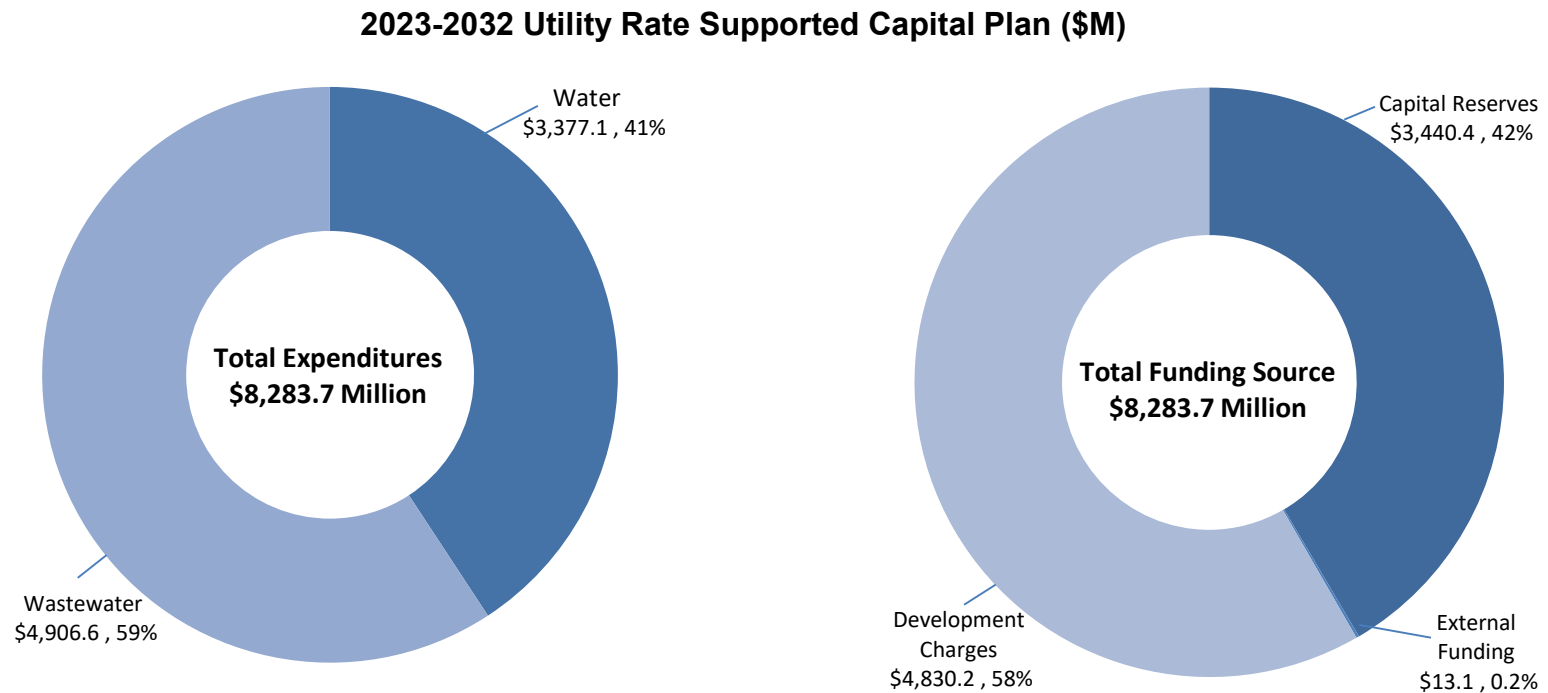
**DC Eligible Funded Growth** capital work estimated at \$4.8 billion represents investment in new capital to service Peel's population growth financed from DC funding sources. Approximately 58 per cent of the total Utility Rate Supported capital work is to address this pressure from growth.

**Non-DC Eligible Funded Growth and Service Enhancements** capital work of \$0.8 billion represents capital asset acquisitions and improvements which are largely required for anticipated service enhancements and are funded from internal reserves.

## 2023-2032 Capital Plan Financing - Utility Rate Supported Services

Chart 25 provides the components of the Capital Plan by major expenditures and funding sources.

Chart 25



The Utility Rate Supported Capital Plan of \$8.3 billion (Summary VII) is funded by three sources: 58 per cent is funded by DC reserve fund, 42 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.).

## **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.

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" 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 \$2.6 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 an increase to reserve contributions of \$22.6 million to mitigate the unfunded shortfall and to support Peel's long term infrastructure requirements. An annual increase of 5 per cent for another four years from 2024 to 2027 will be required to close the gap assuming no material changes to the expenditures and revenues.

The Utility Rate supported services has been actively looking for funding opportunities to deliver the services with minimal impact on the taxpayers in the community. In 2017 it received Phase I funding from federal and provincial infrastructure funding programs in the amount of \$102.7 million. Recently it secured \$8.0 million from the Investing in Canadian Infrastructure Program (ICIP) COVID-19 Resilience Infrastructure stream. Staff have submitted funding applications for the Disaster Mitigation and Adaptation Fund for which we are awaiting approval. External funding will reduce the pressure on the internal capital reserves.

# Disclosure of 2023 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, however, certain areas of risk are highlighted below.

## 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 2023 annual reserve contributions for Tax and Utility Rate supported services both exceed their respective estimated 2023 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 2023 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

- **A Rapidly Changing Economic Environment:** The successful mass vaccination program, alongside historically low interest rates and enhanced government supports to Canadians impacted by COVID-19, provided the foundation for improved growth prospects in 2022. However, in early 2022, geopolitical tensions increased with the outbreak of war in Ukraine and ushered in significant economic changes which reshaped economic performance in 2022, and moderated short-to-medium term growth prospects globally, nationally, provincially and in Peel.

Inflation increased sharply across the world over the past year due to supply chain challenges, supply demand imbalances and a rise in commodity prices. Canadian inflation accelerated to a 40-year high in 2022 and central banks across the globe have

been increasing interest rates in a synchronized manner to reduce inflation and lower inflationary expectations. Chart 26 provides a table of the assumptions used in the 2023 budget for general inflation and inflation on major commodities. Of note is the Consumer Price Index (CPI) of 2.5% and Non-Residential Construction Price Index (NRCPI) of 5.0%. These assumptions are significantly lower than the CPI of 6.9% and NRCPI of 15.6% as of Q3 2022. Peel is taking a measured approach and will manage the inflation risk through its rate stabilization reserves.

**Chart 26** Key Inflation Assumptions

Assumption	2022 Increase/ (Decrease) Rate	2023 Increase/ (Decrease) Rate
Consumer Price Index Inflation - one year	2.2%	2.5%
Economic Adjustment	1.75%	2.5%
Non-Residential Construction Price Index	3.0%	5.0%
Investment Rate	2.25%	2.4%
Borrowing/ Financing Rate	3.5%	4.75%
Electricity Rate decrease	4.3%	(6.2%)
Natural Gas Rate increase	6.5%	25.6%
Fuel Costs per litre		
• Wholesale in the tank	\$0.94	\$1.42
• At the pump (no HST)	\$1.06	\$1.55
• At the pump (including HST)	\$1.20	\$1.75
Assessment Growth	1.2%	1.0%

This shift to an environment of higher inflation and interest rates have eroded purchasing power for residents and businesses, reduced activities in Peel’s housing resale market and altered short-term growth prospects. All this will likely result in an exaggeration of affordability challenges in Peel and an increase in the demand for some Regional services. At the same time,

significant rise in e-commerce and the increase in working from home suggest that the COVID-19 pandemic may have amplified the revenue shift towards the residential sector to continue the shift associated with the changing nature of employment. As a proportion of total property tax revenue, non-residential tax revenue has declined over the past two decades, and in 2022 accounted for 34.1 per cent of the Region’s property tax revenue. This was below the 35 per cent threshold established by the Region for long-term financial sustainability. Notwithstanding these short-to-medium term challenges, Peel’s long-term growth prospects remain positive. As a major destination for new immigrants, the recent increase in the federal immigration target to 465,000 in 2023, 485,000 in 2024 and 500,000 in 2025 is expected to boost population growth in Peel.

Further, Peel’s many strategic advantages (such as its highly developed transportation network, its location in the Greater Toronto Area, a vibrant Canadian economic hub, and proximity to Canada’s major trading partner, the United States) will continue to make it an attractive location for new businesses, which are expected to create new jobs and contribute to the achievement of Peel’s employment target of 1.07 million jobs by 2051.

- **Energy Costs:** The Region of Peel is forecasted to consume approximately 437 million kilowatt-hours of electricity and 16.5 million cubic meters of natural gas in 2023. 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 and increases due to the impact of the war in Ukraine. Given the volatility in energy

costs and the variability of energy consumption that may be brought about by changes in Regional facilities or operations, as well as potential impacts of new energy legislation or regulation on the energy rates, the actual expenditures may vary from the budget amount.

- **Ontario Works (OW) Caseload:** OW caseload is influenced by the performance of Peel's economy. The Region analyzes trends when forecasting caseload levels, and the 2023 Budget includes an average monthly caseload of 14,837 based on actual and projected caseload levels. The projection is only slightly higher than last year (14,525). Social Assistance benefit costs are funded 100% by the Province.
- **Paramedic Call Volume:** Factors such as population growth and population aging continue to driver service demand in Peel. Between January to July, Paramedic Services responded to a total average of 378.4 calls per day in 2021 and 395.7 calls per day in 2022. A total of 147,689 total calls are projected by the end of 2022 or 405 calls per day. This represents an increase of 7.1 per cent over the 2021 average.
- **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. The Ontario Government has announced their decision to once again postpone a province-wide property assessment update due to the pandemic. Property assessments for the 2023 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 2023 tax year will be the same as the 2022 tax year (unless there have been changes to the properties such as: additions, new construction, renovations, changes in properties' classification, 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 /Wastewater and Roads and TransHelp under 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 Utility Rate Stabilization reserves.

## Regulations and Legislation

- **Changes to Regulations and Legislation:** The 2023 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 *Fixing Long Term Care Act*, *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.

- **Bill 23 – More Homes Built Faster Act, 2022:** After the budget was planned and developed, the Province announced *Bill 23, More Homes Built Faster Act, 2022*. At the time of the writing of the 2023 – 2026 Business Plan, there was insufficient information or clarity to determine the impacts to the 2023 Operating and Capital Budgets. As additional information and details are received, staff will assess the implications and impacts to the budget and report back to Council with updates.
- **Health System Transformation:** The Provincial Government had proposed (pre-pandemic) 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 and there has been very little announced since the COVID-19 pandemic. The lack of details make 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 2023.
- **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 has not been implemented yet.

In addition, while the world is projected to enter into a post-COVID-19 state, resources to address an ongoing response to COVID-19 including immunization are required for the health and safety of the community. No confirmation of a new program or any associated funding from the Province had been announced at the time of the development of the 2023 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 and federal funding are primary sources of revenue to offset the municipal cost to deliver Health and Human Services. The Region of Peel has budgeted receipt of \$864 million in external funding from upper levels of government for 2022. This represents a \$240 million increase from the funding levels in the 2022 Budget, largely driven by a

\$213 million increase in child care funding to implement the federal \$10 a day daycare program and an increase of \$8.7 million in funding from the province to implement the four hours of care program in the long term care homes. While the funding of new programs by the provincial government provides more support for seniors Peel, funding for cost-shared programs such as Public Health continue to lag behind inflation.

An investment of \$1.9 million in property tax dollars has been included in the 2023 Budget to replace part of the funding reduction to maintain core service levels in impacted services. 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 an additional \$24.6 million in COVID-19 Recovery funding, for a total allocation of \$72.5 million. Since 2020, a total of \$48.3 million has been utilized to fund the eligible COVID-19 related costs and pressures for Tax and Utility Rate Supported Services. In 2022, \$21.0 is projected to be used leaving \$3.2 million available to address eligible COVID-19 costs in 2023.

## Reserve 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 2023 Budget includes \$80.6 million in rate

stabilization reserve draws to mitigate pressures on both the tax and utility rate supported programs; \$70.9 million for Regionally Controlled Tax supported services, \$5.3 million for Regionally Controlled Utility Rate supported services, and \$4.4 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 provides details on the Proposed Rate Stabilization Reserve Draws.

## Uncertain Liabilities

- **GO Transit:** The Budget does not include Peel's potential liability to GO Transit of \$242.0 million (at August 31, 2022), which includes the August 2022 year-to-date amount for the 2007 through 2022 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.

## Debt Financing

The following section highlights key assumptions made in the 2023 Budget related to debt.

- **Tax Supported Debt:** As at September 30, 2022, gross Tax Supported debt was approximately \$81 million (approximately \$65.5 million net of sinking fund and principal payments). Debt financing costs of \$4.2 million that are expected to be paid in 2023 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 a loan facility of \$186.9 million in repayable loans, and \$89.5 million in forgivable loans between 2021 and 2028. A total of \$16 million in repayable loans and \$7 million in forgivable loans has been drawn on the CMHC loan facility as at September 30, 2022.
- **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 September 30, 2022, Peel Housing Corporation mortgages outstanding totaled approximately \$81.9 million.
- **Development Charge Supported Debt: Gross** Development Charge debt outstanding of approximately \$1.52 billion (approximately \$1.15 billion net of sinking funds and principal payments) as at September 30, 2022. No Development Charge debt was issued in 2022. Chart 26 provides a projection of the net debt outstanding to year 2032.
- **2023 New Debt Requirements:** Based on forecasted DC revenue and spending forecasts for 2023, 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 2023 as part of the Housing Master Plan – actual

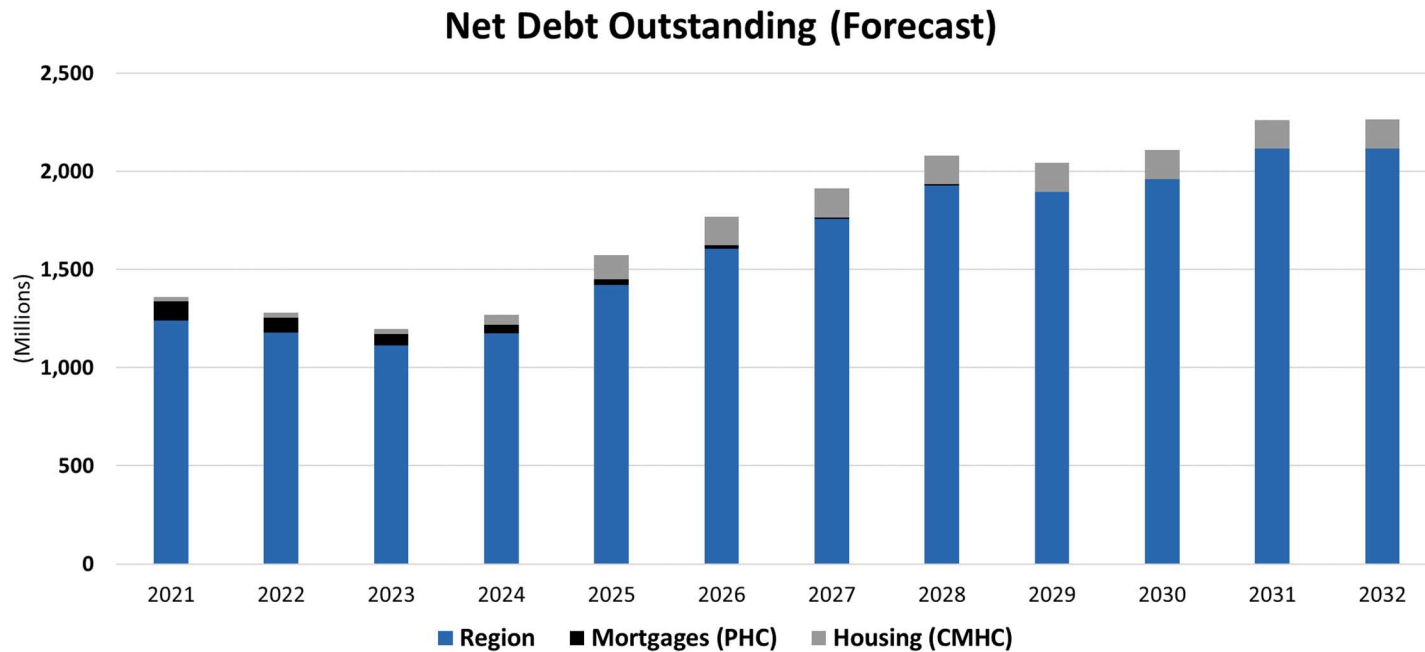
amounts drawn will depend on the progression of projects under the Housing Master Plan.

- **Debt and the Annual Repayment Limit:** The Annual Repayment Limit (ARL) of 25 per cent represents the maximum amount of debt service the Region of Peel can maintain as a percentage of its own source revenues.
- As shown in the Chart 27 below, Peel is estimated to be at approximately 7.3 per cent in 2022, below the ARL limit of 25 per cent, and is forecast to trend higher over the coming years.

- **Development Charges Reserve Funds Balance:** Since the passing of the 2020 DC by-law, DC revenues slightly exceeded DC expenditures and debt service costs in 2021 and 2022. Staff will monitor revenue and expenditures in 2023 to inform potential borrowing decisions.

Chart 27 presents the forecast of the net debt outstanding from 2021 to 2032. The Region of Peel currently has net debt outstanding of approximately \$1.3 billion. Total net debt outstanding is projected to increase to \$2.3 billion by 2032.

**Chart 27 Forecast of Net Debt Outstanding (2021 to 2032)**



**Chart 28 Projected Percentage of Annual Debt Payments Relative to Own Source Revenue**

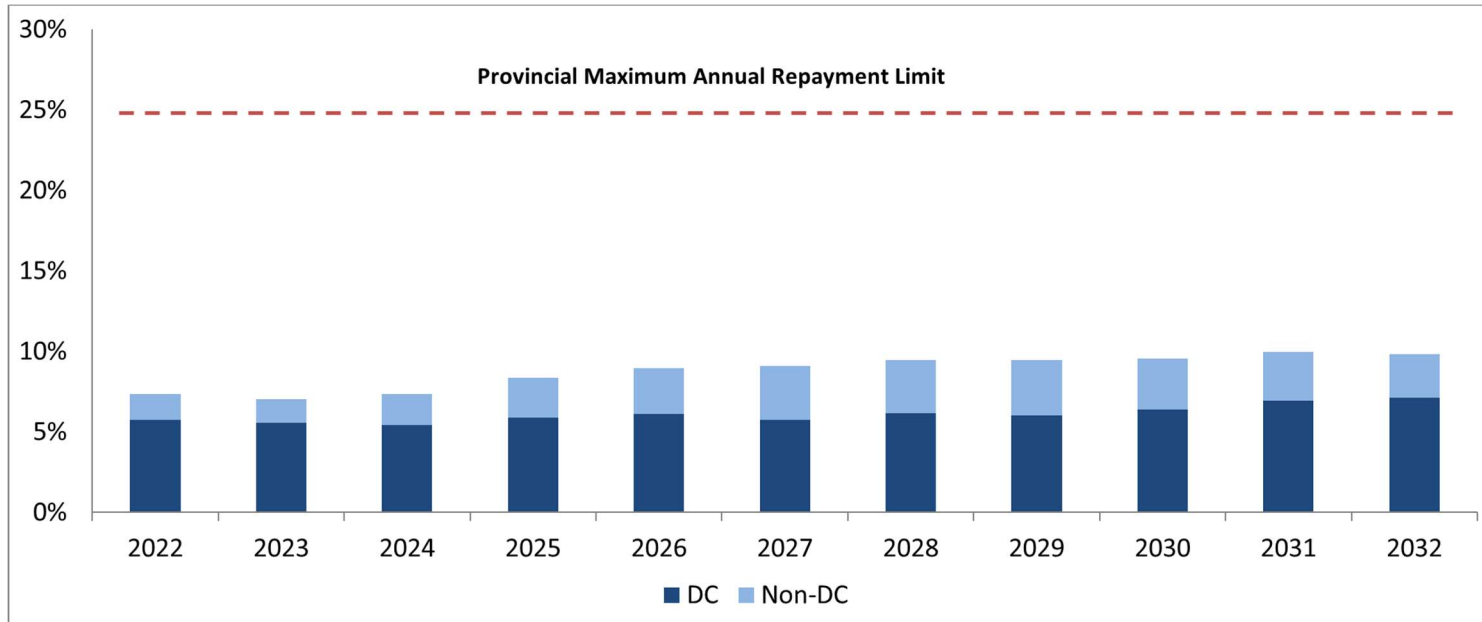


Chart 28 presents the forecast of the annual repayment limit for the Region of Peel to year 2032. The Region of Peel's annual debt payment is estimated to be at 7.3 per cent of its own source revenues by the end of 2022 and remain under 10 per cent to year 2032.

## 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 29 allow the Region of Peel to support its guiding community vision of a Community for Life.

**Chart 29 Summary of Low Income Assistance Programs Offered**

Summary of Low Income Assistance Programs Offered by Region of Peel	
Program Name	Brief Description
<b>DISCRETIONARY PROGRAMS</b>	
Housing Stability	Provides financial assistance to eligible residents who need help securing or maintaining affordable accommodation.
Discretionary Benefits to OW and ODSP Clients	Discretionary benefits are provided to eligible OW and ODSP recipients and eligibility is determined on a case-by-case basis. Some examples of discretionary benefits are: last month's rent, rental/utility arrears, moving cost, medical equipment, dental costs and others.
Ontario Seniors' Dental Care Program	Assists seniors who have no dental insurance and cannot afford the cost of dental care. This program provides basic dental care including cleanings, fillings, dentures, etc.
Downspout Disconnection Financial Assistance Program	The Region of Peel is offering a Financial Assistance Program to eligible Peel home owners to assist with the disconnection of downspouts from the sanitary sewer system within the disconnection program areas.

Summary of Low Income Assistance Programs Offered by Region of Peel	
Program Name	Brief Description
Affordable Transit Program	This program is a partnership between the Region of Peel, the City of Brampton, and the City of Mississauga to assist eligible residents (including seniors) in affordability of transit services. Discounts only apply for the City in which the eligible applicants live.
Adult Day Services	Service for individuals who are at risk of social isolation, or require assistance and/or supervision with day to day activities. A subsidized rate is provided to eligible low income seniors
Community Volunteer Income Tax Program (File Your Taxes for Free! Get Your Benefits Now! campaign)	Free income tax preparation services including: free tax preparation services offered by the Region of Peel and the Halton Peel Chartered Professional Accountants (CPA) Ontario Association.
Financial Help for Funeral Arrangements	This program pays for the cost of a basic funeral, burial, or cremation for a deceased Peel resident whose family is not on OW but is unable to afford it.
Healthy Smiles Ontario	Healthy Smiles Ontario is a government-funded dental program that provides free preventive, routine, and emergency dental services for children and youth 17 years old and under from low-income households.
Low cost birth control	This program provides low cost birth control options through Healthy Sexuality clinics (available to all clients regardless of income).
Healthy Start	Prenatal and early post-partum program for economically disadvantaged women. This program is run in partnership with the Canadian Prenatal Nutrition Program (federally funded) who provide funding for bus tickets, prenatal vitamins and food vouchers for attendance at the program.
Teen Prenatal Supper Club	This program is run in partnership with Bridgeway (EarlyON). It provides subsidy to clients for bus tickets, food vouchers and prenatal vitamins.

Summary of Low Income Assistance Programs Offered by Region of Peel	
Program Name	Brief Description
<b>MANDATORY PROGRAMS</b>	
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. "Indexed annually, the 2022 rebates are \$459 in the City of Mississauga, \$514 in the City of Brampton and \$525 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 198,500 businesses.

While the last two years were focused on the health and safety of our community, we now have areas that require investments that were delayed due to the pandemic. In addition, some major trends have increased service pressures and created more complex community issues impacting the demand for our services. The 2023 Budget was developed to accommodate for rapid growth, while also making key new investments for the most vulnerable in our community.

While COVID-19 recovery is on-going, the 2023 Budget is focused on investments that were needed prior to the pandemic, while accounting for significant new pressures. Throughout the pandemic, rapid growth continued in Peel, and it is now vital that we adjust our service levels to ensure we can accommodate this growth, while continuing to deliver the excellent customer service our community expects of us.

The Operating Budget advances the Strategic Plan and addresses the priority needs of the community while ensuring the long-term sustainability of the services that both residents and businesses have come to rely on.

The Capital Budget and the Ten-Year Capital Plan demonstrate 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. It also represents the first capital plan to reflect the requirements needed to address the state of good repair of the affordable housing stock for both Peel Living and the community housing providers.

The 2023 Budget for the Region of Peel advances Council's 20-year Strategic Plan in a fiscally responsible manner that provides the resources to meet priority community needs, managing the risks to operations under a period of heightened inflation and in a period of rapidly changing legislation.

2023 Operating Budget Summary  
(\$'000)

Summary I(a)

	2023 Proposed Budget				2022 Budget	Change from 2022	
	Total Expenditure	Revenue Grants	Revenue Other	Net Expenditure	Net Expenditure	\$	%
<b>Property Tax Supported</b>							
Housing Support	257,090	(61,884)	(39,987)	155,219	142,717	12,501	8.8
Waste Management	170,239	(16,791)	(17,185)	136,263	130,304	5,960	4.6
Transportation	136,312	(483)	(6,809)	129,021	124,085	4,935	4.0
Paramedics	144,612	(64,566)	(3,746)	76,300	66,774	9,527	14.3
Seniors Services	129,503	(58,552)	(23,986)	46,965	49,006	(2,041)	(4.2)
Public Health	147,441	(66,462)	(43,193)	37,786	35,555	2,232	6.3
Income Support	212,953	(185,678)	-	27,275	26,388	887	3.4
Early Years & Child Care	420,004	(398,403)	(395)	21,206	23,389	(2,183)	(9.3)
Information & Technology	20,998	-	(667)	20,330	19,048	1,283	6.7
Community Investment	17,883	(730)	(2,300)	14,853	14,846	6	0.0
Business Services	126,914	(10,378)	(103,396)	13,140	13,290	(150)	(1.1)
Real Property & Asset Management	10,342	-	(3,123)	7,219	7,166	53	0.7
Heritage, Arts & Culture	5,665	(33)	(261)	5,371	5,043	328	6.5
Legislative Services	5,917	-	(8)	5,909	5,033	876	17.4
Land Use Planning	7,965	-	(3,779)	4,186	3,960	226	5.7
Regional Council	2,080	-	-	2,080	2,035	45	2.2
Regional Chair	836	-	-	836	824	12	1.5
Capital Allocation	24,028	-	-	24,028	11,736	12,292	104.7
<b>Regionally Controlled Services</b>	<b>1,840,783</b>	<b>(863,960)</b>	<b>(248,836)</b>	<b>727,986</b>	<b>681,197</b>	<b>46,789</b>	<b>6.9</b>
<b>External Organizations</b>							
Peel Regional Police	582,923	(18,191)	(33,932)	530,800	484,900	45,900	9.5
Community Events Policing Grant*	287	-	-	287	280	7	2.5
Ontario Provincial Police	14,311	-	(780)	13,531	13,156	375	2.9
<i>Subtotal Police</i>	<i>597,520</i>	<i>(18,191)</i>	<i>(34,712)</i>	<i>544,617</i>	<i>498,335</i>	<i>46,282</i>	<i>9.3</i>
Conservation Authorities	31,336	-	-	31,336	29,967	1,368	4.6
Municipal Property Assessment Corporation	19,683	-	-	19,683	19,683	-	-
<i>Subtotal Conservation and Assessment</i>	<i>51,019</i>	<i>-</i>	<i>-</i>	<i>51,019</i>	<i>49,650</i>	<i>1,368</i>	<i>2.8</i>
<b>Region Financed External Organizations</b>	<b>648,539</b>	<b>(18,191)</b>	<b>(34,712)</b>	<b>595,636</b>	<b>547,986</b>	<b>47,650</b>	<b>8.7</b>
<b>Total Property Tax Supported Services</b>	<b>2,489,322</b>	<b>(882,151)</b>	<b>(283,548)</b>	<b>1,323,622</b>	<b>1,229,183</b>	<b>94,440</b>	<b>7.7</b>
Assessment Growth						(11,800)	(1.0)
<b>Net Tax Levy Impact</b>						<b>82,639</b>	<b>6.7</b>
<b>Utility Rate Supported</b>							
Water & Wastewater**	656,174	-	(124,962)	531,212	502,276	28,936	5.8
<b>Utility Rate Supported Services</b>	<b>656,174</b>	<b>-</b>	<b>(124,962)</b>	<b>531,212</b>	<b>502,276</b>	<b>28,936</b>	<b>5.8</b>
<b>Total Region</b>	<b>3,145,496</b>	<b>(882,151)</b>	<b>(408,510)</b>	<b>1,854,834</b>	<b>1,731,459</b>	<b>123,376</b>	<b>7.1</b>

Note: May not add up due to rounding

\*Costs for Community Events Policing Grant are budgeted through Business Services

\*\*Peel Direct Billing

2023 vs 2022 Operating Budget  
(\$'000)

Summary I(b)

	2022		2023		2023 Variance			
	Total Expenditure	Net Expenditure	Total Expenditure	Net Expenditure	Total Expenditure		Net Expenditure	
					\$	%	\$	%
<b>Property Tax Supported</b>								
Housing Support	242,764	142,717	257,090	155,219	14,326	5.9	12,501	8.8
Waste Management	168,101	130,304	170,239	136,263	2,138	1.3	5,960	4.6
Transportation	132,258	124,085	136,312	129,021	4,054	3.1	4,935	4.0
Paramedics	130,708	66,774	144,612	76,300	13,904	10.6	9,527	14.3
Seniors Services	116,558	49,006	129,503	46,965	12,945	11.1	(2,041)	(4.2)
Public Health	108,456	35,555	147,441	37,786	38,985	35.9	2,232	6.3
Income Support	208,475	26,388	212,953	27,275	4,478	2.1	887	3.4
Early Years & Child Care	297,895	23,389	420,004	21,206	122,109	41.0	(2,183)	(9.3)
Information & Technology	19,869	19,048	20,998	20,330	1,129	5.7	1,283	6.7
Community Investment	17,877	14,846	17,883	14,853	6	0.0	6	0.0
Business Services	121,273	13,290	126,914	13,140	5,641	4.7	(150)	(1.1)
Real Property & Asset Management	9,249	7,166	10,342	7,219	1,094	11.8	53	0.7
Legislative Services	5,060	5,033	5,917	5,909	856	16.9	876	17.4
Heritage, Arts & Culture	5,366	5,043	5,665	5,371	299	5.6	328	6.5
Land Use Planning	6,916	3,960	7,965	4,186	1,049	15.2	226	5.7
Regional Council	2,035	2,035	2,080	2,080	45	2.2	45	2.2
Regional Chair	824	824	836	836	12	1.5	12	1.5
Capital Allocation	11,736	11,736	24,028	24,028	12,292	104.7	12,292	104.7
<b>Regionally Controlled Services</b>	<b>1,605,421</b>	<b>681,197</b>	<b>1,840,783</b>	<b>727,986</b>	<b>235,362</b>	<b>14.7</b>	<b>46,789</b>	<b>6.9</b>
<b>External Organizations</b>								
Peel Regional Police	536,815	484,900	582,923	530,800	46,108	8.6	45,900	9.5
Community Events Policing Grant*	280	280	287	287	7	2.5	7	2.5
Ontario Provincial Police	14,041	13,156	14,311	13,531	270	1.9	375	2.9
<b>Subtotal Police</b>	<b>551,135</b>	<b>498,335</b>	<b>597,520</b>	<b>544,617</b>	<b>46,385</b>	<b>8.4</b>	<b>46,282</b>	<b>9.3</b>
Conservation Authorities	29,967	29,967	31,336	31,336	1,368	4.6	1,368	4.6
Municipal Property Assessment Corporation	19,683	19,683	19,683	19,683	-	-	-	-
<b>Subtotal Conservation and Assessment</b>	<b>49,650</b>	<b>49,650</b>	<b>51,019</b>	<b>51,019</b>	<b>1,368</b>	<b>2.8</b>	<b>1,368</b>	<b>2.8</b>
<b>Region Financed External Organizations</b>	<b>600,785</b>	<b>547,986</b>	<b>648,539</b>	<b>595,636</b>	<b>47,753</b>	<b>7.9</b>	<b>47,650</b>	<b>8.7</b>
<b>Total Property Tax Supported Services</b>	<b>2,206,207</b>	<b>1,229,183</b>	<b>2,489,322</b>	<b>1,323,622</b>	<b>283,115</b>	<b>12.8</b>	<b>94,440</b>	<b>7.7</b>
Assessment Growth							(11,800)	(1.0)
<b>Net Tax Levy Impact</b>							<b>82,639</b>	<b>6.7</b>
<b>Utility Rate Supported</b>								
Water & Wastewater**	639,756	502,276	656,174	531,212	16,418	2.6	28,936	5.8
<b>Utility Rate Supported Services</b>	<b>639,756</b>	<b>502,276</b>	<b>656,174</b>	<b>531,212</b>	<b>16,418</b>	<b>2.6</b>	<b>28,936</b>	<b>5.8</b>
<b>Total Region</b>	<b>2,845,963</b>	<b>1,731,459</b>	<b>3,145,496</b>	<b>1,854,834</b>	<b>299,533</b>	<b>10.5</b>	<b>123,376</b>	<b>7.1</b>

Note: May not add up due to rounding

\*Costs for Community Events Policing Grant are budgeted through Business Services

\*\*Peel Direct Billing

2023 Budget - Full Accrual Based  
(\$'000)

Summary I(c)

	Revenue	Expenses
<b>Operating Budget</b>		
Council Proposed Budget	3,145,496	3,145,496
In-year Budget Adjustments	-	-
Board Proposed Peel Housing Corporation	109,791	109,791
Adjustments for intercompany transactions	(58,935)	(58,935)
PSAB Adjustments		
Contributions to reserves/reserve funds	-	(554,495)
Contributions from reserves/reserve funds	(118,929)	-
Payment to sinking fund for debt retirement	-	(51,487)
Other liabilities	-	4,345
Other adjustments	-	-
<b>Adjusted Operating Budget</b>	<b>3,077,423</b>	<b>2,594,715</b>
<b>Capital Budget</b>		
Council Proposed Budget*	1,936,382	1,936,382
Timing difference between budget and spending	(874,382)	(874,382)
Board Proposed Peel Housing Corporation	75,355	75,355
Timing difference between budget and spending	(29,355)	(29,355)
PSAB Adjustments		
Contributions from reserves/reserve funds	(554,196)	-
Acquisition of tangible capital assets	-	(843,251)
Amortization	-	323,978
<b>Adjusted Capital Budget</b>	<b>553,804</b>	<b>588,727</b>
<b>Other</b>		
Reserve fund interest and other revenue	65,316	-
<b>Budget to be presented in Financial Statements</b>	<b>3,696,543</b>	<b>3,183,442</b>

\*Proposed budget is net of capital provider loan

The schedule above provides a reconciliation of the total proposed 2023 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 2023 Budget from the modified accrual method to a full accrual method.

**Summary of Budget Costs Mitigated in 2023 Operating Budget  
(' \$000)**

**Summary II**

Service	Budget Costs Mitigated	Total Expenditures	Total Revenue	Net Costs
<b>Property Tax Supported</b>				
Housing Support	Efficiencies from the ongoing review of budgets and continuous improvement initiatives	(402)	-	(402)
Waste Management	Efficiencies from the ongoing review of budgets and continuous improvement initiatives	(187)	-	(187)
Transportation	TransHelp trip reductions	(286)	34	(252)
	Efficiencies from the ongoing review of budgets and continuous improvement initiatives	(130)	-	(130)
Income Support	Efficiencies from the ongoing review of budgets and continuous improvement initiatives	(185)	-	(185)
Early Years & Child Care	Miscellaneous savings resulting from the ongoing review of budgets	(12)	-	(12)
Information & Technology	Efficiencies from the ongoing review of budgets and continuous improvement initiatives	(510)	-	(510)
Community Investment	Miscellaneous savings resulting from the ongoing review of budgets	(12)	-	(12)
Business Services	Efficiencies from the ongoing review of services, review of budgets, and continuous improvement initiatives	(971)	-	(971)
<b>Regionally Controlled Tax Supported Services Subtotal</b>		<b>(2,695)</b>	<b>34</b>	<b>(2,661)</b>
Ontario Provincial Police	Net increase in Grants.		(40)	(40)
Conservation Authorities	Shift in apportionment rate and efficiencies in service delivery, materials and supplies. Inflationary pressures mitigated through new partnerships and grants.	(240)	-	(240)
<b>Property Tax Supported Services Total</b>		<b>(2,935)</b>	<b>(6)</b>	<b>(2,941)</b>
<b>Utility Rate Supported Services</b>				
Water & Wastewater	Efficiencies from the ongoing review of budgets and continuous improvement initiatives	(730)	-	(730)
<b>Total Budget Costs Mitigated</b>		<b>(3,665)</b>	<b>(6)</b>	<b>(3,671)</b>

Note: May not add up due to rounding

Summary of 2023 Budget Rate Stabilization Reserve Draws

Summary III

Service	2023 Budget \$'000	Reason for the Draw
<b><i>Tax Supported Services</i></b>		
Housing Support	\$600	Human Trafficking - New Initiative 2019 - originally a 3 year pilot - Phase out reserve draw and to leave \$1.8M expense in the base
Waste Management	\$240	To fund Zero Emission (ZE) Waste Collection Vehicle Pilot project (as per budget request)
	\$2,754	2023 Budget continues to utilize expected savings from future Blue Box transition by utilizing a reserve draw of \$2.8 million to smooth out rate increase over four year period; same amount used in 2022 Budget
Transportation	\$290	To fund 2 contract Project Manager positions for School Bus Camera program
Paramedics	\$3,641	Addition of four 24 hours per day, 7 days a week ambulances- reserve draw to fund the one-year lag from Ministry funding at 50% of total expenditure increase
Seniors Services	\$1,088	Adult Day Service and Respite beds expansion 1-year pilot commencing July 1, 2023
	\$2,335	36 FTE Long Term Care staff and 1 Human Resources Associate for COVID-19 Response
	\$414	Five 13-month contract staff to meet specific requirements set out in the new Fixing Long Term Care Act, 2021 (FLTCA)
	\$240	Two temporary staff resources for a period of 24 months to support the implementation and execution of regulatory changes across the Division
	\$224	Transition cost for new Seniors Health and Wellness Village

Summary of 2023 Budget Rate Stabilization Reserve Draws

Summary III

Service	2023 Budget \$'000	Reason for the Draw
<b><i>Tax Supported Services</i></b>		
Public Health	\$26,319	To extend 288 existing temporary contracts to continue the ongoing required response to COVID-19 from Health Services
	\$9,496	66 FTE's permanent full-time to support COVID-19 Response, COVID-19 Operations and Immunization Services
	\$3,166	To extend 32 existing temporary staff to support COVID-19 Response
	\$3,305	Supervised Consumption Services in Peel
Community Investment	\$2,300	\$2 million for Region of Peel Food Bank Grant - 2 year 2022-2023 as per council motion during budget meeting, \$300K for Social Enterprise Model Pilot Program - 2 year Pilot 2020-2021 moved to 2022-2023 due to COVID-19
Business Services	\$7,175	To recover from Greater Toronto Airport Authority payment in lieu of taxes (PILTS) revenue loss
	\$3,650	Workers Safety Insurance Board Adjustment as per Actuarial Study
	\$1,220	Budget Request - Diversity, Equity & Inclusion Implementation Plan
	\$357	Budget Request - Customer Contact Centre Reset and Recovery
	\$500	For COVID-19 transition contingency
	\$250	To replace the existing non-union job evaluation program (deferred from 2022)
	\$150	To create a two year vendor of record (VoR) pilot for recruitment services (deferred from 2022)
	\$100	External consulting costs for finance divisions
	\$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 (deferred from 2022)
	\$1,000	Budget Request - Keeping the Workplace Psychologically Safe
<b>Total Tax Supported Services:</b>	<b>\$70,864</b>	



Summary of 2023 Budget Rate Stabilization Reserve Draws

Summary III

Service	2023 Budget \$'000	Reason for the Draw
<b>Utility Rate Supported Services</b>		
Water & Wastewater	\$800	The residential water bill adjustment pilot program as described in the report of the Commissioner of Public Works, listed on the June 9, 2022 Regional Council agenda titled "Water Bill Adjustment Pilot Program Update"
	\$4,500	This is one time draw to mitigate increasing chemical costs as a result of temporary commodity market price and to smooth out the overall rate increase in the outer years.
<b>Total Utility Supported Services:</b>	<b>\$5,300</b>	
<b>Regionally Controlled Services</b>	<b>\$76,164</b>	
<b>External Organizations:</b>		
Ontario Provincial Police	\$350	To phase out the budgeted savings relating to contract enhancement vacancies that had been experienced in previous years billing reconciliations.
Peel Regional Police	\$2,000	To cash flow the impact of the 2022 budget.
Peel Regional Police	\$2,082	To fund one-time expenditures
<b>Total External Organizations</b>	<b>\$4,432</b>	
<b>Total Region</b>	<b>\$80,596</b>	

Note: May not add up due to rounding

**2024 - 2026 Operating Budget Forecast  
(\$'000)**

**Summary IV**

	2023 Proposed Budget Net					2024 Forecast Net				
	Expense	Revenue	Expenditure	\$	%	Expense	Revenue	Expenditure	\$	%
	<b>Property Tax Supported</b>									
Housing Support	257,090	(101,871)	155,219	12,501	8.8	253,548	(90,747)	162,801	7,583	4.9
Waste Management	170,239	(33,976)	136,263	5,960	4.6	168,918	(28,495)	140,423	4,160	3.1
Transportation	136,312	(7,292)	129,021	4,935	4.0	140,890	(7,418)	133,471	4,451	3.4
Paramedics	144,612	(68,312)	76,300	9,527	14.3	153,833	(73,529)	80,304	4,004	5.2
Seniors Services	129,503	(82,538)	46,965	(2,041)	(4.2)	134,610	(87,996)	46,614	(352)	(0.7)
Public Health	147,441	(109,655)	37,786	2,232	6.3	120,728	(79,684)	41,044	3,258	8.6
Income Support	212,953	(185,678)	27,275	887	3.4	241,564	(212,562)	29,002	1,727	6.3
Early Years & Child Care	420,004	(398,798)	21,206	(2,183)	(9.3)	526,957	(505,253)	21,704	498	2.3
Information & Technology	20,998	(667)	20,330	1,283	6.7	21,511	(677)	20,834	504	2.5
Community Investment	17,883	(3,030)	14,853	6	0.0	15,752	(730)	15,021	168	1.1
Business Services	126,914	(113,774)	13,140	(150)	(1.1)	126,173	(109,162)	17,010	3,878	29.5
Real Property & Asset Management	10,342	(3,123)	7,219	53	0.7	10,446	(3,201)	7,246	27	0.4
Legislative Services	5,917	(8)	5,909	876	17.4	6,488	(8)	6,480	571	9.7
Heritage, Arts & Culture	5,665	(294)	5,371	328	6.5	5,766	(298)	5,468	97	1.8
Land Use Planning	7,965	(3,779)	4,186	226	5.7	8,183	(3,873)	4,310	124	3.0
Regional Council	2,080	-	2,080	45	2.2	2,137	-	2,137	57	2.7
Regional Chair	836	-	836	12	1.5	861	-	861	25	3.0
Capital Allocation	24,028	-	24,028	12,292	104.7	36,698	-	36,698	12,662	52.7
<b>Regionally Controlled Services</b>	<b>1,840,782</b>	<b>(1,112,795)</b>	<b>727,986</b>	<b>46,789</b>	<b>6.9</b>	<b>1,975,063</b>	<b>(1,203,633)</b>	<b>771,428</b>	<b>43,442</b>	<b>6.0</b>
<b>External Organizations</b>										
<b>Police Services</b>										
Community Events Policing Grant*	287	-	287	7	2.5	294	-	294	7	2.4
Peel Regional Police	582,923	(52,123)	530,800	45,900	9.5	635,823	(52,123)	583,700	52,900	10.0
Ontario Provincial Police	14,311	(780)	13,531	375	2.9	14,752	(710)	14,042	511	3.8
<b>Subtotal Police</b>	<b>597,521</b>	<b>(52,903)</b>	<b>544,617</b>	<b>46,282</b>	<b>9.3</b>	<b>650,869</b>	<b>(52,833)</b>	<b>598,036</b>	<b>53,418</b>	<b>9.8</b>
Conservation Authorities	31,336	-	31,336	1,368	4.6	33,048	-	33,048	1,713	5.5
Municipal Property Assessment Corporation	19,683	-	19,683	-	-	20,273	-	20,273	590	3.0
<b>Subtotal Conservation and Assessment</b>	<b>51,019</b>	<b>-</b>	<b>51,019</b>	<b>1,368</b>	<b>2.8</b>	<b>53,321</b>	<b>-</b>	<b>53,321</b>	<b>2,303</b>	<b>4.5</b>
<b>Region Financed External Organizations</b>	<b>648,540</b>	<b>(52,903)</b>	<b>595,636</b>	<b>47,650</b>	<b>8.7</b>	<b>704,190</b>	<b>(52,833)</b>	<b>651,357</b>	<b>55,721</b>	<b>9.4</b>
<b>Total Property Tax Supported Services</b>	<b>2,489,322</b>	<b>(1,165,698)</b>	<b>1,323,622</b>	<b>94,440</b>	<b>7.7</b>	<b>2,679,253</b>	<b>(1,256,466)</b>	<b>1,422,785</b>	<b>99,163</b>	<b>7.5</b>
<b>Utility Rate Supported</b>										
Water & Wastewater**	656,174	(124,962)	531,212	28,936	5.8	691,816	(120,743)	571,073	39,861	7.5
<b>Utility Rate Supported Services</b>	<b>656,174</b>	<b>(124,962)</b>	<b>531,212</b>	<b>28,936</b>	<b>5.8</b>	<b>691,816</b>	<b>(120,743)</b>	<b>571,073</b>	<b>39,861</b>	<b>7.5</b>
<b>Total Region</b>	<b>3,145,496</b>	<b>(1,290,660)</b>	<b>1,854,834</b>	<b>123,376</b>	<b>7.1</b>	<b>3,371,069</b>	<b>(1,377,209)</b>	<b>1,993,858</b>	<b>139,024</b>	<b>7.5</b>

**2024 - 2026 Operating Budget Forecast  
(\$'000)**

**Summary IV**

	2025 Forecast Net					2026 Forecast Net				
	Expense	Revenue	Expenditure	\$	%	Expense	Revenue	Expenditure	\$	%
<b>Property Tax Supported</b>										
Housing Support	253,834	(86,998)	166,837	4,036	2.5	256,769	(83,634)	173,135	6,298	3.8
Waste Management	175,215	(30,042)	145,173	4,750	3.4	177,075	(26,103)	150,972	5,800	4.0
Transportation	144,797	(7,522)	137,275	3,803	2.8	148,375	(7,666)	140,709	3,434	2.5
Paramedics	165,878	(78,742)	87,136	6,833	8.5	177,010	(84,120)	92,890	5,753	6.6
Seniors Services	137,161	(89,163)	47,998	1,384	3.0	140,618	(90,522)	50,096	2,098	4.4
Public Health	120,993	(77,384)	43,609	2,565	6.2	124,039	(77,633)	46,407	2,798	6.4
Income Support	258,489	(227,974)	30,515	1,514	5.2	269,055	(236,983)	32,071	1,556	5.1
Early Years & Child Care	537,882	(515,741)	22,141	437	2.0	548,929	(526,339)	22,590	449	2.0
Information & Technology	22,054	(685)	21,369	535	2.6	22,591	(693)	21,897	529	2.5
Community Investment	15,899	(183)	15,717	695	4.6	16,051	-	16,051	334	2.1
Business Services	125,313	(112,310)	13,002	(4,000)	(23.5)	123,313	(113,952)	9,361	(3,634)	(27.9)
Real Property & Asset Management	10,554	(3,264)	7,290	44	0.6	10,656	(3,329)	7,327	37	0.5
Legislative Services	6,929	(8)	6,921	441	6.8	7,109	(9)	7,100	180	2.6
Heritage, Arts & Culture	5,859	(301)	5,558	90	1.6	5,955	(304)	5,651	93	1.7
Land Use Planning	8,375	(3,951)	4,425	114	2.6	8,573	(4,030)	4,543	118	2.7
Regional Council	2,187	-	2,187	50	2.3	2,238	-	2,238	51	2.3
Regional Chair	883	-	883	22	2.5	905	-	905	22	2.5
Capital Allocation	49,823	-	49,823	13,117	35.7	63,332	-	63,332	13,502	27.1
<b>Regionally Controlled Services</b>	<b>2,042,125</b>	<b>(1,234,268)</b>	<b>807,859</b>	<b>36,430</b>	<b>4.7</b>	<b>2,102,593</b>	<b>(1,255,317)</b>	<b>847,275</b>	<b>39,418</b>	<b>4.9</b>
<b>External Organizations</b>										
<b>Police Services</b>										
Community Events Policing Grant*	300	-	300	6	2.0	306	-	306	6	2.0
Peel Regional Police	696,523	(52,123)	644,400	60,700	10.4	762,023	(52,123)	709,900	65,500	10.2
Ontario Provincial Police	15,228	(655)	14,573	532	3.8	15,654	(530)	15,124	550	3.8
<b>Subtotal Police</b>	<b>712,051</b>	<b>(52,778)</b>	<b>659,273</b>	<b>61,238</b>	<b>10.2</b>	<b>777,983</b>	<b>(52,653)</b>	<b>725,330</b>	<b>66,056</b>	<b>10.0</b>
Conservation Authorities	34,775	-	34,775	1,727	5.2	36,550	-	36,550	1,774	5.1
Municipal Property Assessment Corporation	20,882	-	20,882	608	3.0	21,508	-	21,508	626	3.0
<b>Subtotal Conservation and Assessment</b>	<b>55,657</b>	<b>-</b>	<b>55,657</b>	<b>2,335</b>	<b>4.4</b>	<b>58,058</b>	<b>-</b>	<b>58,058</b>	<b>2,400</b>	<b>4.3</b>
<b>Region Financed External Organizations</b>	<b>767,708</b>	<b>(52,778)</b>	<b>714,930</b>	<b>63,573</b>	<b>9.8</b>	<b>836,041</b>	<b>(52,653)</b>	<b>783,388</b>	<b>68,458</b>	<b>9.6</b>
<b>Total Property Tax Supported Services</b>	<b>2,809,833</b>	<b>(1,287,046)</b>	<b>1,522,789</b>	<b>100,004</b>	<b>7.0</b>	<b>2,938,634</b>	<b>(1,307,970)</b>	<b>1,630,663</b>	<b>107,874</b>	<b>7.1</b>
<b>Utility Rate Supported</b>										
Water & Wastewater**	727,181	(120,973)	606,208	35,135	6.2	763,879	(121,208)	642,671	36,463	6.0
<b>Utility Rate Supported Services</b>	<b>727,181</b>	<b>(120,973)</b>	<b>606,208</b>	<b>35,135</b>	<b>6.2</b>	<b>763,879</b>	<b>(121,208)</b>	<b>642,671</b>	<b>36,463</b>	<b>6.0</b>
<b>Total Region</b>	<b>3,537,014</b>	<b>(1,408,019)</b>	<b>2,128,997</b>	<b>135,139</b>	<b>6.8</b>	<b>3,702,513</b>	<b>(1,429,178)</b>	<b>2,273,334</b>	<b>144,337</b>	<b>6.8</b>

Note: May not add up due to rounding

\* Costs for Community Events Policing Grant are budgeted through Business Services

\*\*Peel Direct Billing

Summary of Staffing Resources \*

Summary V

	Resources to Achieve Level of Service		
	2022	2023 Proposed	2023 Change in FTE
<b>Property Tax Supported</b>			
Housing Support	215.0	224.0	9.0
Waste Management	235.9	236.3	0.5
Transportation	335.3	341.3	6.1
Paramedics	660.1	706.1	46.0
Seniors Services	835.6	879.1	43.5
Public Health	687.1	756.1	69.0
Income Support	372.8	372.8	-
Early Years & Child Care	123.5	123.5	-
Information & Technology	182.0	184.0	2.0
Community Investment	32.3	32.3	-
Business Services	520.0	531.0	11.0
Real Property & Asset Management	113.0	113.0	-
Heritage, Arts & Culture	18.5	18.5	-
Legislative Services	33.5	36.0	2.5
Land Use Planning	56.5	64.0	7.5
Regional Chair	3.0	3.0	-
<b>Tax Supported Services</b>	<b>4,423.9</b>	<b>4,620.9</b>	<b>197.0</b>
<b>Utility Rate Supported</b>			
Water & Wastewater	585.2	591.7	6.5
<b>Utility Rate Supported Services</b>	<b>585.2</b>	<b>591.7</b>	<b>6.5</b>
<b>Total Regionally Controlled</b>	<b>5,009.0</b>	<b>5,212.5</b>	<b>203.5</b>
Peel Living	56.0	56.0	-
Peel Regional Police	3,168.0	3,288.0	120.0
<b>Total Region</b>	<b>8,233.0</b>	<b>8,556.5</b>	<b>323.5</b>

\* Regular Positions (Full Time Equivalent, FTE)

**2023 Capital Budget - Sources of Financing**  
(\$'000)

**Summary VI(a)**

	Development Charges	Reserves & Reserve Funds*	External Funding	Debt Funding	Total Financing	% of Total
<b>Property Tax Supported</b>						
Housing Support	-	169,050	-	-	169,050	8.7%
Transportation	71,921	85,243	1,980	-	159,144	8.2%
Paramedics	1,336	54,454	-	-	55,789	2.9%
Information & Technology	-	18,431	4,000	-	22,431	1.2%
Waste Management	-	15,360	-	-	15,360	0.8%
Seniors Services	-	10,016	-	-	10,016	0.5%
Business Services	200	4,075	-	-	4,275	0.2%
Public Health	-	350	3,515	-	3,865	0.2%
Real Property & Asset Management	-	1,475	-	-	1,475	0.1%
Legislative Services	-	2,490	-	-	2,490	0.1%
Land Use Planning	1,280	1,030	-	-	2,310	0.1%
Heritage, Arts and Culture	-	1,448	-	-	1,448	0.1%
Community Investment	-	400	-	-	400	-
Early Years and Child Care	-	125	-	-	125	-
<b>Regionally Controlled Tax Supported Services</b>	<b>74,737</b>	<b>363,946</b>	<b>9,495</b>	<b>-</b>	<b>448,178</b>	<b>23.1%</b>
<b>External Organizations</b>						
Police Services	82,561	48,936	2,323	714,600	848,420	43.9%
Conservation Authorities	-	2,691	-	-	2,691	0.1%
<b>Region Financed External Organizations</b>	<b>82,561</b>	<b>51,627</b>	<b>2,323</b>	<b>714,600</b>	<b>851,111</b>	<b>43.9%</b>
<b>Total Property Tax Supported Services</b>	<b>157,298</b>	<b>415,572</b>	<b>11,818</b>	<b>714,600</b>	<b>1,299,289</b>	<b>66.9%</b>
<b>Utility Rate Supported</b>						
Water & Wastewater	312,177	329,265	-	-	641,442	33.1%
<b>Total Utility Rate Supported Services</b>	<b>312,177</b>	<b>329,265</b>	<b>-</b>	<b>-</b>	<b>641,442</b>	<b>33.1%</b>
<b>Total Region</b>	<b>469,475</b>	<b>744,837</b>	<b>11,818</b>	<b>714,600</b>	<b>1,940,730</b>	<b>100.0%</b>

Note: Numbers may not add due to rounding

\*Includes contribution from Canada Community Building Fund (CCBF)

**2023 vs 2022 Capital Budget Summary**

**Summary VI(b)**

(\$'000)

	2022 Capital Budget	2023 Capital Budget	Change from 2022	
			\$	%
<b>Property Tax Supported</b>				
Housing Support	121,627	169,050	47,423	39.0%
Transportation	154,884	159,144	4,260	2.8%
Paramedics	27,001	55,789	28,788	106.6%
Information & Technology	10,334	22,431	12,097	117.1%
Waste Management	16,271	15,360	(911)	(5.6%)
Seniors Services	9,107	10,016	909	10.0%
Business Services	15,150	4,275	(10,875)	(71.8%)
Public Health	350	3,865	3,515	1,004.3%
Real Property & Asset Management	6,260	1,475	(4,785)	(76.4%)
Legislative Services	-	2,490	2,490	-
Land Use Planning	2,310	2,310	-	-
Heritage, Arts and Culture	560	1,448	888	158.6%
Community Investment	-	400	400	-
Early Years and Child Care	115	125	10	8.7%
<b>Regionally Controlled Tax Supported Services</b>	<b>363,970</b>	<b>448,178</b>	<b>84,209</b>	<b>23.1%</b>
<b>External Organizations</b>				
Police Services	60,313	848,420	788,107	1,306.7%
Conservation Authorities	3,416	2,691	(725)	(21.2%)
<b>Region Financed External Organizations</b>	<b>63,729</b>	<b>851,111</b>	<b>787,382</b>	<b>1,235.5%</b>
<b>Total Property Tax Supported Services</b>	<b>427,699</b>	<b>1,299,289</b>	<b>871,591</b>	<b>203.8%</b>
<b>Utility Rate Supported</b>				
Water & Wastewater	695,018	641,442	(53,576)	(7.7%)
<b>Total Utility Rate Supported Services</b>	<b>695,018</b>	<b>641,442</b>	<b>(53,577)</b>	<b>(7.7%)</b>
<b>Total Region</b>	<b>1,122,717</b>	<b>1,940,730</b>	<b>818,013</b>	<b>72.9%</b>

Note: Numbers may not add due to rounding

**2023 to 2032 Capital Plan - Sources of Financing  
(\$'000)**

**Summary VII**

	Development Charges	Reserves & Reserve Funds*	External Funding	Debt Funding	Total Financing	% of Total
<b>Property Tax Supported</b>						
Transportation	1,325,293	810,272	90,435	-	2,226,000	15.3%
Housing Support	58,765	823,393	513,533	127,956	1,523,647	10.5%
Waste Management	-	258,893	-	122,015	380,908	2.6%
Paramedics	10,319	206,260	-	-	216,580	1.5%
Information & Technology	-	157,366	4,000	-	161,366	1.1%
Seniors Services	17,000	126,242	-	-	143,242	1.0%
Real Property & Asset Management	-	83,458	-	-	83,458	0.6%
Business Services	2,000	39,875	-	-	41,875	0.3%
Land Use Planning	13,840	10,560	-	-	24,400	0.2%
Heritage, Arts and Culture	-	19,836	-	-	19,836	0.1%
Public Health	-	11,510	3,515	-	15,025	0.1%
Early Years and Child Care	-	9,089	-	-	9,089	0.1%
Legislative Services	-	3,120	-	-	3,120	-
Community Investment	-	400	-	-	400	-
<b>Regionally Controlled Tax Supported Services</b>	<b>1,427,217</b>	<b>2,560,274</b>	<b>611,483</b>	<b>249,971</b>	<b>4,848,945</b>	<b>33.4%</b>
<b>External Organizations</b>						
Police Services	111,369	400,005	16,088	856,800	1,384,262	9.5%
Conservation Authorities	-	2,691	-	-	2,691	-
<b>Region Financed External Organizations</b>	<b>111,369</b>	<b>402,696</b>	<b>16,088</b>	<b>856,800</b>	<b>1,386,953</b>	<b>9.6%</b>
<b>Total Property Tax Supported Services</b>	<b>1,538,586</b>	<b>2,962,970</b>	<b>627,571</b>	<b>1,106,771</b>	<b>6,235,898</b>	<b>42.9%</b>
<b>Utility Rate Supported</b>						
Water & Wastewater	4,830,218	3,440,371	13,084	-	8,283,673	57.1%
<b>Total Utility Rate Supported Services</b>	<b>4,830,218</b>	<b>3,440,371</b>	<b>13,084</b>	<b>-</b>	<b>8,283,673</b>	<b>57.1%</b>
<b>Total Region</b>	<b>6,368,805</b>	<b>6,403,341</b>	<b>640,655</b>	<b>1,106,771</b>	<b>14,519,571</b>	<b>100.0%</b>

Note: Numbers may not add due to rounding

\*Includes contribution from Canada Community Building Fund (CCBF)



# Housing Support

2023–2026 Business Plan  
and 2023 Budget

Housing Support .....	1
Executive Summary .....	3
Services we provide: .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Service Levels.....	5
Performance Measures and Results.....	8
Awards and Achievements .....	9
The 2023 -2026 Business Plan Outlook.....	10
Planning for the Future.....	10
Finding Efficiencies.....	12
Transforming Our Business with Technology.....	13
Maintaining our Infrastructure .....	14
Proposed Operating Budget.....	15
2023 Operating Budget Pressures .....	16
Staffing Resources to Achieve Level of Service.....	17
2023 Total Expenditures & Funding Source (In \$M).....	18
2023 Budget Risks .....	18
2024 – 2026 Operating Forecast.....	19
Proposed Capital Budget.....	20
2023 Capital Budget Overview .....	20
Proposed Capital Plan .....	22
By Project Classification.....	22
Budget Requests .....	25

# Executive Summary

Mission: Together with Peel Housing Corporation, we provide emergency, subsidized and affordable housing options and supports to residents who are homeless, unstably housed and unable to afford housing within the private market.

## Services we provide:

- Oversee the Region of Peel’s affordable housing system
- Together with Peel Housing Corporation, build, fund, own and operate emergency, transitional, subsidized and affordable rental housing
- Administer housing subsidies and financial assistance
- Provide case management supports
- Provide street outreach to the homeless living rough

## Interesting facts about this service:

- Proposed 2023 gross operating budget is \$257 million. Just \$62 million or 24% is funded by the federal and provincial governments.
- Current service levels meet less than 30% of need for affordable housing in Peel.
- About 3,600 families, adults and youth are served each year at the shelters. Shelter occupancy is currently averaging 117%.
- Over \$114 million in subsidies are administered annually to 11,500 households, but there are 28,000 households waiting for subsidized housing in Peel, an increase of 88% since 2019.
- \$2.6 billion of housing assets are owned by Peel Housing Corporation (PHC). Funding gap of approximately \$700 million to maintain in SoGR.

- 10 development projects are underway that will add almost 1,000 new affordable units. Inflationary pressures and cost increases due to supply-chain issues and climate change goals have created a significant funding gap.

## Highlights of the Business Plan include:

- Peel, like all major urban centres across Canada and around the world, is facing an affordable housing crisis.
- The affordable housing system has insufficient resources to maintain assets, increase supply and support clients in need.
- The 2023 budget includes operating and capital requests that address service demand pressures and the \$1 billion funding need to maintain housing assets in a state of good repair.
- Significant operating and capital investments will be required throughout the term of Council to better meet community need and implement Peel’s 10-Year Housing and Homelessness Plan.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	155,219	162,801	166,837	173,135
Capital	169,050	302,316	99,314	549,693
Full Time Equivalents	162	162	162	162
Full Time Equivalents Peel Living	118	118	118	118

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

A community for life where all residents are affordably housed, and chronic homelessness is eliminated.

### Mission

Together with Peel Housing Corporation, we provide well-maintained emergency and affordable housing options and supports to residents who are homeless, unstably housed, and unable to afford housing in the private market.

### Goals of Service

1. Increase the number of Peel residents who are affordably and stably housed.
2. Prevent homelessness by supporting successful tenancies.
3. Provide effective emergency shelter and homelessness supports.
4. Deliver modern services that all clients and tenants can easily navigate.
5. Maintain assets in a state of good repair, reducing GHG (Greenhouse Gas) emissions.
6. Cultivate a positive, inclusive culture that attracts and retains talented employees.

### Service Delivery Model



# Service Levels and Trends

## Service Levels

**System Oversight, Strategic Planning and Advocacy:** As Service Manager, the Region of Peel oversees Peel's affordable housing system. The system provides housing, financial assistance or supports to almost 30,000 households in Peel. We are required by the province to create a 10-Year Housing and Homelessness Plan to strategically respond to Peel's affordable housing challenges. The current plan, approved by Council in April 2018, is in its fifth year of implementation. To date, 14 of 35 actions have been completed, and 15 actions are underway.

**Financial Assistance and Case Management:** The Region of Peel provides financial assistance and case management supports to an additional 7,900 households per year that have a housing need.

**Emergency Shelter & Homelessness Supports:** The Region of Peel manages or funds 7 emergency shelters. On average, the shelters provide temporary shelter to approximately 3600 people experiencing homelessness annually. In addition, the Region of Peel manages an outreach program that provides almost 5000 annual in-person visits to those experiencing homelessness and living on the streets.

**Transitional Housing Operations and Maintenance:** The Region of Peel provides or funds transitional housing and supports to approximately 100 youth, 6 survivors of human sex trafficking and 35 men dealing with mental health and addictions challenges, each year.

**Affordable and Subsidized Rental Housing Operations and Maintenance:** There are 5,600 affordable rental and over 10,000 subsidized units in the affordable housing system in Peel. These units are managed by the Region of Peel (750 units), Peel Housing Corporation (PHC), which is owned by the Region of Peel (6882 units), 46 other non-profit and co-operative housing providers (5000 units) and private landlords (3800 units). Currently, 77% of the 15,600 units of housing stock that the Region or PHC is responsible to maintain is in a good/fair state of repair. For the PHC portfolio a significant financial investment will be required to maintain the portfolio at a minimum of fair status given the age of the buildings in the portfolio.

**Programs to Increase Affordable Supply:** The Region of Peel is building affordable rental housing on lands owned by the Region and Peel Housing Corporation (PHC). These projects can be found in the Region's Housing Master Plan (HMP). If fully funded, the HMP can add over 5600 new emergency, supportive, transitional, or affordable rental units to Peel's affordable housing supply by 2034. To date, \$689 million of Regional, provincial, and federal funding has been secured for these projects. Since 2018, two projects or 234 units have been completed and 10 projects with a combined total of 965 units are underway.

The Region also supports the development of affordable and supportive housing that is built and operated by non-profit developers and providers. Earlier this year, Indwell Community Homes opened their new 4-storey supportive housing project, Lakeshore Lofts, which has added 68 new supportive units. Brampton Bramalea Christian Fellowship Residence opened their new project in February 2021, which added 90 new affordable and market rental units to Peel's stock, providing homes for families, seniors, and singles, 45 of whom came from the Region's Centralized Waiting List.

In 2021, the Region of Peel launched the Peel Affordable Rental Incentives Program (PARIP), as a pilot program. PARIP provides grants to private and non-profit developers to add affordable units to their purpose-built rental projects. To date, 130 new affordable rental units for middle income households have been funded through this pilot program.

Finally, the Region operates a Second Units Renovation Assistance Program. This program currently has an annual budget of \$1.7 million and access to additional one-time funding, which can add up to 60 safe and registered second units annually in private homes each year.

## Trends

**Lack of federal and provincial funding.** The Region of Peel alone cannot solve the affordable housing crisis. In 2023, just 24% of the operating budget and 0% of the capital budget is funded by the federal and provincial governments. Chronic underfunding from the federal and provincial government prevents the Region of Peel from operating at a scale that meets our community's needs.

**Unprecedented growth in need.** Peel, like all major urban centres across Canada and around the world, is in the midst of an affordable housing crisis. Since 2018, average resale prices in Peel have risen about 50% while rental rates have risen about 20%, outpacing income gains. The failure of the market to provide affordable housing options for a growing number of households, is causing unprecedented pressure on the affordable housing system. The gap between current service levels and need is large and growing. 17,700 households live in the affordable housing system in Peel and an additional 11,500 receive emergency shelter, financial assistance, and other supports. We estimate that current service levels meet less than 30% of need, given that an estimated 91,000 households in Peel are in core housing need.

**Aging infrastructure.** Aging infrastructure remains a concern for housing, with an estimated funding gap of \$858 million to maintain our assets in the state of good repair. We are modernizing our approach to asset management to ensure sustainability of the system while maintaining affordability. Increased funding is required to address these challenges and opportunities.

**Cost of Land.** Given the high and growing cost of land in Peel, we are building on land owned by the Region of Peel and Peel Housing Corporation. Our Housing Master Plan has identified over 30 projects to add over 5600 emergency, affordable rental, and supportive housing by 2034. Approximately 32% of the plan is currently funded.

**Inflation.** Rising inflation rates disproportionately impacts our clients, while also creating challenges to deliver services and build new supply, cost effectively. Inflationary pressures are expected to continue throughout this term of Council.

**Climate Change.** Contributing to the Region’s climate change goals is an important endeavour within the housing system. Increased funding will be required to ensure modernized building components and design can be incorporated into existing and new builds. PHC is partnering with the Region to implement the climate change master plan and reduce carbon emissions. Energy improvements to reduce heat loss, including building sealants and insulation are underway at eligible sites through a provincial program.

**COVID-19.** The COVID-19 pandemic created the need for enhanced operating procedures and infection control practices in our shelters and buildings. These enhanced practices are here to stay. The pandemic also revealed how important it is for the housing and health systems to work together to better address the health needs of the homeless and precariously housed. Partnerships with the health care system, developed during the pandemic must be adapted and sustained.

**More clients with complex health needs.** A growing number of homeless residents and tenants in the affordable housing system require physical and mental health supports to maintain stable housing. It is estimated that 50% of the need for supportive housing in Peel goes unmet. Peel’s shelter system requires low-barrier solutions for clients with drug or alcohol addictions.

**Diversity, Equity, and Inclusion.** Peel’s affordable housing crisis is racialized. Staff estimate that households identifying as Black, Filipino, Arab/West Asian, or Latin American, are approximately 1.5 to 2.5 times more unlikely to own a home as compared to non-visible minority households. The Region of Peel is examining our housing policies and programs to combat systemic racism. The Region is also committed to addressing the discrimination and negative attitudes directed towards marginalized populations within our community.



# Performance Measures and Results

The Region of Peel is committed to delivering services effectively and efficiently. The Region's performance measures help assess how well we are doing at achieving our goals and where we need to improve. The results also inform decision-making and strengthen accountability.

## Customer Measures:

In 2021, Peel's affordable housing system housed or supported 28,793 households. Of these households, 17,700 live in the affordable housing system, while an additional 7,900 were provided with financial assistance and supports and approximately 3600 families, single adults and youth are served each year at the 7 emergency shelters owned or funded by the Region or by our street outreach team.

In addition, the Region of Peel manages an outreach program that provides almost 5000 annual in-person visits to those experiencing homelessness and living on the streets.

Peel Housing Corporation (PHC) recently completed a tenant satisfaction survey, which found that 2 out of 3 tenants say they take pride in where they live and feel connected to supports and services in the community. However, overall client satisfaction has declined as have tenant's perceptions of security and cleanliness. PHC is committed to addressing tenant concerns.

## Business Process Measures:

In 2022, requests for service increased over 200% compared to 2021. As of January 2022, average response time for service is 10-12 weeks, which exceeds the expected service standard. Solutions to address demand pressures will be presented to Council in 2023.

Across the housing portfolio, building condition assessments (BCAs) are completed every 5 years to reflect actual building conditions, up-to-date costing, new building and fire code requirements, and health and safety concerns. All housing provider buildings are included in this cycle. As of 2022, 20% of the community housing portfolio has been assessed.

PHC renewed a portfolio wide building condition assessment program to improve the capital planning process. As of 2022, 80% of the portfolio has been assessed. The 10-year capital plan is updated annually based on the current condition assessments completed.

## Employee Measures:

The 2022 employee engagement survey reveals that almost 80% of Housing staff perceive the organizational culture as favourable, reporting that they feel well supported by their people leader. On the other hand, just 39% of housing staff believe that the amount of work expected of them was reasonable. Finding solutions to support employees who are experiencing burnout due to the pandemic and other workload pressures is a top priority.

## Awards and Achievements

Guided by our 10-year housing and homelessness plan, we are improving service and adding affordable supply. In the last term of council alone, 8 new initiatives were implemented.

- Increased street outreach program
- Coordinated access for housing supports and services
- Needs-based subsidy administration
- Improved shelter standards and a new approach to managing shelter overflow
- Improved access to health supports for the homeless
- Housing Master Plan
- Affordable Housing Incentives Pilot Program
- Redesigned Second Units Renovation Assistance Program

In 2021, over 2,400 clients were permanently housed and an additional 7,900 were provided with financial assistance and supports.

Housing Services, in collaboration with many internal and external partners, managed the Region's COVID-19 pandemic response for the homeless. This included isolation and recovery sites, additional shelter overflow hotels, out of the cold programs, additional drop-in centres, mobile showers and washrooms, and the administration of additional funding for the nonprofit sector serving the vulnerable.

This response involved the administration of over \$80 million of temporary emergency federal and provincial funds, which not only diverted people from more expensive interventions such as hospitals but saved lives and decreased infections amongst the homeless and other vulnerable residents in Peel.

Peel Housing Corporation, as part of their pandemic response, implemented the seniors connect program, which provided senior tenants with ongoing connection to volunteers, community agencies and supports. In partnership with Peel Public Health COVID vaccinations were provided at 24 seniors' buildings.

The breadth, scope and innovative nature of our work is often highlighted at provincial and national conferences and events. Below are a few examples:

- "Towards Affordable Housing in the Suburbs – The Region of Peel's Housing Master Plan" presented at the 2022 Canadian Institute of Planner's National Conference
- Peel Talks Housing Podcasts – Innovative Housing Solutions, 2022 OMSSA Exchange Conference
- PHC Mobile Recovery Team - Innovation Nomination, 2022 ONPHA Conference and selected presenter at Showcase

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

As previously mentioned, the failure of the market to provide affordable housing options for a growing number of households in Peel, is causing unprecedented pressure on the affordable housing system. The gap between current service levels and need is large and growing. We estimate that current service levels meet less than 30% of need for affordable housing in Peel.

As we respond to these pressures by implementing Peel's 10-year Housing and Homelessness Plan, more operating and capital investments will be required to enable the Region of Peel to operate at a scale that will result in meaningful change and improved housing outcomes for those who cannot afford to live in the private housing market.

Priorities for 2023-2026 include:

### Service Level Review

Housing is undertaking a comprehensive service level review to better understand the gap between current service levels and need. The review will also determine the mix of programs and services that will deliver the greatest return on investment. The results of this review will be presented to Council in the spring of 2023, in advance of 2024 budget deliberations.

## Service Transformation

Work that began in the previous term of Council to transform how housing and homelessness services are delivered will continue. This work is creating modernized and enhanced service options for our clients, while also improving access. The goal is to help more residents get and keep housing they can afford. Service Transformation is a multi-year initiative that involves enhanced street outreach to the homeless, improved shelter standards and oversight, faster access to housing subsidies and enhanced case management supports.

In addition, PHC introduced the Landlord and Tenant Promise which is a commitment to working with tenants to have successful tenancies while outlining each party's responsibilities. Through the cornerstone of the promise, PHC reinforces client-centred service, based on communication, accountability, respect, and equity (CARE).

To improve services available to PHC tenants, a Community Partnership Plan is being developed.

## Improving access to health services and other supports for the homeless and precariously housed

The COVID-19 pandemic created opportunities to work more closely with a variety of community health organizations. Improving access to physical and mental health supports for the homeless and precariously housed, while introducing low-barrier options into Peel's shelter system are important priorities for this term of Council.

## Increasing Supply

The Region of Peel will continue to increase the supply of affordable housing in a variety of ways including building on Region of Peel and Peel Housing Corporation (PHC) sites, funding third-party development projects, providing incentives to private and non-profit developers, administering the second units program and working with the local municipalities on a Vacant Homes Tax and Inclusionary Zoning. More funding will be required to scale-up and implement all opportunities that have been identified.

## Maintaining Existing Assets

The Region of Peel and Peel Housing Corporation recognize the importance of well-maintained assets. Aging infrastructure and inadequate funding are pressing concerns for the entire affordable housing system. Significant investment is needed over the next several years to ensure the sustainability and quality of existing assets and to meet the Region's climate change goals.

## Advocacy

The Region of Peel cannot solve the affordable housing crisis on its own. As such, advocacy to the federal and provincial governments will continue to be a top priority as we seek policy change and funding that: 1) encourages the use of housing for homes; 2) Increases the supply of new affordable housing in complete communities while ensuring the longevity of existing affordable housing; 3) Expands the scope of social programs to assist families in carrying high housing costs; and; 4) strengthens the capacity of the Service Manager and community housing sector to respond to rapidly growing need.

## Finding Efficiencies

The Region of Peel is committed to delivering efficient services. Examples of continuous improvement projects and efficiencies gained through new technology are summarized below.

### Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements completed include:

- Increased service levels for the street outreach program, increasing the hours of the Street Helpline to 24/7, while also increasing the number of van-hours from 57 to 84 each week.
- Historically, access to Housing subsidies has only been available through the provincially mandated centralized waiting list. Through service transformation, we've introduced needs-based, portable subsidies to those in greatest need, providing an alternative to the waitlist. Over 1200 households have been provided with a needs-based, portable subsidy. This represents a 94 per cent increase in portable subsidies since April 2018.

- Developed Peel's Housing Master Plan to build more affordable rental housing on Region of Peel and PHC lands. By building on our own land and therefore removing the cost of land from our projects, staff estimate we are saving up to \$100,000 per unit.
- Launched Peel's Affordable Rental Incentives Program, a competitive program that provides grants to private and non-profit developers that commit to delivering affordable units in new rental housing developments. The average cost per unit in the first round of the program was \$65,000, making this a cost-effective solution to increasing the supply of affordable rental housing in Peel.
- Housing Services, in collaboration with PHC, has implemented a maintenance model at the ROP owned emergency shelters. As specialized staff, these individuals can triage and respond to maintenance orders which enables the shelters to proactively address maintenance issues, focus on the safety and security of clients, monitor the maintenance of the shelters and overall save on costs. While this model has not been formally evaluated yet, initial data shows that the number of work orders overall has decreased by almost 60%.

## Transforming Our Business with Technology

Housing Services and Peel Housing Corporation (PHC) have made significant investments in technology over the past term of council. The Housing Enabling Technology has allowed for the replacement of several outdated legacy programs.

The impact of our new technology is currently being measured, but preliminary benefits include a reduction in the number of applications that clients need to fill out from sixteen to one. The new technology was also designed to enhance the protection of privacy, to support Housing Services' journey to becoming a Health Information Custodian and Health Information Network Provider. Moreover, and in support of the Region's environmental goals, the amount of printing required for monthly landlord statements, multiple application forms and accompanying documents has also been reduced. It is estimated that over 1,500 sheets of paper per month, or over 18,000 per year, are being saved.

The replacement of the legacy systems has allowed PHC to improve decision making and the overall tenant experience, including launching a self-service tenant portal. The new technology will enhance service delivery through focused technology on asset, tenancy and financial management systems. These technology solutions will reduce manual scheduling in spreadsheets which will better manage staff coverage, building and equipment bookings, on-call and after hours scheduling and improve service delivery.

## Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

A review of the State of Good Repair (SOGR) needs across the community housing system and of regionally owned housing assets (including affordable housing, transitional housing, and shelters) is being completed. Increased funding is required to maintain the buildings and keep affordable units in the housing system.

Highlights of the major state of good repair projects for the 2023 Capital Budget include:

**Chapelview:** installation of additional security and detection systems in common areas.

**Mayfield Seniors:** installation of additional intercom at front entrance and a new generator to ensure power provided to the entire building.

**Millbrook Place:** replacement of interior finishes and exteriors window sealants and caulking.

**Nance Horwood:** replacement of interior common area finishes and replacement of sloped roof shingles.

**Norton Lake:** replacement of some existing components in parking garage ramps and replacement of flooring in 2 common rooms and approximately 12 units.

**Snelgrove:** replacement of interior building lighting.

PHC has forecasted \$720M state of good repair (SOGR) work required over the next 10 years. PHC is requesting \$70.8 million from the Region in 2023 to fund SOGR work for its housing stock to bridge the gap, mitigate risk of infrastructure failure, and to ensure tenant safety. \$12.2 million of this request is being made to support climate change initiatives and align with targets established in the Climate Change Master Plan. PHC will also allocate \$4.6 million in reserve contributions to address the funding gaps for a total investment of \$75.4 million for 2023.

Highlights of the major investments in the 2023 PHC Capital Budget by work categories are:

- Shell – exterior walls balconies, windows and exterior doors
- Interior – flooring, carpets, kitchens, bathrooms, doors
- Siteworks – fencing, paving, playgrounds, landscaping
- Services – elevators, plumbing, HVAC, electric baseboards, chillers, make up air units, electric panels, fire systems, lighting, generators
- Sub-structure – foundations, underground parking garage foundations



# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$66.8 million and the proposed budget for 2023 is \$76.3 million.

**Net Expenditures: \$155.2 million** (Total Expenditures: \$257.1 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	24,812	23,442	1,370	5.8%
Labour Costs	27,782	26,479	1,303	4.9%
Reserve Contributions	23,331	23,165	166	0.7%
Debt Charges	1,800	1,793	7	0.4%
Grant Payments	170,640	159,746	10,894	6.8%
Facility, IT, HR and other support costs	18,491	18,529	(38)	(0.2%)
Recoveries	(9,764)	(10,390)	(624)	(6.0%)
<b>Total Expenditures</b>	<b>257,090</b>	<b>242,764</b>	<b>14,326</b>	<b>5.9%</b>
Grants and Subsidies	(61,884)	(61,825)	(59)	0.1%
Supplementary Taxes	-	-	-	0%
Fees and Service Charges	(39,192)	(37,076)	(2,116)	5.7%
Transfer from Development Charges	-	-	-	-
Contributions from Reserves	(795)	(1,145)	350	(30.6%)
<b>Total Revenues</b>	<b>(101,871)</b>	<b>(100,046)</b>	<b>(1,825)</b>	<b>1.8%</b>
<b>Total Net Expenditure</b>	<b>\$155,219</b>	<b>142,717</b>	<b>12,501</b>	<b>8.8%</b>

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>242,764</b>	<b>100,046</b>	<b>142,717</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs	228	193	35	
Goods and services	37	621	(584)	
Subsidy	4,251		4,251	
Agency Contract	332		332	
<b>Base Subsidy/Recoveries</b>				
Federal Funding decrease as per Ontario Gazette	-	701	(701)	
Region owed buildings, operations	509	941	(433)	
Community Housing Provider Subsidy, including Peel Living	(146)		(146)	
Various funding changes (HPP, PL loan, COCHI, Inclusionary Zoning, SIF, OW personal needs, Reaching Home)	(146)	(917)	771	
<b>Cost Mitigation<sup>1</sup></b>				
Cost Containment	(402)	-	(402)	
<b>Base Budget Changes Subtotal</b>	<b>4,663</b>	<b>1,539</b>	<b>3,124</b>	
<b>Service Level Demand<sup>2</sup></b>				
Increased demand for Homelessness supports (4 FTE)	430		430	
Service volume increases – shelter/overflow facility mngt (3 FTE)	1,323		1,323	
Affordable Housing Incentives Program (1 FTE)	7,625		7,625	
State of Good Repair Project Manager for PHC (1 FTE)	143	143	-	
Asset Maturity Initiatives for PHC – (1 Contract)	144	144	-	
<b>Service Level Changes Subtotal</b>	<b>9,663</b>	<b>287</b>	<b>9,378</b>	
<b>Total 2023 Budget Change</b>	<b>14,326</b>	<b>1,826</b>	<b>12,502</b>	
<b>2023 Proposed Budget</b>	<b>\$257,090</b>	<b>101,872</b>	<b>155,219</b>	<b>8.8%</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

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

- Miscellaneous savings of \$402 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

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

- Increased demand for Homelessness supports (4 FTE)
- Service volume increases – shelter/overflow facility management (3 FTE)
- Affordable Housing Incentives Program (1 FTE)
- State of Good Repair Project Manager for PHC (1 FTE)
- Asset Maturity Initiatives for PHC – (1 Contract)

## Staffing Resources to Achieve Level of Service

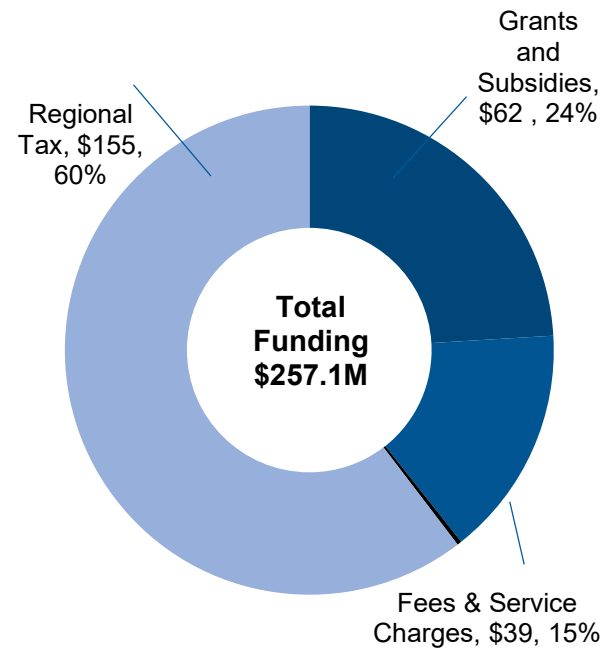
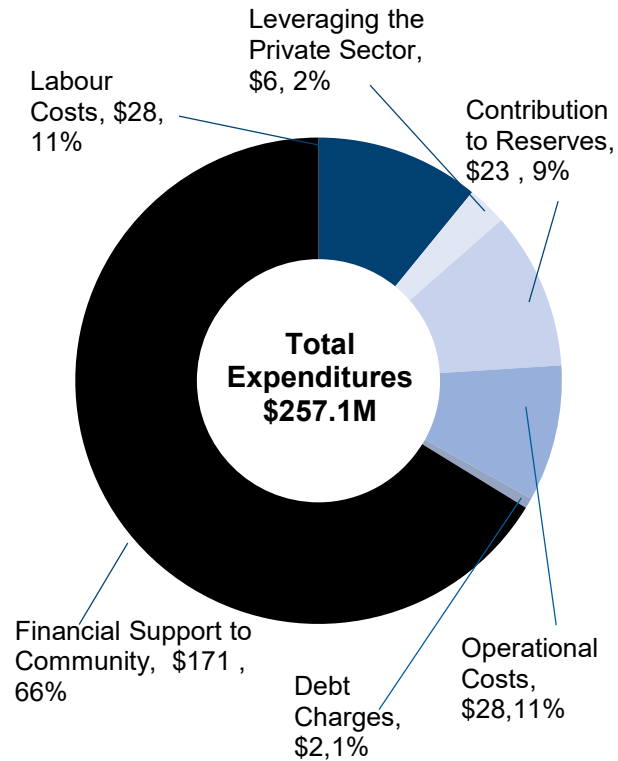
2022	2023	2024	2025	2026
271.0	280.0	280.0	280.0	280.0

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

	2022	2023	2024	2025	2026
Housing – Admin	154	162	162	162	162
Peel Living – Admin	61	62	62	62	62
<b>Sub-Total</b>	<b>215</b>	<b>224</b>	<b>224</b>	<b>224</b>	<b>224</b>
Peel Living Site Staff	56	56	56	56	56
<b>Total</b>	<b>271</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>280</b>

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Unprecedented Demands on Affordable Housing System
- Lack of funding from federal and provincial governments
- More clients with complex needs
- Aging infrastructure
- Inflation
- Equitable access and inclusive communities

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	242,764	257,090	5.9%	253,548	(1.4%)	253,834	0.1%	256,769	1.2%
<b>Total Revenue</b>	(100,046)	(101,871)	1.8%	(90,747)	(10.9%)	(86,998)	(4.1%)	(83,634)	(3.9%)
<b>Net Expenditure</b>	142,717	155,219	8.8%	162,801	4.9%	166,837	2.5%	173,135	3.8%

Note: May not add up due to rounding

- Reaching Home funding – unknown beyond first quarter of 2024, \$8.7M was removed both expense and revenue in 2024
- Wilkinson Redevelopment capital project has operating impacts in 2024, \$3.5M for relocation costs and \$1.7M in 2026 for additional operating costs due to increase in capacity the redevelopment will provide
- Federal funding decrease – 2024 (1.6M), 2025 (\$4.1M), 2026 (4.0M)
- SIF, IAH funding ended in first Quarter of 2024 – (\$1.2M)

# Proposed Capital Budget

**Capital Budget: \$169.1 million** (Ten Year Plan: \$1,523.6 million)

## 2023 Capital Budget Overview

The following table provides a summary of Housing Support Service’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	378,254	-	378,254
Externally Funded	22,771	-	22,771
Non-DC Internal	11,633	169,050	180,683
<b>Total Expenditures</b>	<b>412,658</b>	<b>169,050</b>	<b>581,708</b>
<b># of Projects</b>	<b>31</b>	<b>6</b>	<b>37</b>

## Existing Capital Projects - \$412.7M

- \$378.3M for Housing Master Plan (13 projects, 2 are completed)
- \$21.2M for Housing Development (3 projects)
- \$10.4M for State of Good Repair (13 projects)
- \$2.8M for Housing for Other such as technology (2 projects)

## 2023 Capital Budget - \$169.1M

### Key highlights:

- \$70.8M Peel Living State of Good Repair
  - \$66.9M Housing Master Plan
  - \$23.7M Wilkinson Road Men's Shelter Redevelopment
  - \$5.0M loans for Housing Provider State of Good Repair
  - \$2.7M Region owned Housing and Shelters State of Good Repair
- See Appendix I for details.

## 2023 Budget Risks

Implementation of capital projects may be impacted by COVID-19 and increased inflationary pressures above the 5% assumption used

## Operating Impact of 2023 Capital Budget

- None for 2023, operational impacts will be seen for Wilkinson Road, anticipated in 2024



# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$1,523.6M

### By Project Classification:

<b>State of Good Repair</b> <b>\$686.1M</b>	<b>DC Funded Growth</b> <b>\$813.8M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$23.7M</b>
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#### Key Highlights:

- \$813.8M Housing Master Plan
- \$594.6M Peel Living Provider State of Good Repair
- \$77.6M Housing Provider Capital Loan for State of Good Repair
- \$23.7M Wilkinson Road Men's Shelter Redevelopment
- \$13.9M for Shelter and Affordable Housing State of Good Repair

See Appendix II for details.

Service : Housing Support

Appendix I

2023 Financing Sources and Funding Status (\$'000)

2023				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<b>Project</b>	<b>Name</b>	<b>Description</b>		
075040	Providers' Capital Loan-Other	Capital loan relating to reserve shortfall for housing providers (non Peel Living ) for SOGR	5,017	5,017
215030	Housing Master Plan	Affordable Housing Initiatives	66,864	66,864
230100	Shelters Capital Repair	Shelters capital repairs	100	100
230199	Wilkinson Road Men's Shelter Redevelopment	Shelter Redevelopment	23,650	23,650
235034	Region Housing Capital Repairs	SOGR repairs to Region owned Buildings	2,607	2,607
235037	Peel Living SOGR		70,811	70,811
Housing Support			169,050	169,050

Appendix II

Service: Housing Support

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
075040	Providers' Capital Loan- Other	Capital loan relating to reserve shortfall for housing providers (non Peel Living ) for SOGR	5,017	18,070	10,424	9,837	5,932	28,373	77,652
195031	Provider Capital Loan- Peel Living	Capital Loan relating to reserve shortfall for Peel Living SOGR	0	139,883	87,601	72,783	46,534	176,973	523,774
215030	Housing Master Plan	Affordable Housing Initiatives	66,864	140,027	0	466,105	140,769	0	813,766
215035	Condo Capital Repairs	SOGR repairs to Region owned Condo's	0	0	240	0	0	0	240
230100	Shelters Capital Repair	Shelters capital repairs	100	1,377	595	202	331	1,159	3,764
230199	Wilkinson Road Men's Shelter Redevelopment	Shelter Redevelopment	23,650	0	0	0	0	0	23,650
235034	Region Housing Capital Repairs	SOGR repairs to Region owned Buildings	2,607	2,959	454	765	872	2,331	9,989
235037	Peel Living SOGR		70,811	0	0	0	0	0	70,811
Housing Support			169,050	302,316	99,314	549,693	194,438	208,837	1,523,647

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each Budget Request is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Increased Demand for Homelessness Supports	Housing Support	01	4.0	0.0	430,519	0
Service Volume Increases - Shelter/Overflow Facility Management	Housing Support	02	3.0	0.0	1,322,777	0
State of Good Repair Project Manager - Interiors	Peel Housing Corporation	03	1.0	0.0	0	0
Wilkinson Road Men's Shelter Redevelopment	Housing Services	04	0.0	0.0	0	23,650,000
Peel Affordable Rental Incentives Program	Housing Services	05	1.0	0.0	7,624,721	0
Peel Housing Corporation State of Good Repair & Low Carbon Project Support	Peel Housing Corporation	06	0.0	0.0	0	75,355,482
Asset Maturity Initiatives	Peel Housing Corporation	07	0.0	1.0	0	0
<b>TOTAL</b>			<b>9.0</b>	<b>1.0</b>	<b>9,378,017</b>	<b>99,005,482</b>

## Budget Request #: 01

Proposed Initiative	Department	Division	Service Area
Increased Demand for Homelessness Supports	Human Services	Housing Support	Housing Support

### Description of Budget Request

The housing affordability crisis is placing unprecedented pressures on the affordable housing system. At the end of 2021, there were 28,227 households on the centralized wait list for subsidized housing, an 88% increase from June 2019. In 2022, service requests increased over 200%. Shelter occupancy averages 117% each week. To address these pressures, Housing Services is transforming how we deliver service. This involves new work that requires 4 new full-time equivalent (FTE) positions.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	430,519	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	430,519	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	430,519	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	4.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

The housing crisis is placing unprecedented pressures on the affordable housing system. In 2022, service requests increased by 200%. Shelter occupancy averages 117%. We are working with community agencies to coordinate access to available supports. A coordinated access system has been designed, approved by Council and partially launched. Housing Services is the backbone organization and this role involves new work. We cannot implement coordinated access without the 4 FTE.

## Details of Service Change

In response to significant increases in demand for housing and homelessness supports, and in order to comply with new federal funding requirements, Housing Services is transforming how we deliver our services to the homeless. A new coordinated access system was designed and partially launched in 2022. Housing Services is the backbone organization for the coordinated access system. Fulfilling our mandate involves new work that requires 4 new full-time equivalent (FTE) positions. The new work includes: maintaining electronic files, managing new data sharing agreements, managing access to a new centralized database, managing the legislated 'By-Name List', where participating individuals and families are placed and then prioritized for service according to vulnerability, scheduling and facilitating case conferences between participating service providers, following enhanced privacy guidelines and standards in order to comply with PHIPA (Personal Health Information Protection Act), managing new contracts with participating service providers and completing new federal reporting requirements.

The 4 FTE positions include:

- 1 Administrative Support Representative (supports all new work)
- 1 Housing Program Analyst (new contracts, facilitates case conferences, federal reporting)
- 1 Privacy Coordinator (compliance with PHIPA)
- 1 Advisor, Housing Programs and Technology (new technology)

## Service Impact

Housing Services will continue to transform our service to meet growing need, working with our community partners to fully implement the coordinated access system in 2023. Once operational in the Housing Services Technology Platform, Housing Services will utilize the real-time data to fulfill reporting obligations and to work with internal partners to monitor outcomes and to inform system planning and improvement. We expect the coordinated access system will help us house more families and individuals experiencing chronic homelessness faster, alleviating pressures on the shelter system and reducing the number of street homeless. Housing Services staff is working with the Peel Alliance to End Homelessness to formalize a communications campaign to build client and community awareness and understanding of coordinated access.

Staff will return to Council in 2024 to report on the first year of operation.

## Budget Request #: 02

Proposed Initiative	Department	Division	Service Area
Service Volume Increases - Shelter/Overflow Facility Management	Human Services	Housing Support	Housing Support

### Description of Budget Request

In 2022, service requests in Housing increased over 200%. Shelter occupancy now averages 117% each week. We are housing over 50 families a week in overflow hotels, in addition to refugees, families from the Ukraine and others facing emergencies. An increase of \$1.3 million, which includes 3 full-time equivalent (FTE) positions is requested to manage this increase in work, in order to properly manage our shelter and overflow facilities.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	1,322,777	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	1,322,777	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	1,322,777	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	3.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

In 2022, service requests in Housing increased over 200%. Shelter occupancy is 117%. Use of overflow hotels for shelter clients and refugees is growing. The team has experienced significant increases in workload: the number of contracts has increased 113%; provincial requirements have increased the time spent on procurement, inspection and monitoring activities and issues now require daily intervention. More supplies, equipment and staff are required to keep up with the increased volume of work.

## Details of Service Change

Shelter operations and facility maintenance are contracted-out services. In 2021, Housing Services improved our shelter facility maintenance contract management practices, which included more direct oversight of the contracts with our overflow hotels. Over the last few years the volume of work has increased significantly. The increase has been driven by a number of factors: 1) growing occupancy at Regional shelters which now averages 117% with regular use of overflow hotels; 2) 113% increase in the number of contracts being managed from 30 to 64; 2) shift from occasional to constant need for emergency housing and supports to refugees and others fleeing violence, natural disasters; 3) more stringent infection prevention and control standards at our Dundas Street shelter that provided enhanced health services and for all congregate-care settings mandated by the province; 4) constant churn with hotel partners, and; 5) sharp increase in damages and safety concerns on-site and with neighbouring properties. To address these pressures and to achieve desired outcomes \$1.3 million is being requested to be used as follows:

\$700,000 - enhanced cleaning

\$130,000 - ventilation equipment and monitoring, PPE and other infection prevention supplies

\$100,000 - security services at all shelters

1 Contracts Coordinator (currently contract position)

1 Housing Supply Specialist - (currently contract position)

1 Supervisor (currently contract position)

## Service Impact

The requested investments will help to ensure that Regional shelters operate with appropriate infection prevention and control and health and safety standards appropriate in a post-pandemic world. The requested FTE will address the increases in service volume, so that the increased number of contracts are managed appropriately, and on-site shelter inspections are completed in a timely manner. The additional staff will also ensure that facility related issues at Regional shelters and overflow hotels are responded to and rectified in a timely manner. The impact will be compliance with provincial requirements, reduced costs/increased value due to shift from reactive to preventative response and better service, client and neighbour satisfaction due to enhanced security, and timely response to issues.



### Budget Request #: 03

Proposed Initiative	Department	Division	Service Area
State of Good Repair Project Manager - Interiors	Human Services	Peel Housing Corporation	Housing Support

### Description of Budget Request

Requesting a Project Manager position within Infrastructure Planning and Servicing to manage a combination of minor capital, operational and tenant turnover work. This position will help fill the gap of addressing the multiple program demands that often result in project management needs. Specifically, there is a growing demand for capital replacements during tenant turnover.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	143,000	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	143,000	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	143,000	-	-	-
<b>Total Revenue</b>	143,000	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-

<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

### **Why Staff Recommend this Initiative**

Identified resource constraints for various project work including minor capital, operational, and climate change related.

### **Details of Service Change**

Infrastructure Planning and Servicing has been managing multiple ad-hoc projects both small and large in value that have been in addition to the approved capital projects annually. There is a need for addressing these projects in a structured manner where a dedicated resource can plan and execute the work with the proper level of attention.

The position will reside within Infrastructure Planning and Servicing but will be highly connected and integrated with Operations as both the initiators and receivers of the work.

Examples of potential work include projects related to tenant turnover, minor property repairs, safety and security, climate change initiatives.

### **Service Impact**

Given the large State of Good Repair needs at Peel Housing Corporation, this additional resource is required to support projects related to minor capital and unit turn-over in order to improve project delivery timelines, meet expected service levels and improve tenant housing availability.

## Budget Request #: 04

Proposed Initiative	Department	Division	Service Area
Wilkinson Road Men's Shelter Redevelopment	Human Services	Housing Services	Housing Support

### Description of Budget Request

Housing Services is seeking to redevelop the Wilkinson Road adult men's shelter in Brampton to better meet the growing need for low-barrier, safe, emergency shelter for adult homeless men. The project will increase the number of beds from 85 beds to 150, meet provincial congregate setting requirements, reduce reliance on overflow hotels, enhance safety and privacy and improve on-site support services, including mental health and substance use in a low barrier setting.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	3,557,580	-	1,684,490
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	23,650,000
Reserves (Tax Rate Stabilization)	23,650,000
Development Charges	-
External Funding	-
Debt	-
<b>Total Funding</b>	23,650,000

## Why Staff Recommend this Initiative

Redeveloping the Wilkinson Street shelter will help to serve more clients in our shelter system, reduce street homelessness, reduce overflow costs, improve access to mental health and addictions supports (primary cause of homelessness amongst men is mental health and addictions challenges), connect homeless men faster to Housing Support Workers who can help them find permanent housing solutions, while also contributing to our climate master plan goals.

## Details of Service Change

Wilkinson Shelter is a dorm style shelter that has the capacity to serve 85 adult males. Prior to the pandemic, Wilkinson shelter was at 100% occupancy for 48 weeks in 2019. During the pandemic, the shelter operated at 50% capacity to maintain physical distancing, but still experienced 7 outbreaks for a total of 98 days of isolation. Staff procured a consultant to conduct a feasibility assessment, proposing options to increase the size of the shelter. The preferred option adds a second floor, increasing capacity to 150 beds. Other benefits of the project include: meeting provincial requirements for congregate settings such as physical distancing, increasing safety, creating a low-barrier setting with improved access to mental health and addictions supports, and adding more accessible beds/washrooms. The base design of the project will achieve a 40% reduction in energy consumption and green house gas emissions as assessed against the National Energy Code for Buildings 2015. This will be a significant contribution towards addressing the Region's Climate Change Master Plan. The estimated cost for the project is \$16.5 million, plus 30% for contingency, and an additional 10% to meet the Region's proposed Net Zero Emission building standard for new construction (increment percentage provided by the Office of Climate Change & Energy Management) for a total of \$23.65 million.

## Service Impact

A new capital project will be created and added to the workplan of the Housing Development team within Housing Services to manage.

## Budget Request #: 05

Proposed Initiative	Department	Division	Service Area
Peel Affordable Rental Incentives Program	Human Services	Housing Services	Housing Support

### Description of Budget Request

With 80% of Peel households unable to afford a new home, Peel piloted an affordable rental incentives program to provide grants to developers to create more affordable rental units within their purpose-built projects. Staff is requesting \$7.6 million to make the program permanent. This includes \$7.5 million in grants and funding for one full time equivalent (FTE). The program will add 100 affordable rental units for middle income households each year in Peel.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	7,624,721	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	7,624,721	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	7,624,721	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Council has previously endorsed the Peel Housing and Homelessness Plan (PHHP) including Pillar 3, which includes the development of the Affordable Housing Incentives Pilot Program. Following the endorsement of the Pilot Program framework (Resolution #2020-549) an approval of projects through the successful Pilot in 2021 (Resolution #2021-1133), this business case would enable the permanent program. Staff is requesting the program be made permanent through a report to Regional Council on July 7, 2022.

## Details of Service Change

Peel's housing crisis is affecting an ever-increasing number of households, including middle-income households. In addition, Peel is seeing limited new rental stock, and of the new stock, only a small percentage is affordable. The provision of financial incentives to support the creation of affordable housing has been recognized by municipalities across Ontario, and most was recently demonstrated by the Region through the successful implementation of the Affordable Housing Incentives Pilot Program in 2021.

Housing Services is requesting an increase of \$7.62 million in the budget to cover the cost of grants to be provided for affordable rental through an annual competitive call for applications (the Peel Affordable Rental Incentives Program), as well as 1 FTE to support the implementation of the program. The grants may be provided to one or more developers as determined through the established review process. The program targets middle-income households but may also support low-income households depending on the types of applications submitted.

The FTE requested is a Specialist who will be responsible for developing and revising program materials, outreach to industry stakeholders, leading communications, conducting research on the housing market to identify program refinements, administering legal contracts in collaboration with Legal Services, monitoring the program in accordance to the performance measurement framework, and reporting to Council annually.

## Service Impact

By funding the Peel Affordable Rental Incentives Program, the Region will be supporting households in need of affordable housing options through partnerships with the development industry. Staff will achieve this outcome by holding a clear and effective Call for Applications, and working with successful developers to secure affordable rental units for 25+ years for middle-income households (and lower).

By launching in 2021 as a Pilot Program, staff were able to test the conditions of the program to ensure it would both support the Region's housing goals and be suitable for private and non-profit developers. In addition, the budget request in this business case reflects the funding committed through the Pilot Program.

As part of the evaluation of the Pilot Program, in addition to the above measures and targets, staff developed a complete performance measurement framework to track year over year metrics related to program goals and objectives. Staff are committed to using this framework to ensure the program is meeting its outcomes or adjusting accordingly.

## Budget Request #: 06

Proposed Initiative	Department	Division	Service Area
Peel Housing Corporation State of Good Repair & Low Carbon Project Support	Human Services	Peel Housing Corporation	Housing Support

### Description of Budget Request

Peel Housing Corporation (PHC) has forecasted \$720 million in State Of Good Repair (SOGR) work over the next 10 years. PHC is requesting \$70.8 million (includes \$12.2 million Net Zero Climate Change) from the Region in 2023 to fund SOGR work to bridge the gap, mitigate infrastructure failure, and tenant safety. Additionally, PHC will contribute \$4.5 million in reserve contributions.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	75,355,482
Reserves (Tax Rate Stabilization)	70,811,380
Development Charges	-
External Funding (Peel Housing Reserve)	4,544,102
Debt	-
<b>Total Funding</b>	75,355,482

## Why Staff Recommend this Initiative

Peel Housing Corporation is looking to fund critical State of Good Repair requirements through this request in order to move forward on building repairs and replacements, where several projects are approaching urgency.

The Region's Climate Change Master Plan has an approved greenhouse gas emissions reduction target of 45 percentage reduction below 2010 levels by 2030. Peel Housing Corporation assets account for 16 percent of the Region's total greenhouse gas inventory.

## Details of Service Change

Through the capital planning process State of Good Repair work has been vetted and prioritized. Staff arrived at a substantially higher \$ figure and have consequently reduced the amount to \$75.3M (inclusive of Office of Climate & Energy Management requirements) by right-sizing to an amount that can be feasibly implemented. Through this right-sizing approach, the nature of the projects includes a mixture of full replacements, major repairs and strategically phased work to extend service lives of its assets.

The projects consist of multiple asset disciplines (mechanical, structural, etc.). Projects include replacing building plumbing supply systems and sprinkler systems, restoring building facades and roof assemblies, replacing major heating and ventilation equipment, correct existing hazards for site structures including roadways, sidewalks and underground parking garages.

Several projects have replacement strategies to support climate change initiatives. Through investigative work, the projects and buildings are selected where there is opportunity to reduce greenhouse gas emissions. These projects are aligned with State Of Good Repair work such as building heating and domestic water systems, ventilations systems and exterior cladding.

## Service Impact

Real Property Asset Management and Peel Housing Corporation measure project performance on an ongoing basis utilizing the triple constraints measurement. All capital projects will need to operate within the boundaries of scope, schedule and budget. Ongoing monitoring and progress reporting will be required to ensure the capital projects are within the constraints. The core State Of Good Repair project performance measures will be determined based on the triple constraints measurements of scope, schedule and budget. Over top of this, emissions reduction will be tracked per project. Ongoing monitoring and progress reporting will be required to ensure the capital projects are within the constraints and achieving targets.



## Budget Request #: 07

Proposed Initiative	Department	Division	Service Area
Asset Maturity Initiatives	Human Services	Peel Housing Corporation	Housing Support

### Description of Budget Request

Requesting a 3-year extension of the Advisor - contract position for Asset Management Maturity (AMM) Initiatives. Peel Housing Corporation (PHC) established an Advisor position to support the implementation and roll-out of the Corporate Enterprise Asset Management (EAM) technology tool and lead the AMM journey for the Division. The position plays a significant role as the lead to help implement the Maximo solution. In addition, the 5-year AMM roadmap requires a resource to support the implementation of AM initiatives

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	144,000	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	144,000	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	144,000	-	-	-
<b>Total Revenue</b>	144,000	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	1.0	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

O Reg 588/17 requires Municipalities and Municipally owned organizations are required to enhance their asset management practices for municipally owned infrastructure. PHC has established business plan goals to support this. The Region has adopted the ISO 55000 Asset Management (AM) standard as its goal for enhancing AM practices and is targeting to be at the "Competent" level of AMM. 16 initiatives have been identified for PHC to achieve the "Competent" level of the ISO 55000.

## Details of Service Change

The Corporate EAM team completed an AMM evaluation for PHC and it was determined that we are the "establishing" level of maturity and the Corporate target is to be at the "Competent" level of Asset Management(AM) as per International Organization for Standardization (ISO) 55000. 16 AM initiatives through a 5-year roadmap need to be implemented for PHC to achieve the "Competent" level of AMM. In addition, the corporate EAM team is going through a resourcing exercise for Maximo roles. There is a need for a resource to play multiple Maximo Roles such as Maximo Championing, Quality Assurance (QA) co-ordination, Subject Matter Expert (SME) and staff trainer. Further, there are multiple overlapping technology projects such as the Enterprise Resource Planning technology and the Housing Technology Initiative Phase 3 that will need a SME from the Maximo system perspective to support the appropriate integration of various systems. The Advisor position is best suited to be the PHC resource to meet all the above service level needs.

## Service Impact

The outcome will be achieved through implementation of the AM initiatives and with a philosophy of continuous improvements and enhancement to PHC's Asset Management practices.

# Waste Management

2023–2026 Business Plan  
and 2023 Budget

Waste Management .....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the 2023–2026 Business Plan.....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	8
Awards and Achievements .....	10
The 2023-2026 Business Plan Outlook .....	11
Planning for the Future .....	11
Finding Efficiencies.....	14
Transforming Our Business with Technology .....	15
Maintaining our Infrastructure.....	16
Proposed Operating Budget .....	17
Staffing Resources to Achieve Level of Service .....	19
2023 Total Expenditures & Funding Source (In \$M).....	20
2023 Budget Risks .....	20
2024 – 2026 Operating Forecast.....	21
Proposed Capital Budget.....	22
2023 Capital Budget Overview .....	22
Proposed Capital Plan .....	26
By Project Classification: .....	26
Budget Requests .....	29

# Executive Summary

Mission: To provide reliable, cost-effective, customer-focused services that maximize resource recovery, support innovation and foster a circular economy.

## Services we provide:

- Collection, processing and disposal of waste from residents and eligible small businesses and recycling from schools within the Cities of Brampton and Mississauga and the Town of Caledon.
- Operation of six Community Recycling Centres where residents can drop off a wide range of recyclable materials and re-usable items.
- Management of 21 former landfills, including ongoing monitoring and/or management of landfill gas and leachate.
- Promotion and education to encourage reduction, reuse and recycling and to educate residents and students about Peel’s programs.
- Advocacy for fair and progressive Provincial and Federal waste management legislation, regulations and programs.
- Leadership on issues affecting the waste sector in collaboration with various government and industry associations.

## Interesting facts about this service:

- Peel operates the second largest municipal waste management program in the province (second only to Toronto).
- Peel provides collection services to approximately 345,000 curbside households and 107,000 multi-residential units.
- Peel manages 570,000 tonnes of waste annually from its 1.5 million residents.
- In 2021, Peel diverted 50% of waste from landfill.

- In 2021, a total of 525,000 customers visited Peel’s Community Recycling Centres.
- Since 2019, a 13 percent increase in green bin organics and a 21 percent increase in Community Recycling Centre users.

## Highlights of the Business Plan include:

- Transition of Peel’s Blue Box program to producers.
- Transition of Peel’s in-house green bin organics processing to 3<sup>rd</sup> party processing.
- Finalization and implementation of the Waste Management Financial Plan.
- Implementation of mixed waste processing to recover additional resources from Peel’s garbage stream.
- Commencement of Peel’s next/new waste collection contracts.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	136,263	140,423	145,173	150,972
Capital	15,360	23,666	10,500	19,850
Full Time Equivalents	236.3	241.7	244.0	246.2

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

A Community where people have the ability to acknowledge and utilize the full value of resources and nothing goes to waste.

### Mission

To provide reliable, cost-effective, customer-focused services that maximize resource recovery, support innovation and foster a circular economy.

### Goals of Service

1. Minimize residential waste generation.
2. Maximize the recovery of resources from residential waste in a way that fosters the growth of the circular economy.
3. Design and deliver waste management services that meet the needs of the customer in a cost-effective manner.
4. 75 percent 3Rs diversion by 2034.
5. Net Zero GHG emissions from residential waste management.

### Service Delivery Model



# Service Levels and Trends

## Service Levels

Waste Management services are delivered through a number of operational activities. The existing service levels for these activities are summarized below.

**Curbside Waste Collection:** Peel provides waste collection services to curbside households using third-party service providers under contract to and overseen by the Region. Residents are provided with Peel-owned carts for their organics, recycling and garbage. Collection is performed on a four-days a week schedule that includes the following services:

- Bi-weekly collection of blue box and garbage (including bulky items)
- Weekly collection of green bin
- Seasonal yard waste collection from March to December
- Battery collection twice a year
- Waste exemption periods with no set out limits 3 times a year

**Multi-Residential Waste Collections:** Waste collection services are provided to multi-residential households using third-party service providers under contract to and overseen by the Region. Garbage is collected from multi-residential buildings twice a week and recycling is collected once a week. Some buildings receive twice-a-week pickup for recycling due to storage space restrictions. Diversion at multi-residential buildings is tracked and buildings are issued quarterly report cards, outlining the amount of garbage and recycling collected by Peel and indicating their performance relative to similar buildings.

A multi-residential waste diversion working group made up of building owners and property managers and coordinated by Regional staff has been established to focus on resource recovery in multi-residential buildings. Textiles are collected through third-party drop-off bins at various multi-residential buildings across Peel. Some buildings have battery collection year-round through third-party collection receptacles located within the buildings.

**Business Improvement Areas and Other Services:** Peel also provides service to small businesses in Business Improvement Areas (BIAs) and along residential collection routes, to municipal and Regional facilities, and to schools, including:

- once-weekly or twice-weekly public space litter container collection
- twice-weekly collection of cart-based garbage from BIAs and other locations that receive cart-based garbage collection services
- weekly collection of cart-based recyclables in BIAs and schools in Brampton and Mississauga
- twice-weekly collection of garbage and weekly collection of recycling from Regional and Municipal facilities

**Processing:** Collected waste is taken to the Peel Integrated Waste Management Facility (PIWMF) on Torbram Road in Brampton or to one of Peel's third-party transfer stations. From there, it is either processed in-house, hauled to one of Peel's third-party processing contractors for processing or hauled to Peel's contracted landfill for disposal. The PIWMF is a Peel-owned facility that includes: a single-stream material recovery facility, an organics composting facility, and a waste transfer station. A third-party contractor operates the Material Recovery Facility (MRF) and markets the recovered material. In light of the upcoming transition of the blue box program

to full producer responsibility in 2024, Peel is in the process of selling the MRF equipment and leasing the MRF building. Peel is also moving towards third-party processing of green bin organic materials, moving away from in-house processing at its two composting facilities.

**Community Recycling Centres (CRCs):** Residents and eligible small businesses can drop off materials at one of the six CRCs that Peel owns and operates (two in Brampton, two in Caledon and two in Mississauga). These facilities complement and enhance curbside, multi-residential and BIA waste collection programs. Materials accepted at the CRCs include recyclables, garbage, yard waste, household hazardous waste, scrap metal, waste electronic and electrical equipment, shingles, drywall, wood, carpet, mixed plastic, clean fill and construction, renovation and demolition material. All six CRCs accept goods in working condition for reuse. Over 50% of materials received at CRCs are diverted from landfill. The CRCs located in Brampton and Mississauga operate seven days a week from 8:30 a.m. - 4:30 p.m. throughout the year and offer extended hours (8:30 a.m. - 8:00 p.m.) from September to October, with the exception of the Heart Lake CRC that offers extended hours from May to October. The Bolton CRC operates from Tuesday to Saturday from 8:30 a.m. - 4:30 p.m. and the Caledon CRC operates from Monday to Saturday from 8:30 a.m. to 4:30 p.m. All CRC's are closed on statutory holidays.

**Promotion and Education:** Peel utilizes strategic marketing and communications approaches and channels to create awareness among residents about what waste services are available in Peel and how to properly use them. Built upon the 3Rs (Reduce, Reuse, and Recycle), Peel delivers education and outreach programs including annual resident campaigns and comprehensive school programming for students that encourage active participation in our programs and

positive daily waste habits that contribute toward an environmentally sustainable community for life in Peel.

**Advocacy:** Waste Management advocates to all levels of government on the issues that benefit the environment and Peel residents. Waste Management works collaboratively with provincial and federal governments to guide the development of green policies and strategies. It also coordinates advocacy efforts with industry associations and other relevant stakeholder groups.

**Customer Inquiries and Issues:** Residents are able to contact Waste Management with inquiries and waste related issues through the call centre, website, and in-person at Peel's sites.

**Maintenance:** Waste Management maintains Peel's waste management infrastructure including state of good repair, asset management and landfill monitoring.

**Roadmap to a Circular Economy:** Peel's long-term waste management plan, the Roadmap to a Circular Economy in Peel, was adopted in 2017 and identifies 17 action items with 50 sub actions that will allow Peel to achieve its 75 percent waste diversion target by 2034.



## Trends

Provincial and Federal government legislation, direction, commitments, and initiatives have major impacts on how Peel manages and funds its waste management system.

Significant and rapid transformation of waste management services is being driven by provincial legislation. A number of waste diversion programs have recently, or will soon be, transitioning to a producer responsibility framework. Ontario's iconic municipal blue box programs are transitioning between July 2023 and December 2025 with Peel's program transitioning on October 1, 2024. Waste Management hopes to continue to provide blue box collection services on behalf of producers during the transition period to ensure it is as seamless as possible for our residents. The province has also set food and organic waste diversion targets, and has signalled a potential organics disposal ban, resulting in the development and expansion of organics diversion programs across the province.

An increased focus on addressing climate change at the federal level has seen the introduction of a ban of problematic single-use plastics and a move towards a circular economy. Waste Management is actively exploring low carbon initiatives to reduce GHG emissions from waste such as using Anaerobic Digestion and low-carbon and zero emission waste collection vehicles.

Our waste reduction and resource recovery efforts are also influenced by the continual evolution of the waste stream and the residents we serve. As the cost of waste management services increases, Waste Management is investigating user-fee models to lessen tax increases and incentivize waste diversion.

At the onset of the COVID-19 pandemic, Waste Management saw significant increases in tonnages across all waste streams. Although, the rate of increase has begun to return to normal levels for most waste streams, we do not expect that tonnages will return to pre-pandemic levels, especially for green bin organics which is expected to remain high as long as people work from home. Peel had to change several waste management services during the pandemic including suspending bulky collection, exemption periods, enforcement, compost sales, and conservation days; pivoting to cashless transactions at Community Recycling Centres and offering web-based purchase of bag tags. Peel has resumed most waste related services but is looking to maintain some of the changes that resulted in higher levels of efficiency.

# Performance Measures and Results

The Region of Peel is committed to delivering services effectively and efficiently. Peel's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

## Waste Diversion Measures:

- **Diversion rate for Peel:** Calculated by dividing the annual tonnage waste diverted from landfill through at-home diversion activities, and Peel's waste diversion programs goods by the total annual tonnage managed. For 2021, 50% of Peel's residential waste was reused, recycled or composted.
- **Diversion rate at Community Recycling Centres:** Calculated by dividing the annual tonnage of reusable and recyclable goods by the total annual tonnage managed at the Community Recycling Centres. For 2021, 56% of material dropped off at Community Recycling Centres was reused or recycled.

## Financial Stewardship Measures:

- **Net operating cost per household:** Calculated by dividing the annual net operating cost of the program by number of households served. For 2021, the cost was \$271 per household.

**Net operating cost per tonne:** Calculated by dividing the annual net operating cost of the program by the number of tonnes managed. For 2021, the cost was \$214 per tonne.

## Customer Satisfaction Measures:

- **Percentage of Peel residents satisfied with curbside collection services:** Measured in a customer satisfaction survey. For 2022, 94% of Peel residents were satisfied with Peel's curbside collection service.

- **Percentage of Peel residents satisfied with Community Recycling Centre services:** Measured in a customer satisfaction survey. For 2022, 96% of Peel residents were satisfied with Peel's Community Recycling Centre services.

**Organizational Capacity Measures:** Going forward, we will track the

- Percentage of staff who completed mandatory training and the percentage who completed voluntary training or participated in professional development activities, which will measure staff development, capabilities and expertise in waste management.
- Number of invitations for staff to present at conferences and participate on working groups, round tables, committees and boards, as a measure of Peel's leadership and expertise within the sector and by other levels of government.

## Internal Business Process Measures to Ensure Efficiency:

- **Participation rate by diversion program:** Measured by curbside set out audits (pilots are under way to automate the process). For 2021, 93% of households participated in blue box program and 70% of households participated in the green bin program.
- **Contamination rate by diversion program:** Measured by processing audits. For 2021, 25% of material collected in the-in blue box program was not blue box program materials and 3% of the material collected in the green bin program was not green bin program material.
- **Percentage of recoverable resources in the garbage:** Measures the amount of blue box material and green bin material in the garbage. For 2021, 48% of the garbage could have been placed in the blue bin or green bin.

- **Percentage of households collected past 6 p.m. (late collections):** Calculated by dividing the number waste collection trucks collecting past 6 p.m. by the number of collection trucks in the fleet. In 2021, 5% of trucks collected past 6 p.m.
- **Percentage of households not collected on their designated collection day (missed collections):** Calculated by dividing the number of households that were not collected on their designated collection day by the total households in Peel. We will track this data for the 2024 Business Plan.
- **Annual number of Community Recycling Centre users:** Measured by the number of customers that visited the Community Recycling Centres. In 2021, 525,000 customers visited Peel's Community Recycling Centres.



# Awards and Achievements

## Awards

In 2021, Peel's Virtual Waste Workshops aimed at students in grades 2-8 and delivered by Ecosource received the Gold award under the Community Engagement and Outreach Program category of the 2021 Municipal Waste Association's Promotions and Education Awards. .

## Achievements

Since the approval of Peel's long-term waste management strategy, "Roadmap to a Circular Economy in Peel", in 2017, eight out of 50 actions have been completed and 30 are ongoing or in progress.

Peel has strongly advocated for better management of problematic plastics. In 2021, the Director of Waste Management was selected to present the municipal and Peel-specific perspective on single-use plastics to the federal Standing Committee on Environment and Sustainable Development leading to the proposed federal standards for recycling and compostable labelling.

In 2021, in collaboration with the Toronto and York and on behalf of all Ontario municipalities, Peel led the municipal review and renegotiation of the Hazardous Special Products collection agreement with a Producer Responsibility Organization as part of the transition to a producer responsibility system for hazardous waste materials.

In 2022, Peel was selected to participate in the National Zero Waste Council's Circular Cities and Region's Initiative to develop a circular opportunities strategy for Peel.

# The 2023-2026 Business Plan Outlook

## Planning for the Future

To help plan for the future, the Waste Management program must examine how to reduce the amount of waste residents produce and how to manage the waste that is generated as effectively and efficiently as possible. As part of this, Waste Management will be looking to deliver on the following:

### Blue Box Transition

The Blue Box program is the largest and most well-known waste diversion program in the province. In 2019, the province announced that the Blue Box program would transition to full producer financial and operational responsibility and in 2021 the province approved a Blue Box regulation that sets out the requirements for producers both during and after the transition. Transition of municipal Blue Box programs across the province will occur between July 1, 2023 and December 31, 2025. Peel's program will transition on October 1, 2024. During the transition period, producers are required to maintain the current blue box program. As of January 1, 2026, producers are then required to implement an expanded and standardized Blue Box program across Ontario that meets the regulatory requirements set by the province. Waste Management staff are engaged with external stakeholders such as Producer Responsibility Organizations and the Association of Municipalities of Ontario to better understand and prepare for the potential impacts of the new Blue Box program on the Region's integrated waste management system, including associated policies and programs. In preparation for transition, staff are also exploring the opportunity to provide recyclables collection service on behalf of producers in order to ensure a seamless transition for Peel residents.

## Organics and Yard Waste Plan

In 2022 Regional Council approved a new long-term organics and yard waste processing strategy to enable Peel to expand its green bin organics program to include additional materials, process increased tonnage from population growth, contribute to Peel's 3Rs diversion target of 75 per cent by 2034, and meet provincial organics diversion targets. Staff is currently developing an implementation plan. Depending on the approach taken, there is strong potential to contribute to Peel's interim target of reducing GHG emissions by 45 per cent below 2010 levels by 2030 and future ambition of net zero emissions by 2050.

## Mixed Waste Processing

The Roadmap identified Mixed Waste Processing as a way to divert recyclables and organics from garbage noting that a pilot project might resolve or mitigate risks prior to a full-scale implementation. Staff is exploring Mixed Waste Processing pilot options, which includes market sounding and requirements for siting such a facility in Peel. Staff will report back to Council with information on how a pilot fits into the Region's long-term waste management strategy and options for procurement in 2023.

## Financial Plan

The Roadmap identified a need for significant new funding and revenue sources to implement all the actions required to achieve Peel's diversion target of 75% by 2034. The Waste Management program is developing a Financial Plan that considers a volume-based user fee to incentivize waste diversion and lessen tax increases. In consultation with residents, Waste Management is examining how Peel might pay for waste management services in the future and how community members play a role to build on our progress towards greater environmental responsibility and achieve a financially sustainable waste management future for residents and Peel.

## New/Next Collection Contracts

The Waste Management program is in the midst of preparing the request for procurement documents for its next waste collection contracts. The work includes conducting pilot projects (including the AI Technology and Zero Emission Waste Collection Truck Pilots) and an industry sounding to identify both innovative and best practices that will help inform the required service levels, fuel/energy types, and technology that will ultimately give Peel and its' residents best and added value - economically and environmentally - under the future collection contracts.

## Asset Management

In 2017, the Province of Ontario introduced Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, which came into effect on January 1, 2018.

The regulation required all municipalities to prepare and publish the following: a Strategic Asset Management Policy ; enhanced Asset Management Plans for core infrastructure which includes roads and bridges; and enhanced Asset Management Plans for all remaining non-core assets. In March 2021 the provincial government amended the regulation to adjust the deadlines for asset management plans for core municipal infrastructure from July 1, 2021 to July 1, 2022 and for all other municipal infrastructure assets from July 1, 2023 to July 1, 2024.

Waste Management, through participation in the corporate Enterprise Asset Management (EAM) program, which includes implementing a new technological solution (Maximo) to manage assets more effectively, will increase its maturity in Asset Management to meet the new regulatory requirements.

The EAM Team supports Waste Management in the management/maintenance of its assets through the development of an enterprise asset management strategy, investment plans, practices and tools, including the implementation and maintenance of an integrated EAM system (Maximo), which allow Waste Management to make informed decisions with respect to asset maintenance practices to reduce risks and optimize performance to meet and maintain program services needs.

## Service Delivery

Peel's population continues to grow and housing will become intensified which means that our waste management system needs to evolve to support this growth and also the intensification that will come with it. In order for Peel's Waste Management program to meet operational service levels in the coming years, the Roadmap to a Circular Economy in Peel was developed, setting the direction for the development and implementation of several waste management initiatives intended to improve the service provided to our customers, minimize waste generation and maximize resource recovery. Waste Management is in the process of updating the Waste Collection Design Standards Manual to better support intensification, including an aging population, and align with upcoming regulatory changes (i.e. Blue Box transition). The Waste Collection Design Standards Manual sets out features that must be incorporated into the design of a variety for developments in Peel that must be met in order to received Regional collection of waste.

## Climate Change

The actions in the Roadmap to a Circular Economy consider the impacts that Waste Management operations may have on climate change. Staff is focused on reducing Green House Gas (GHG) emissions associated with Peel's Waste Management program and investing in climate friendly initiatives. Current curbside waste collection contracts include a requirement that waste collection vehicles use compressed natural gas as fuel, which generates lower GHG emissions than using diesel and some of Peel's organic waste materials are sent to third-party anaerobic digestion facilities for processing enabling the production of renewable fuels. Waste Management is also conducting an electric waste collection vehicle pilot, in partnership with one of its collection contractors, as an initial step towards developing a Green Fleet strategy.

## People and Culture

The Waste Management program is actively preparing for the coming changes in our workplace demographics. With 10 per cent of our workforce being eligible to retire in the next five years, effective succession planning and talent management strategies are essential. These strategies will also be integral to fostering a culture of employee innovation and satisfaction going forward.



# Finding Efficiencies

## Continuous Improvement

The objective of Peel's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements completed include:

- Business Continuity and Emergency Contingency Plan – Waste management team has developed and implemented comprehensive contingency plans to deliver public services during emergencies, including labour disruptions and pandemics, with minimal cost or service disruptions.
- Enforcement Plan – Waste Management has implemented curbside and multi-residential enforcement programs to reduce contamination in the blue box and other waste collection programs, which will reduce collection and processing costs, result in cleaner recovered commodities and better prepare Peel for the transition of the blue box program.
- Cart Team – Waste Collection created a team of curbside cart customer service representatives that investigate cart damage complaints sent in by residents to determine the cause of the damage, which in many cases results in a charge back to the collection contractor, and to perform minor repairs. This service results in faster service for residents and a net savings to Peel.
- Material Recovery Facility Improvements - In 2018, Regional Council approved a capital upgrade to Peel's Material Recovery Facility's sorting equipment. In early 2020, the upgrade was completed and the facility now houses advanced recovery technology capable of recovering recyclable materials that meet the rigorous quality standards from industries utilizing post-consumer recyclable material. Some or all of that investment should be recovered through the sale of the equipment and lease of the building described elsewhere in this document.
- Heart Lake Community Recycling Centre (CRC) operations – In April 2022, the operation of the Heart Lake CRC was brought in-house, integrating it into Peel's CRC network. Operational efficiencies include the ability to reallocate staff among the six CRCs, utilization of the established haulages network, and the consolidation of processing and disposal contracts, all of which resulted in operational cost savings.



# Transforming Our Business with Technology

Technology plays a critical role in the delivery of efficiencies in the Waste Management program. By updating existing technology systems and bringing new systems online, Waste Management will continue to improve service delivery and increase efficiencies, for internal business processes and for our residents as well.

## **Community Recycling Centre Cashless Payment System**

As part of Waste Management's COVID-19 response, the Community Recycling Centres implemented a cashless payment system, only accepting debit and credit for payment of disposal fees, which sped up the processing time, reduced lineups and eliminated the time and cost for staff to manage cash.

## **Digital Roadmap**

Waste Management is developing an integrated IT system that will link existing data sources and automate outputs. This includes piloting a dedicated IT team for Waste Management.

## **AI (Artificial Intelligence) Project**

Peel will be partnering with IRIS and one of our waste collection contractors in a pilot that assesses the performance of Artificial Intelligence technology to determine if Peel's set-out study process can be automated. Set-out studies are used to determine program participation rates and resident understanding of our programs. This pilot will allow the data to be collected throughout Peel on a real-time basis, with less staff resources and time required. This information will lead to more accurate and timely reporting and can be used to develop and implement highly targeted communications campaigns and enforcement.

## **Virtual Waste Workshops**

Waste Management partners with Ecosource to deliver waste education to schools. Students learn about the 3R's, proper sorting and other waste topics. As part of Waste Management's COVID-19 response, school workshops shifted to a virtual environment, offering real time and engaging sessions that encourage students to reduce waste at home and school.

## **Waste Reminders**

As of 2019, residents can access a digital waste collection calendar and can also sign up to receive regular waste reminder notifications, choosing either email, text messages, phone calls or calendar notifications.

## **Online Waste Management Services**

As of 2016, residents can access the following online waste management services: report cart problems and request cart changes (i.e., broken or damaged carts, lost or missing carts, change size of carts), report waste not picked up, order garbage bag tags, and send waste feedback or complaints. The ability for residents to track the status of their service requests through the resident portal is being investigated.

## **Zero Emission Waste Collection Truck Pilot**

Peel is partnering with one of its waste collection contractors to pilot a fully electric waste collection vehicle to gain knowledge that will help it expand the use of electric waste collection vehicles as part of future waste collection contracts to contribute to Peel's climate change goals.

### Technology Systems on Waste Collection Vehicles

Peel's waste collection contractors' fleets are equipped with the following technology systems, which allows Peel to monitor the delivery of services and take action to improve waste collection service delivery and program participation.

- Curbside collection vehicles are equipped with a fleet management solution that is used to monitor fleet and driver performance, and fuel consumption. The GPS displays in real-time the precise waste collection vehicle location, as well as historic vehicle activity, which helps to confirm service delivery and deficiencies, such as streets missed for collection.
- Multi-residential collection vehicles are equipped with GPS, RFID (Radio-Frequency Identification) tag reading equipment and on-board weigh scales that gathers detailed records of lift activities at multi-residential buildings. This information is used to provide service confirmation, track waste diversion, property information and Peel assets at multi-residential buildings.

## Maintaining our Infrastructure

To ensure waste management service levels meet residents' needs, waste management infrastructure must be well maintained. This requires that we define and implement a reasonable state of good repair of waste management infrastructure.

Highlights of the major state of good repair projects for the 2023 Capital Budget include:

### **Replacement of Transtors at the Brampton Community Recycling**

**Centre:** Transtors are modular containers that residents deposit material into at the Community Recycling Centres. Transtors are hydraulically actuated to transfer the material into transfer trailers for shipment to recycling or disposal facilities. The Transtor units have reached the end of their service life and require full replacement. The budget request for this project is \$3.5 million.

**Repair and Replacement of Perimeter Fencing:** Sections of the perimeter security fencing at the Battleford and Fewster Community Recycling Centres require repair or replacement. The budget request for this project is \$380,000.

**Rehabilitation of the North Sheridan Landfill Site:** On site water drainage issues are adversely affecting the perimeter landfill gas collection system. Improvements to site drainage and landfill gas infrastructure are required to increase system reliability and performance to control offsite landfill gas migration. The budget request for this project is \$1 million.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$130.3 million and the proposed budget for 2023 is \$136.3 million

**Net Expenditures: \$136.3 million** (Total Expenditures: \$170.2 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	113,150	112,087	1,063	0.9%
Labour Costs	26,583	25,727	856	3.3%
Reserve Contributions	27,635	27,635		0%
Debt Charges	-	-	-	-
Grant Payments	-	-	-	-
Facility, IT, HR and other support costs	52,735	49,628	3,107	6.3
Recoveries	(49,863)	(46,975)	(2,888)	6.1%
<b>Total Expenditures</b>	<b>170,239</b>	<b>168,101</b>	<b>2,138</b>	<b>1.3%</b>
Grants and Subsidies	(16,791)	(16,041)	(750)	4.7%
Supplementary Taxes	-	-	-	-
Fees and Service Charges	(14,191)	(17,027)	2,836	(16.7)%
Transfer from Development Charges	-	-	-	-
Contributions from Reserves	(2,994)	(4,729)	1,735	(36.7)%
<b>Total Revenues</b>	<b>(33,976)</b>	<b>(37,798)</b>	<b>3,822</b>	<b>(10.1)%</b>
<b>Total Net Expenditure</b>	<b>\$136,263</b>	<b>\$130,304</b>	<b>\$5,960</b>	<b>4.6%</b>

Note: May not add up due to rounding

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>168,101</b>	<b>37,798</b>	<b>130,304</b>	<b>%</b>
<b>Geography</b>	(527)	(527)	-	
<b>Cost of Living/Inflation</b> Labour costs/Goods and services, etc.	6,337	557	5,780	
<b>Base Subsidy/Recoveries</b> Higher Extended Producer Responsibility funding	-	750	(750)	
<b>Cost Mitigation</b> Efficiencies identified from operational cost reviews	(187)	-	(187)	
<b>Other Pressures<sup>1</sup></b>				
• Processing and disposal of organics & blue box material (new contract)	(4,091)	(4,842)	751	
<b>Base Budget Changes Subtotal</b>	<b>1,532</b>	<b>(4,062)</b>	<b>5,619</b>	
<b>Growth</b>	-	-	-	
<b>Service Level Demand<sup>2</sup></b>				
• Collection and processing cost due to tonnage increase - growth	366	-	366	
• Pulling forward expected savings from future Blue Box transition	-	-	-	
<b>Service Level Changes Subtotal</b>	<b>366</b>	<b>-</b>	<b>366</b>	
<b>New/Discontinued Services</b>				
• Zero Emission Waste Collection Vehicle Pilot Project	240	240	-	
<b>New/(Discontinued) Services Subtotal</b>	<b>240</b>	<b>240</b>	<b>-</b>	
<b>Total 2023 Budget Change</b>	<b>2,138</b>	<b>(3,822)</b>	<b>5,960</b>	
<b>2023 Proposed Budget</b>	<b>170,239</b>	<b>33,976</b>	<b>136,263</b>	<b>4.6%</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

### Other Pressures<sup>1</sup>

- Peel will be entering into new contracts for Blue Box progressing and Organic and Yard Waste processing in 2023; the operating budget reflects current estimates.

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

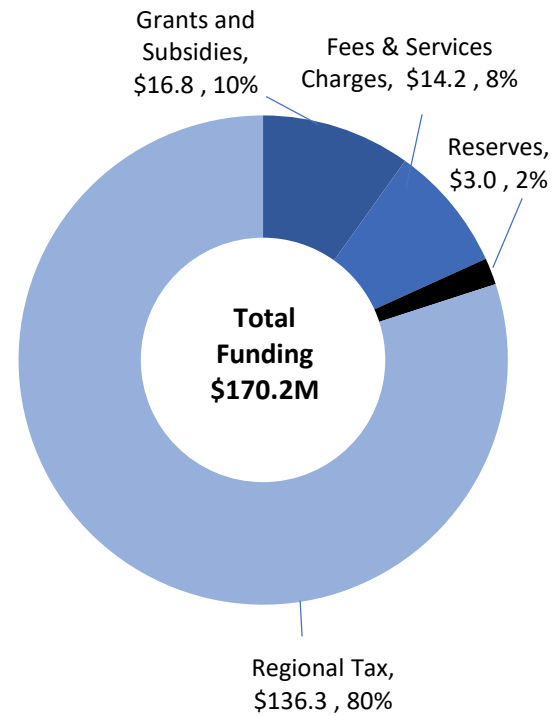
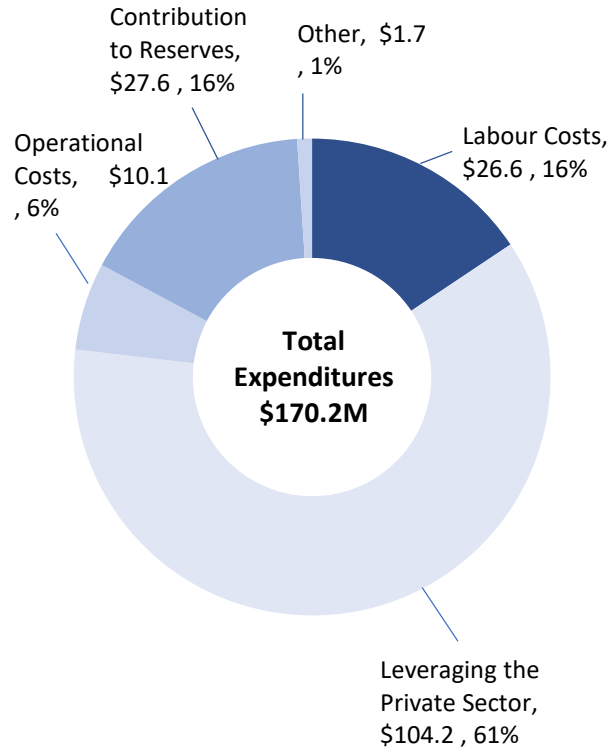
- 2023 Budget continues to utilize expected savings from future Blue Box transition drawing \$2,754 from working fund reserve to smooth out operating impact over 4-year period; same amount of reserve draw was used in the 2022 Budget.

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
235.9	236.3	241.7	244.0	246.2

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

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

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	168,101	170,239	1.30%	168,918	(0.80%)	175,215	3.70%	177,075	1.10%
<b>Total Revenue</b>	(37,798)	(33,976)	(10.10%)	(28,495)	(16.10%)	(30,042)	5.40%	(26,103)	(13.10%)
<b>Net Expenditure</b>	130,304	136,263	4.60%	140,423	3.10%	145,173	3.40%	150,972	4.00%

Note: May not add up due to rounding

# Proposed Capital Budget

**Capital Budget: \$15.4 million** (Ten Year Plan: \$380.9 million)

## 2023 Capital Budget Overview

The following table provides a summary of Waste Management’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	1,363	-	1,363
Non-DC Internal	51,071	15,360	66,431
<b>Total Expenditures</b>	<b>52,434</b>	<b>15,360</b>	<b>67,794</b>
<b># of Projects</b>	<b>67</b>	<b>5</b>	<b>72</b>

## Existing Capital Projects - \$52.4M

- The existing capital plan includes 67 active projects totaling \$52.4M. Funds are budgeted to maintain Region of Peel waste management infrastructure and equipment in a state of good repair as well as continue to develop infrastructure to increase Peel’s diversion rate.



## 2023 Capital Budget - \$15.4M

### Key highlights:

- \$8.2M to maintain facilities and equipment in state of good repair, including replacement of Peel Curing Gore Covers, site improvements and weight scale system upgrade and replacement at our Community Recycling Centres (CRC)
- \$3.6M for purchase and replacement of Waste Collection Containers
- \$1.5M for for Caledon Landfill land acquisition and closure
- \$2.1M for environmental monitoring of Regional Landfill sites

*See Appendix I for details.*

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	2023				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
196350	Caledon Landfill Land Acquisition and Closure Plan	To complete property and property rights acquisitions with the Town of Caledon and neighbouring landowners and to create a closure plan to close the inactive Caledon Landfill site	1,500	0	1,500	0	0
236390	Waste Facilities State of Good Repair Envelope (SOGR)	Site improvement and maintenance at all Waste Management facilities, including replacement of Peel Curing Gore Covers for organic waste treatment	6,661	0	6,661	0	0
236510	Landfill Management Abatement	To address capital expenditures at landfill sites and waste operation's sites in Peel	715	0	715	0	0
236580	Landfill Monitoring and Remediation	Administration and studies related to environmental monitoring at Regional Landfill sites	1,385	0	1,385	0	0
236630	Waste Collection Containers	To purchase and replace garbage, blue, green and kitchen carts for auto collection for existing and new households	3,599	0	3,599	0	0
236935	Weight scale system upgrade / replacement	To upgrade/replace weight scale systems at Community Recycling Centres to gather and track information	1,500	0	1,500	0	0
Waste Management			15,360	0	15,360	0	0
<b>Waste Management</b>			<b>15,360</b>	<b>0</b>	<b>15,360</b>	<b>0</b>	<b>0</b>

## **2023 Budget Risks**

- Material and labour contract cost increases due to inflation, COVID-19 protocols, and supply chain interruptions and/or shortages

## **Operating Impact of 2023 Capital Budget**

- None

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$380.9M

### By Project Classification:

<b>State of Good Repair</b> <b>\$51.4M</b>	<b>DC Funded Growth</b> <b>\$0.0M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$329.6M</b>
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#### Key Highlights:

- \$195.0M for design and construction of Mixed Waste Processing Facility
- \$96.0M to purchase and replace Waste collection containers
- \$51.4M to maintain facilities and equipment in State of Good Repair
- \$38.6M for landfill site management and other

*See Appendix II for details.*

Service: Waste Management

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
186360	Mixed Waste Processing Facility	Design and Construction of facility for processing garbage material and recovering Reduce, Reuse and Recycle (3Rs) material from garbage going to landfill	0	0	0	0	195,000	0	195,000
196350	Caledon Landfill Land Acquisition and Closure Plan	To complete property and property rights acquisitions with the Town of Caledon and neighbouring landowners and to create a closure plan to close the inactive Caledon Landfill site	1,500	0	0	0	0	0	1,500
236390	Waste Facilities State of Good Repair Envelope (SOGR)	Site improvement and maintenance at all Waste Management facilities, including replacement of Peel Curing Gore Covers for organic waste treatment	6,661	8,870	3,712	3,799	5,962	20,851	49,856
236510	Landfill Management Abatement	To address capital expenditures at landfill sites and waste operation's sites in Peel	715	810	480	450	450	2,250	5,155
236580	Landfill Monitoring and Remediation	Administration and studies related to environmental monitoring at Regional Landfill sites	1,385	1,419	1,455	1,491	1,528	8,234	15,511
236630	Waste Collection Containers	To purchase and replace garbage, blue, green and kitchen carts for auto collection for existing and new households	3,599	4,167	4,853	6,110	6,368	70,889	95,986

Service: Waste Management

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
236935	Weight scale system upgrade / replacement	To upgrade/replace weight scale systems at Community Recycling Centres to gather and track information	1,500	0	0	0	0	0	1,500
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	8,400	0	0	0	0	8,400
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	3,000	0	0	3,000
266581	North Sheridan Leachate Collection System	Installation of a Leachate Collection system at the North Sheridan Landfill	0	0	0	5,000	0	0	5,000
<b>Waste Management</b>			<b>15,360</b>	<b>23,666</b>	<b>10,500</b>	<b>19,850</b>	<b>209,308</b>	<b>102,224</b>	<b>380,908</b>

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Zero Emission Waste Collection Vehicle Pilot Project	Waste Management	08	0.0	0.0	0*	0
<b>TOTAL</b>			<b>0.0</b>	<b>0.0</b>	<b>0</b>	<b>0</b>

\*Pilot is funded through a draw of \$240,000 from the Tax Rate Stabilization Reserve

## Budget Request #: 08

Proposed Initiative	Department	Division	Service Area
Zero Emission Waste Collection Vehicle Pilot Project	Public Works	Waste Management	Waste Management

### Description of Budget Request

The purpose of the Zero Emission (ZE) Waste Collection Vehicle Pilot project is to test the operational and environmental performance of zero emission, electric waste collection trucks in comparison to the compressed natural gas vehicles currently being used. If the pilot is successful, ZE vehicles could be specified in Peel's next waste collection contract, which could contribute to the achievement of Peel's Greenhouse Gas (GHG) emission targets.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	240,000	-	-	(60,000)
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	240,000	-	-	(60,000)
Reserves (Tax Rate Stabilization)	240,000	-	-	(60,000)
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	240,000	-	-	(60,000)
Net Impact - Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required



### **Why Staff Recommend this Initiative**

The driver of this pilot is a reduction in greenhouse gas emissions. Electric waste collection vehicle manufacturers claim their vehicles emit little to zero GHG emissions, in comparison to the compressed natural gas vehicles currently used by Peel or diesel waste collection vehicles still used in the industry. This pilot will confirm these claims and gather operational, environmental and experiential data that can be included in Peel's next collection contract.

### **Details of Service Change**

One of Peel's curbside collection contractors has proposed that they lease one or two zero emission, electric waste collection vehicles and the necessary charging infrastructure and that Peel would purchase data from the pilot at a fee of approximately \$10K to \$20K a month (depending on the number of vehicles tested, one or two) for the remainder of the current collection contract. Peel would compile and analyze this data and produce a final report on the pilot's findings.

### **Service Impact**

Peel's current collection contractor will procure, operate and maintain the vehicles and will send data on a regular basis to Peel staff for analysis and to monitor progress on the pilot's outcomes. They will also ensure that resident waste collection service levels are not impacted by having Compressed natural gas (CNG) vehicles as backup in case the ZE vehicles are unable to collect from pilot areas sufficiently.

# Transportation

2023–2026 Business Plan  
and 2023 Budget

Transportation .....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	8
Awards and Achievements .....	9
The 2023 -2026 Business Plan Outlook .....	10
Planning for the Future .....	10
Finding Efficiencies .....	12
Transforming Our Business with Technology .....	14
Maintaining our Infrastructure .....	15
Proposed Operating Budget .....	16
2023 Operating Budget Pressures .....	17
Staffing Resources to Achieve Level of Service .....	18
2023 Total Expenditures & Funding Source (In \$M) .....	19
2023 Budget Risks .....	19
2024 – 2026 Operating Forecast .....	20
Proposed Capital Budget .....	21
2023 Capital Budget Overview .....	21
Proposed Capital Plan .....	23
By Project Classification .....	23
Budget Requests .....	24

# Executive Summary

Mission: To provide Transportation Services to the residents and businesses of Peel Region in a manner that is safe, efficient, reliable and accessible.

## Services we provide:

- Infrastructure planning, design, construction, operation, and maintenance of a multi-modal network of assets such as roadways, bridges, sidewalks and multi-use trails, stormwater infrastructure, streetlighting, traffic signals, noise and retaining walls, signs, safety barriers and street trees.
- Provision of door-to-door specialized public transit that enables residents with disabilities to travel without barriers and maintain independence.

Peel offers transportation services to provide safe passage and community access to the residents and businesses of Peel Region.

## Interesting facts about this service:

- Transportation infrastructure replacement value is over \$3 billion.
- Peel operates 26 Regional roads, approximately 1,700 lane kilometres and 470 signalized intersections.
- Peel has an active transportation network consisting of 390Km
- Peel owns and maintains more than 100 bridges, 345 kilometres of storm sewers and roughly 20,000 trees along regional roads
- Roughly 36% of truck trips in Ontario start or end on Peel’s roads.
- Peel provides TransHelp services that deliver over 700,000 trips annually to approx. 10,000 residents (Pre-Pandemic).

## Highlights of the Business Plan include:

Major components of Transportation’s \$129 million Operating budget are Capital Reserves, TransHelp and Road Operations & Maintenance.

Major components of Transportation’s \$160 million Capital budget are road construction, intersection improvements, active transportation, road resurfacing, TransHelp and traffic related-programs.

Looking to the future, Transportation’s long-term budget outlook calls for

- A Transportation Master Plan (TMP) will bring individual components strategies together under one integrated plan
- Implementation of transit and future growth infrastructure
- Asset lifecycle plans and risk strategies to ensure assets continue to meet service levels
- Continued implementation and updates to the Accessible Transportation Master Plan and modernization of service delivery

Net Investment (\$000s)	2023	2024	2025	2026
Operating	129,021	133,471	137,275	140,709
Capital	159,144	154,162	329,864	378,436
Full Time Equivalents	341.3	355.5	366.4	377.0

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

Plan, build and operate a multi-modal network of transportation services that meet the evolving needs of our resident and business community, now and in the future.

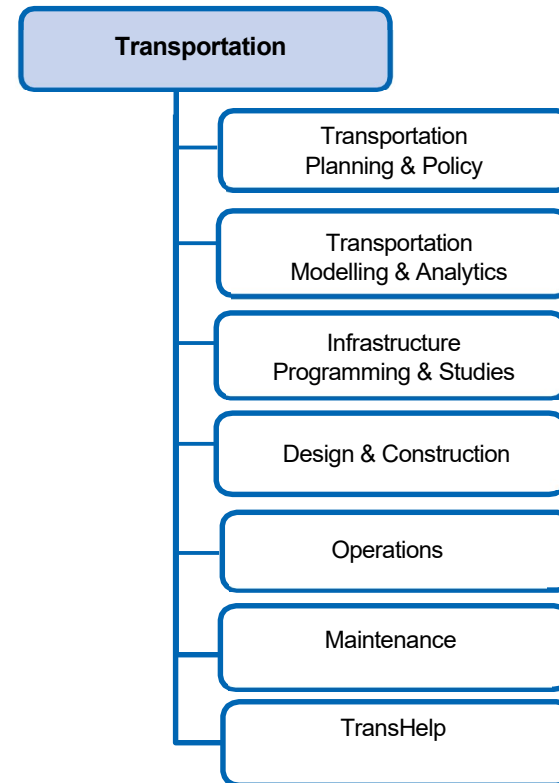
### Mission

To provide Transportation Services to the residents and businesses of Peel Region in a manner that is safe, efficient, reliable and accessible.

### Goals of Service

1. To plan for future travel demand associated with growth through the Transportation Master Plan (TMP), informed by robust modelling and data analytics.
2. To design and construct infrastructure in a timely manner to accommodate growth and replace aging infrastructure, and to implement designs that reflect Regional policies and priorities.
3. To operate and manage transportation services, ensuring safety, efficiency and accessibility.
4. To maintain assets in a state of good repair, meeting service levels
5. To deliver TransHelp service that enables residents with disabilities to travel without barriers and maintain independence through an accessible and integrated transit network.

### Service Delivery Model



# Service Levels and Trends

## Service Levels

**Road network capacity:** The Region undertakes travel demand forecasting to determine the type and scale of infrastructure needed to support future growth, and to create a safe network that provides for sustainable modes of travel as well as the efficient movement of vehicles and goods.

As a basis for infrastructure planning, Council has endorsed a 'D' service level, which represents the minimum congestion threshold for maintaining network capacity on Regional roads. This is a standard service level for arterial roads and means that traffic is flowing, although it is expected to slow somewhat during peak hours. In contrast, service level C represents near free-flow conditions and is generally considered cost prohibitive for Regional roads.

**Stormwater network capacity:** The network has the capacity to efficiently carry run off away from our roadways in an environmentally sustainable manner that acknowledges water as a resource and adaption to climate change impacts.

Moving forward, consistent with Provincial requirements, the Region's minor stormwater system (e.g. underground pipe network for urban areas) will be built to accommodate flows up to the 10-year storm, and the major system (e.g. right of way, ditches and ponds etc.) will be built to accept flows up to the 100-year storm.

**Road condition:** Peel's goal is to ensure our road network and infrastructure is safe, reliable, and accessible year-round.

The Region's service level for pavement condition is 72. This is based on the pavement condition index (PCI) which is a standard way of expressing the general condition of pavement on a scale of 1-100. The Region's target PCI of 72 falls within the range of "satisfactory" pavement conditions.

**Winter Maintenance:** The Region patrols roadways 24/7 and uses proactive anti-icing strategies in response to winter conditions. Peel maintains a service level of Class 1 across all roads, which involves returning pavement to bare conditions within 4 hours once storm precipitation has stopped. Council has endorsed this level of service to provide a consistent driving experience for road users; it is slightly higher than Provincial minimum maintenance standards which range from Class 1 to Class 5 based on traffic volume and speed limits of various Regional roads.

### Spring/Summer Maintenance:

Operational service levels for spring and summer activities include but are not limited to:

- Rural grass maintenance completed 2 times per year
- Litter clean up and grass cut 12 times per year on urban boulevards
- Weeding planter beds 10 times per year
- Fill potholes within 4 hours after becoming aware of the location
- Spring road sweeping to pick-up winter debris and two additional cycles of sweeping mid-point and at the end of the summer season

Emergency roadway situations such as road obstructions, knocked down signs, and traffic signal outages are responded to within 1 hour as soon as staff become aware of the situation.

### **TransHelp Services:**

TransHelp provides specialized public transit that enables residents with disabilities to travel without barriers and maintain independence through an accessible and integrated transit network. There are three key functions/areas that enable service delivery:

- **Operations and Maintenance:** Manages the procurement and maintenance of the TransHelp fleet and oversees safe and efficient trip delivery.
- **Passenger Support Services:** Manages passenger intake, program eligibility, service complaints, scheduling, and fare administration.
- **Performance and Accountability:** Supports TransHelp in achieving its outcomes through strategic planning and project management and identifies opportunities for improvements using performance measurement and reporting.

Our recent customer satisfaction survey identified a desire for shorter wait/pick up times, opportunities to increase usage of on-line booking, need for real time vehicle tracking as well as an easier/user friendly payment system. These opportunities for improvement are included in the 10-year capital plan.

## **Trends**

### **Infrastructure planning is increasingly complex**

With an anticipated future growth in Peel of 2.28 million residents and over 1 million jobs by 2051, land use in the Region is evolving and urbanizing quickly. The Region is actively advancing alternative solutions (sustainable modes of travel) to accommodate future demand, with a focus on transit. The Region is working in collaboration with Metrolinx to invest resources in supporting the implementation of higher order transit on Regional Roads.

### **Goods movement industry in Peel is growing**

The Region of Peel has monitored traffic along Regional roads throughout the COVID-19 pandemic. Over the course of 2021, truck traffic surged in mid-March and peaked by mid-April by approximately 60% more traffic compared to 2020. Online shopping has generally become more popular with over half of households receiving at least 1 home delivery per week, resulting in more truck trips. Overall, passenger traffic is returning to normal levels, whereas the increased truck traffic remains at higher levels. This trend will impact future capacity planning for our roadways and increase the frequency of road maintenance and rehabilitation cycles.

### **Climate Change is taking a toll**

Changes in weather patterns and exposure to extreme weather events are causing physical damage to infrastructure. Intense heat, wind, intensified precipitation events, floods, ice storms and freeze-thaw cycles are increasing wear and tear on our roads. As a result, maintenance programs and approaches will change to ensure Regional assets are kept in a state of good repair.

**More Homes for Everyone:** Processing and approval timeline requirements for local municipalities in Peel were reduced significantly through the passing of Bill 108, *More Homes, More Choice Act* to the *Planning Act* in June 2019. In response, our local municipal partners are adjusting their processing timelines. For Regional staff, it results in less time to complete reviews and comments on development applications, which require a more responsive approach as applications are becoming increasingly more complex and require more staff time to support good planning and protect Regional interests. Regulatory processing timelines under the Bill 108 amendment to the *Planning Act* were reduced for Official Plan Amendments (210 days to 120 days), Zoning By-law Amendment (150 days to 90 days), Plan of Subdivision (180 days to 120 days) and Combined Applications (210 days to 120 days).

**Heightened Inflation:** The cost of goods and services purchased by Peel has increased sharply as vendors adjust their pricing for labour and materials in response to inflation. The impacts of heightened inflation can be seen in rising costs for capital construction, the acquisition of land, as well as operations and maintenance contracts.

**AMPs Supports Road Safety:** Peel road networks must balance the travel needs of many modes, providing for both the safety of vulnerable road users and the efficiency of goods movement. With the introduction of Administrative Monetary Penalties Regulations in 2022, municipalities have an opportunity to explore expanded use of automated enforcement systems as safety measures while significantly reducing impacts to local courts. Existing programs such as Automated Speed Enforcement and Red Light Camera will benefit from AMPs, as will future programs under development.

**TransHelp Ridership:** TransHelp continues to be impacted by the pandemic with ridership remaining lower than 2019 levels. At the onset of the pandemic, trip volumes dropped by 80% but demand has been increasing since June 2021 with current trip volumes at approximately 50% of pre-pandemic level. Despite the COVID 19 impact, it is expected that demand will continue to increase due to a growing and aging population however at a slower rate than anticipated pre COVID. In addition to the lower trip volume, COVID 19 impact has resulted in higher vendor cost due to high inflation, increasing gas prices and supply chain issues. 70% of TransHelp services are delivered by third party contractors and therefore the cost-of-service delivery is expected to increase in the coming years.



## Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve. The results also inform decision-making and strengthen accountability.

**Percentage Use of Sustainable Transportation Modes:** The Transportation Tomorrow Survey (TTS), a phone survey conducted every 5 years, indicated a 5% increase in the use of walking and cycling from 2016 to 2020, and a 25% increase in remote work. These results indicate progress towards the Region's 50% sustainable transportation mode share target by 2041 (in 2016, TTS data indicated a 38% sustainable mode share, which increased to over 41% in 2020). The Region of Peel's Sustainable Transportation Strategy identified \$207 million in active transportation projects required to achieve this target

**Percentage Reduction in total collisions:** In 2020, Provincial records show a reduction of 46% in fatal and injury collisions on Peel Regional roads, per 100,000 population, as compared to 2017. This exceeds the Region's goal of a 10% reduction in fatal and injury collisions between 2018 and 2022 established in the Roads Safety Strategic Plan. Vision Zero is a framework that declares no loss of life or injury as a result of a motor vehicle roadway collision is acceptable, and has an ultimate target of zero fatal and injury collisions on Peel roads.

**TransHelp Customer Satisfaction Survey:** The TransHelp Customer Experience Survey is an annual survey that provides passengers with an opportunity to rate/score/measure service experience and satisfaction. The survey measures key drivers of satisfaction including customer service, cleanliness and safety while using the service. Our 2022 survey resulted in a 75% overall satisfaction with TransHelp service. The results of the survey identify aspects of the service experience that work well and areas for improvement. The data is used to make informed decisions about service delivery and is used to align strategic and operational priorities.

**Asset Management:** Annual inspections indicate the majority of transportation assets are achieving council-approved levels of service. Peel roadways have an average pavement condition index (PCI) of 87, which exceeds the Region's service level of 72. Almost all assets in the road infrastructure portfolio are in a 'very good' state on the condition rating system, while most stormwater portfolio assets are in a 'good' state. The condition assessment program is used to plan and prioritize infrastructure investments to ensure assets provide the required service levels, and is consistent with Provincial regulatory requirements.

## Awards and Achievements

### Awards

**Bovaird Infiltration Facility:** The innovative design of the Bovaird Infiltration Facility retrofit won the 2022 Ontario Public Works Association (OPWA) award for Innovation. This project is a significant advancement in the delivery of stormwater management. Project outcomes included protection of sensitive fish habitat and improvement to the quality of water for the community.

**Smart Freight Centre:** The Transportation Association of Canada (TAC) awarded the 2021 Sustainable Mobility Award to the Region of Peel for the establishment of the Smart Freight Center. The Smart Freight Centre is a goods movement center of excellence established between the Region of Peel and McMaster University, University of Toronto, and York University. The award recognizes a member organization for excellence in the delivery of mobility services.

**Alton Village Streetscaping and Road Reconstruction:** Through extensive design collaboration the Alton Village streetscaping and road reconstruction project won the 2020 OPWA award for transportation in the \$10 - \$50 million category for several engineering achievements. These achievements captured the dual purpose of beautification with traffic calming through a 2.5-kilometre roadway reconstruction, bridge and culvert replacement, installation of a new storm sewer including Low Impact Development (LID) and treatment units, cantilever secant pile retaining wall, vegetated face retaining walls through wetlands and much more.

### Achievements

**Stormwater Retrofits:** \$1.4 million in grant funding from the Ministry of the Environment, Conservation and Parks' (MECP) Protecting Lake Ontario Water Quality grant has been awarded to the Region. The grant will be used to add stormwater quality control through the installation of various oil grit separators (OSGs) and a low impact development (LID) asset.

**Railway to Trailway:** In 2022, 51 kilometres of a former railway line was acquired through partnership with local municipalities and conservation authorities to allow for a future trail through Peel Region stretching from north Mississauga to Caledon. The trail will complete an important north-south connection in the trans-Canada trail network and will provide Peel residents with a valuable new amenity.

**Snow Storage Facility:** Peel's Road Maintenance team removes snow from Regional boulevards to maintain safety and accessibility. The removed snow contains oil, grease, garbage, and heavy metals, which can enter our watercourses as it melts. In 2021 the Region built its first snow storage facility which includes a multi-stage treatment process to remove contaminants before snowmelt is released.

**Long Range Transportation Plan:** The Active Transportation Fund is a funding program provided by Infrastructure Canada in support of Canada's National Active Transportation Strategy. The fund will invest in planning and capital projects that advance active transportation infrastructure across Canada. Grants can be used for undertaking planning, design or stakeholder engagement activities related to active transportation infrastructure. The Region has received a \$50,000 grant which will be used towards the Sustainable Transportation sub-component of the 2051 Transportation Master Plan.

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Transportation Master Plan (TMP)

The Region of Peel's TMP, also known as the Long-Range Transportation Plan (LRTP), provides infrastructure recommendations to accommodate travel demand generated by future growth.

The Region's existing LRTP was last updated in 2019 and provided recommendations to 2041. As Regional Council recently approved the Peel 2051 Official Plan, Regional staff will update the LRTP for 2051 growth. Moving forward, the Region's LRTP will be referred to as the 2051 Transportation Master Plan (2051 TMP). In addition to the existing LRTP, the Region has a number of component strategies which are also updated every five years to ensure the transportation network achieves its strategic objectives. These component studies include:

- Sustainable Transportation Strategy
- Vision Zero Road Safety Strategic Plan
- Goods Movement Strategic Plan and Network
- Intersection Improvement Identification Study 2051
- Road Characterization Study

Previously, the various component studies were developed individually, however, as the transportation system and land use context in the Region evolves and urbanizes, Regional staff are observing opportunities to better align these studies.

On that basis, the 2051 TMP will bring these individual components strategies together under one integrated plan that provides a clear vision for the future of the Region's transportation system.

### Transit Portfolio Growing

The Region will undertake significant future investments to support the expeditious implementation of transit infrastructure in the Region of Peel to support growth. Specifically, Peel will undertake studies on technical aspects of transit planning (such as lane conversion to support rapid transit), participate in Transit Project Assessment Process (TPAP), facilitate design and delivery of provincial and local transit projects in Peel, and partner in major Metrolinx projects, such as the Hurontario-Main Light Rail Transit (HULRT), Eglinton Crosstown West Extension, Steeles Avenue, Queen Street and many other major transit projects.

### New Provincial Service Standards

To support future growth through the availability of adequate housing supply, the Provincial government has passed Bill 109-More Homes for Everyone Act, and Bill 171-Building Transit Faster Act. These Acts update service standards for municipalities to support better support the development process. Investments will be necessary to support the quality and speed of the development approvals process, and in turn, Peel's ability to accommodate future growth responsibly.

### Asset Management

Asset management planning is a comprehensive process that ensures services associated with infrastructure are provided in a financially sustainable manner, specifically, that service levels are met and financial planning takes place to maintain and replace assets.

Ontario has enacted O. Reg 588/17, Asset Management Planning for Municipal Infrastructure, to define how municipalities must undertake asset management planning. To that end, Transportation is validating asset inventories for infrastructure such as roads, bridges, multiuse trails, the stormwater network, retaining and noise walls, street trees and more. Peel will complete condition assessments and use this information to update lifecycle plans and risk strategies, and to ensure funding is available at the right time to properly manage these assets. Resources and contracted services will be required to support the asset management program. Notably, in 2023, additional investment in pavement condition will be required to care for infrastructure that has been subject to increased goods movement activity throughout the pandemic and increased freeze-thaw cycles resulting from climate change.

## Service Delivery - Transportation

In 2023 Peel will increase funding to account for the rising costs of property, labour and materials impacting our construction projects and maintenance contracts. Looking beyond 2023 to the three-year outlook, staff anticipate investment in three key service delivery areas:

- **Winter maintenance.** Changing weather patterns are trending towards more freeze-thaw cycles and ice. Staff anticipate that investment will be required within the next few years to sustain Peel's Class 1 service level.
- A **stormwater operation and maintenance** program is being developed to ensure that Peel meets its compliance requirements. This program will require investment to keep stormwater assets in good repair and working as intended to remove water from our roadways as climate conditions change.

- **Traffic programs.** New traffic infrastructure (traffic signals, streetlights) and enforcement programs will be added as communities develop.

## Service Delivery - TransHelp

Demand for TransHelp has increased 500% over the last 20 years. Although the Covid-19 pandemic has had an impact on TransHelp and transit ridership across Canada in general, it's expected that demand will rebound in the next 2-5 years. TransHelp will continue to provide accessible transportation to the growing number of passengers who use Peel's TransHelp service today and in the future.

To ensure the program continues to meet the needs of residents in an efficient and financially responsible manner, we will continue to implement and update the Accessible Transportation Master Plan. Initiatives such as upgrading our scheduling software, implementation of an automated and self-serve payment system and the electrification of our fleet will advance TransHelp's service modernization journey.

## Climate Change

Transportation recently updated its Stormwater Design Criteria. The Criteria improves environmental outcomes while adapting to the impacts of climate change. The new Criteria will help to minimize stormwater pollution, reduce erosion and improve infiltration. Funding has been added to the 10-year Capital plan to reflect these new design standards.

# Finding Efficiencies

## Continuous Improvement

The objective of the Region's Continuous Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements completed include:

- **Customer Service for Construction Projects:** A 'one window' approach for customer enquiries about construction projects has been created to enhance the customer experience and improve the speed and effectiveness of communication with customers.
- **Digital Information Governance Framework:** Transportation is developing a single, standard information governance framework for managing digital content. This will improve productivity and decision-making by providing all staff access to the 'right' information at the 'right' time.
- **Hot-in-Place Recycling with Hydrolene Oil (The Gore Road) –** This is a pilot project where old asphalt is brought back to its original chemistry through the use of rejuvenating oils. This is intended to increase the durability of the asphalt and extend its lifecycle, reducing the need for ongoing maintenance and capital improvements.
- **Update to Transportation Technical Standards:** In 2023, the Region will update its transportation engineering standards to ensure the Region's strategies and policies are translated into the physical design of our network, and to ensure that Peel's approaches are consistent with regulatory requirements and best practice. This project is driven by the changing needs of road users and aims to improve the outcome of design for road users, while saving time and minimizing engineering costs.
- **Transportation Project Procedures Manual:** Staff are developing a Transportation Project Procedures Manual (TPPM) to act as a reference for both Regional staff and external consultants, for initiating, planning, executing, monitoring, controlling, and closing projects related to the Regional Road Network and its associated infrastructure. Transportation will develop the TPPM to ensure consistent, high quality project delivery as the scale and complexity of Regional projects continues to increase.
- **New Transportation Model:** Staff are updating the Region's Transportation Demand Forecasting Model, which aims to provide a robust analytical tool for evidence-based infrastructure planning. The updated model will support various Regional objectives such as directing and optimizing transportation system infrastructure improvements, supporting our transition to 50% sustainable mode share, and facilitating the safe and efficient movement of people and goods.

- **TransHelp Customer Satisfaction Survey Automation:** The objective of this initiative was to design a reusable framework for conducting Surveys for TransHelp that allows:
  - scheduling surveys targeted to a specific persona multiple times a year
  - data collection and analysis providing insights on service improvement areas and customer satisfaction
  - target broader audiences including but not limited to passengers, employees, and vendors etc.

The initiative was successfully completed in May 2022 and an action plan was developed to address key findings.

- **TransHelp Inspector Audit Automation:** The objective of this initiative was to implement a fundamentally strong technology backend to equip our inspectors with all the tools they need to be more productive, efficient, and motivated to perform their daily activities (Audit/Inspections) to affirm that our riders and drivers enjoy a safe ride. The expected outcomes are:

- Increase number / frequency of Inspections from 250 per month to 300+ and gradually increase with time.
- Reduce overhead time spent on administrative tasks for inspectors to complete reports by end of the day saving couple of hours everyday.
- Process optimization with the introduction of new workflows to speed up the inspections process.
- Proactive approach to enable safer rides for both residents and drivers.

The audit application was launched in June 2022, and we will begin measuring expected benefits over the next 6 months.

# Transforming Our Business with Technology

Technology plays a critical role in the delivery of efficiencies for Transportation. Through updating existing technology systems and bringing new systems online, Transportation will continue to improve service delivery and focus on increasing efficiencies, for internal business processes and for our residents as well.

## Maximo

The implementation of new maintenance management solution, Maximo, will provide advanced asset management capabilities. This software solution will support analysis of asset data and help to inform how we optimize asset investments to provide the highest service levels for the lowest cost. It will further assist the Region in moving from reactive to proactive maintenance by providing timely and complete information about asset performance, condition, and cost.

## Automated Enforcement

“Automated Enforcement” devices are unmanned technologies, such as cameras, that automatically capture driving violations of the Highway Traffic Act and result in a ticket being issued. These include technologies such as Automated Speed Enforcement cameras that capture speeding infractions in school zones and community zones, and Red Light Cameras that capture drivers running red lights through intersections. These programs can help to improve road safety while providing relief to OPP and Peel Regional Police resources.

## TransHelp Technology Roadmap

TransHelp, in collaboration with the Digital Services Team has developed a 5-year technology roadmap that focuses on improving and modernizing our service delivery and providing a better user experience for the business and our passengers. Key initiatives include:

- Scheduling Software Upgrade
- Implementation of an in-vehicle tablet solution that performs several key real-time functions to increase overall dispatch and passenger transport efficiency, safety, and effectiveness.
- Passenger Payment Software Implementation that allows for passenger to auto load money, pay for trips, balance inquiry, refunds, etc.
- Presto Integration is an opportunity for TransHelp to utilize PRESTO as its fare payment and collection system and increase fare and service integration opportunity with our local transit partners



## Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

Highlights of the major state of good repair projects for the 2023 Capital Budget include:

### **The Gore Road (Patterson – Hwy 9)**

This \$28.0 million project will fully reconstruct and address aging pavement and other assets along the corridor. It will expand paved shoulders to provide better walking and horse-riding facilities and improve existing sightlines for safety. Through this project the Region will be introducing wildlife crossings for the first time, as most of the roadway is within the Oak Ridges Moraine.

### **Pavement Rehabilitation**

This \$15.5 million is for various projects to address roadways requiring pavement rehabilitation across Peel. These locations will be repaved prolonging the life of the road and ensuring council approved level of service of 72 on the Pavement Condition Index is maintained.

### **Noise Walls abutting Regional Roads**

This \$11.5 million for various conversions and replacements of Noise Walls abutting Regional Roads across Peel. Funding has been increased in 2023 and beyond to reflect the increased level of service for noise walls approved by Council this year.

### **Finch Stormwater Pumping Station**

This project will address the need for rehabilitation of the Finch Stormwater Pumping station which is a crucial component of the Region's stormwater system. The upgrade will provide increased capacity to address the additional and more intense rainfall events occurring due to climate change.



# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$124.1 million and the proposed budget for 2023 is \$129.0 million.

**Net Expenditures: \$129.0 million** (Total Expenditures: \$136.3 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	41,170	39,258	1,912	4.9%
Labour Costs	39,665	36,866	2,799	7.6%
Reserve Contributions	58,484	58,496	(12)	(0.0)%
Debt Charges	1,183	1,184	(1)	(0.1)%
Grant Payments	16	16	0	0.0%
Facility, IT, HR and other support costs	42,513	39,984	2,529	6.3%
Recoveries	(46,719)	(43,546)	(3,173)	7.3%
<b>Total Expenditures</b>	<b>136,312</b>	<b>132,258</b>	<b>4,054</b>	<b>3.1%</b>
Grants and Subsidies	(483)	(495)	12	(2.4)%
Supplementary Taxes	-	-	-	0.0%
Fees and Service Charges	(5,065)	(4,714)	(351)	7.5%
Transfer from Development Charges	(972)	(972)	1	(0.1)%
Contributions from Reserves	(773)	(1,992)	1,220	(61.2)%
<b>Total Revenues</b>	<b>(7,292)</b>	<b>(8,173)</b>	<b>881</b>	<b>(10.8)%</b>
<b>Total Net Expenditure</b>	<b>\$129,021</b>	<b>\$124,085</b>	<b>\$4,935</b>	<b>4.0%</b>

Note: May not add up due to rounding

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>132,258</b>	<b>8,173</b>	<b>124,085</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs/Goods and services, etc.	4,135	28	4,108	
<b>Base Subsidy/Recoveries</b>				
Reduction to Dedicated Gas Tax funding allocation	(12)	(24)	12	
<b>Cost Mitigation<sup>1</sup></b>				
Efficiencies identified from operational cost reviews	(130)	-	(130)	
<b>Other Pressures</b>				
• Automated Speed Enforcement reserve draw removal		(300)	300	
• Reduction to water recoveries	200	-	200	
• Increased winter maintenance costs	263	-	263	
• Increased summer maintenance costs	179	-	179	
• Increased traffic signals systems costs and reduced recoveries	65	(33)	98	
• Additional Red Light Camera site	45	-	45	
• Increased TransHelp costs	42	-	42	
<b>Base Budget Changes Subtotal</b>	<b>4,788</b>	<b>(329)</b>	<b>5,117</b>	
<b>Growth</b>				
Roads' operations and maintenance asset, traffic signal and streetlights infrastructure growth	72	-	72	
<b>Service Level Demand<sup>2</sup></b>				
• Decrease in TransHelp trip volumes by 10,000	(286)	(34)	(252)	
• Staffing requests to meet service demands	680	680	-	
<b>Service Level Changes Subtotal</b>	<b>466</b>	<b>646</b>	<b>(180)</b>	
<b>New/Discontinued Services</b>				
Remove COVID-related operational costs; offset by reserve draw	(1,198)	(1,198)	-	
<b>New/Discontinued Services Subtotal</b>	<b>(1,198)</b>	<b>(1,198)</b>	<b>-</b>	
<b>Total 2023 Budget Change</b>	<b>4,055</b>	<b>(881)</b>	<b>4,937</b>	
<b>2023 Proposed Budget</b>	<b>136,312</b>	<b>7,292</b>	<b>129,021</b>	<b>4.0%</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

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

- Budget reduction of \$130 thousand reflects lower cost to deliver the Red Light Camera program and various other program efficiencies.

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

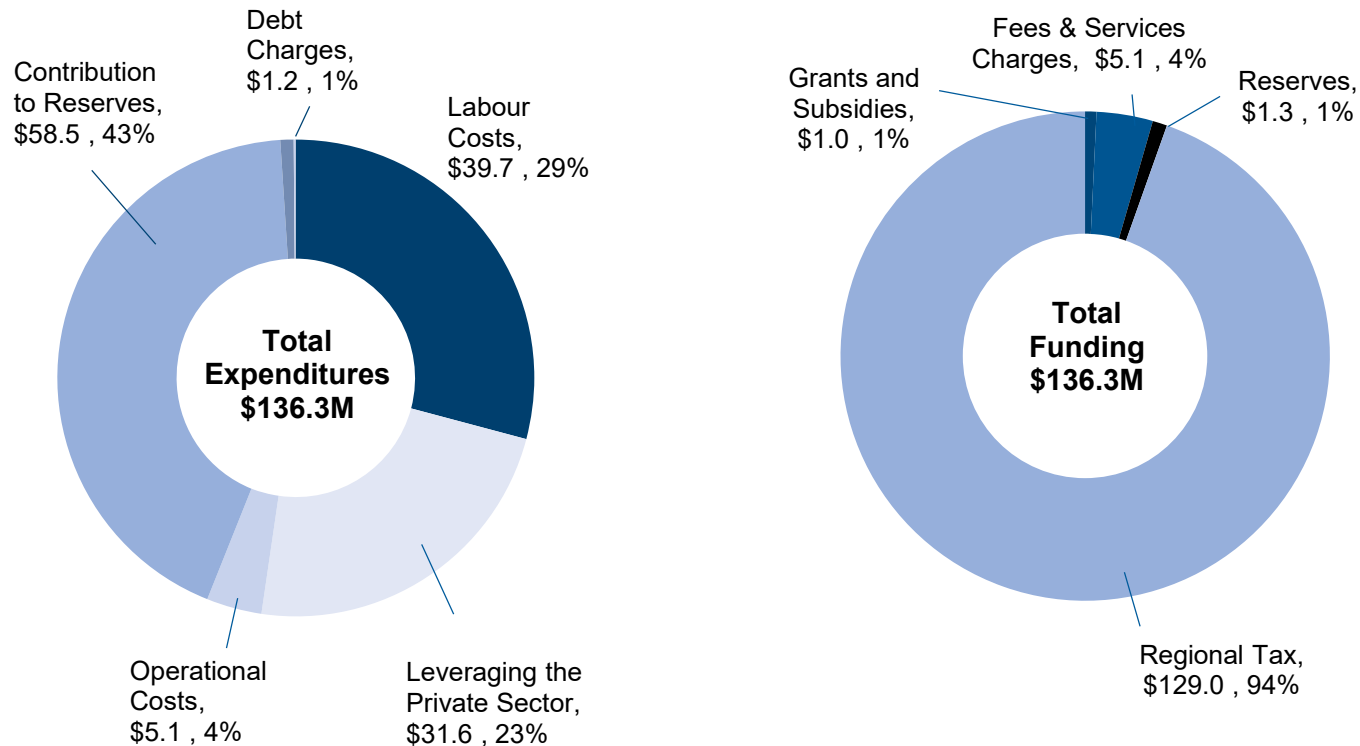
- The Budget is reflective of 2021 and 2022 TransHelp trip demand trends impacted by COVID-19. The 2022 Budget included a reduction of 37,200 trips, while 2023 Budget includes additional trip reduction of 10,000. The 2023 Budget includes a total of 696,500 trips. The Staff will continue monitoring trip demand on an ongoing basis.
- The Budget includes addition of five permanent staff includes two permanent Development Application Specialists to manage the increasing number and complexity of development applications, one Specialist to review stormwater connections and servicing reports submitted for developments, one Regional Transit Advisor for the delivery of major transit projects that support growth in Peel and one Project Manager to undertake the increased service level for the Private Noise Wall Conversion program (Resolution Number 2022-460).
- Addition of two contract positions; one to support the development of a formal business case for a Peel Processing Centre, and the second to support the advancement of electronic enforcement programs, including the School Bus Camera program (Resolution Number 2021-861).

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
335.3	341.3	355.5	366.4	377.0

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 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.
- The Budget includes a reduction of 10,000 TransHelp trips to reflect slower growth trends. Actual trip demand and growth could be different than budgeted pending the duration of COVID-19.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	132,257	136,312	3.1%	140,890	3.4%	144,797	2.8%	148,375	2.5%
<b>Total Revenue</b>	(8,173)	(7,292)	(10.8%)	(7,418)	1.7%	(7,522)	1.4%	(7,666)	1.9%
<b>Net Expenditure</b>	124,085	129,021	4.0%	133,471	3.4%	137,275	2.8%	140,709	2.5%

Note: May not add up due to rounding

- Forecast includes additional funds for positions, additional maintenance due to infrastructure growth, winter maintenance, stormwater maintenance and to address health and safety of staff.
- Forecast reflects 1.6% in TransHelp trip growth in 2026 only.

# Proposed Capital Budget

**Capital Budget: \$159.1 million** (Ten Year Plan: \$2,226.0 million)

## 2023 Capital Budget Overview

The following table provides a summary of Transportation Service’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	416,409	71,921	488,330
Externally Funded	45,636	1,980	47,616
Non-DC Internal	201,750	85,243	286,993
<b>Total Expenditures</b>	<b>663,794</b>	<b>159,144</b>	<b>822,938</b>
<b># of Projects</b>	<b>310</b>	<b>40</b>	<b>350</b>

### Existing Capital Projects - \$663.8M

- \$502.1M for growth related projects including road widenings, intersection improvements and active transportation infrastructure
- \$126.7M for State of Good Repair projects including pavement management, structure repairs and replacements, noise and retaining walls and storm system improvements
- \$29.8M for other projects including traffic programs, transportation planning, road operations and maintenance, studies and snow storage facilities
- \$5.2M for various TransHelp projects, including technology investments to enhance service delivery, electric bus purchase, automated fare payment solution and Accessible Transportation Master Plan

## 2023 Capital Budget - \$159.1M

### Key highlights:

- \$75.3M for road construction, intersection improvements, and active transportation
  - Widening of Steeles Avenue from Mississauga Road to Winston Churchill Boulevard
  - Widening of Mayfield Road from Airport Road to The Gore Rd and The Gore Road – Squire Ellis Drive to Mayfield Road
  - Widening of Dixie Road from Countryside Drive to 2km north of Mayfield Road
  - Widening of Mayfield Road - Hurontario Street to Chinguacousy Road
  - Addition of new turning lanes to key intersections to improve capacity and operation efficiency
  - Various Active Transportation improvements to be coordinated with other works at locations throughout Peel
- \$61.0M for road reconstruction/resurfacing, and other asset management related works
  - Reconstruction of The Gore Rd – Patterson Side Road to Highway 9 reconstruction
  - Pavement rehabilitation projects at several locations throughout Peel
  - Stormwater rehabilitation projects
  - Replacement and major repair to noise attenuation walls
- \$5.2M for TransHelp capital programs
  - Replacement of TransHelp vehicles at end of life and technology investment to enhance service delivery
- \$2.5M for traffic related programs
  - Annual installation of traffic signals at various locations in Peel

*See Appendix I for details.*

## 2023 Budget Risks

- Material & Labour contract cost increases due to inflation
- Increasing property acquisition costs

## Operating Impact of 2023 Capital Budget

- The capital program impact to operating budget is largely driven by growth; specifically, as new infrastructure assets are incorporated into long-term asset operations and maintenance programs.

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$2,226.0M

### By Project Classification

<b>State of Good Repair</b> <b>\$558.6M</b>	<b>DC Funded Growth</b> <b>\$1,528.4M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$139.0M</b>
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#### Key Highlights:

- \$1,545.2M for road construction, intersection improvements, and active transportation
  - A2 (SP47) - new 6-lane arterial road from Mayfield Road to Hwy 50/Major Mackenzie
  - Widening Coleraine Drive from Highway 50 to Mayfield Road
  - Various Sustainable Transportation projects
  - Widening of Airport Road from 1.0 km north of Mayfield Road to King Street
  - Corridor Improvements on Airport Rd from King Street to Huntmill Drive and Old Church Road from Airport Road to Marilyn St.
  - Grade Separation on Coleraine Drive over the Canadian Pacific Railway
- \$540.5M for road reconstruction/resurfacing and other asset management related works
  - Pavement rehabilitation projects at various locations throughout Peel
  - Structure rehabilitation at various locations throughout Peel
- \$36.0M for TransHelp capital programs
  - Replacement of TransHelp vehicles at end of life and purchase of new vehicles to meet business demands
  - Technology investment to enhance service delivery
  - Contribution to third party vendors operating vehicles on behalf of TransHelp that support passenger growth
- \$23.8M for traffic related programs
  - Implementation of traffic safety initiatives, enhancements and street lighting improvements/upgrades for roadways and intersections

See Appendix II for details.



## Budget Requests

This table presents the costs by Budget Request (BR) for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Implementation of Major Transit Projects	Transportation	09	1.0	0.0	0.0	0
Transportation Technical Standards	Transportation	10	0.0	0.0	0.0	950,000
TransHelp Mavis Rd Expansion	TransHelp	11	0.0	0.0	0.0	5,000,000
Improvement to the Development Application Review Process and Review of Development Stormwater Connection and Stormwater Servicing Reports	Transportation	12	3.0	0.0	0.0	0
<b>TOTAL</b>			<b>4.0</b>	<b>0.0</b>	<b>0</b>	<b>5,950,000</b>

## Budget Request #: 09

Proposed Initiative	Department	Division	Service Area
Implementation of Major Transit Projects	Public Works	Transportation	Transportation

## Description of Budget Request

A Regional Transit Advisor is needed for the delivery of major Transit projects that support growth in Peel. This new position is necessary to expedite the growing number and complexity of Transit projects in Peel and provide planning and project coordination between Metrolinx and Peel Region. This role is key to advancing Peel's Transit interests faster, reducing risk to existing Regional infrastructure and ensuring tax dollars are recovered.

## Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	159,424	-	-	-
Less: Internal and Capital Recovery	(159,424)	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

## No Capital Investment Required

## Why Staff Recommend this Initiative

This role oversees the delivery of Transit projects within Peel, that will contribute to the Region's 50% sustainable mode share target by 2041 and support Regional climate change mitigation goals. Without this position, the Region's input would not be incorporated into major Transit projects, thereby causing delay and creating risk to existing Regional infrastructure. In the absence of this position, Metrolinx projects would proceed without proper consideration of the Region's requirements.

## Details of Service Change

This position will coordinate representation of Peel's interests in the Planning, Environmental Assessment and the design/construction phases of major Transit projects for Peel's Public Works department. It will negotiate the development of agreements between the agencies to outline roles, responsibilities and funding recoveries. Furthermore, the position will be responsible to resolve key issues between agencies to keep projects moving forward and delivered on time. A number of Transit projects are now in active phases of development in Peel, including Hurontario Light Rail Transit, Hurontario Light Rail Transit North Extension, Queen St. Bus Rapid Transit, Dundas Bus Rapid Transit, Lakeshore Bus Rapid Transit, Eglinton Crosstown West Extension and Heritage Layover, with many more on the horizon.

## Service Impact

The outcomes of this service level change will be achieved by the Advisor:

- Coordinating representation across the Public Works department to ensure the impacts of major Transit projects on Peel infrastructure and services are identified and addressed early in the planning and implementation process.
- Negotiating financial recoveries to support the delivery of Metrolinx projects, thereby minimizing tax implications.
- Negotiating project-specific agreements between agencies (e.g., specifying roles, responsibilities and processes for accessing Peel infrastructure under LRT lines, or leveraging Metrolinx projects to advance other Peel infrastructure priorities). This will protect Region of Peel infrastructure, accelerate the realization of other Peel priorities and minimize service disruptions for both Metrolinx and Peel.
- Working with their counterparts at Metrolinx and other agencies to ensure the timely delivery of projects by facilitating and negotiating resolutions to matters that cannot be resolved at the working group level or the technical tables (strategic issues).

## Budget Request #: 10

Proposed Initiative	Department	Division	Service Area
Transportation Technical Standards	Public Works	Transportation	Roads & Transportation

### Description of Budget Request

Capital funding in the amount of \$950,000 is needed to update Regional Transportation Engineering Standards which outline the Region's requirements when developing or updating roadways. Engineering Standards express technical requirements for public safety, level of service (LOS), infrastructure operations, accessibility, asset lifecycle, preservation of natural heritage features and maintenance. The Region's Transportation Engineering Standards were last updated in 2014.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	950,000
Reserves (Capital)	950,000
Development Charges	-
Debt	-
<b>Total Funding</b>	950,000

## Why Staff Recommend this Initiative

Traditional road design placed a focus on road widenings to meet capacity needs, however the Region's strategic plans call for a balanced approach to meet function and safety requirements. Updating Peel's engineering standards will support this evolution.

Updating engineering standards will: Respond to growth/intensification through modern design; Incorporate multi-modal LOS (active, public, etc.); Meet new regulatory requirements; Improve user experience; Adapt to climate change realities.

## Details of Service Change

This project involves updating and augmenting the Region's existing Transportation Engineering Standards to ensure they appropriately address regulatory requirements, current engineering standards and codes, health and safety requirements, asset management requirements, climate change impacts, the demands of growth and intensification, technological advancements, and industry best practices. Engineering Standards provide essential guidance for future transportation-related design and tender packages. The work will build on several areas of Transportation, including: Roads and Traffic: Design, Specification & Procedures Manual; Road Standard Drawings; Transit Design Guide; Noise Wall Design Guideline; Traffic Design, Layout and Signs; Streetscaping Design Guidelines; Pedestrian and Cycling Design and Guidelines; Bridges and Structures; Green Infrastructure and Low Impact Development (LID) (Climate Change); Pavement Design and Rehabilitation Guideline (Climate Change); and, Storm Sewer Design Criteria.

## Service Impact

The outcomes of this project will be achieved by:

1. Conducting background research to assess the engineering and Transportation design technical standards manual of relevant municipalities within the Greater Toronto Area (GTA), Ontario, Canada and jurisdictions in the United States that are representative of the future climate projected for Peel, to identify pertinent information that should be included in the updated Regional Standard.
2. Identifying redundancies and conflicting clauses and eliminating unnecessary content, while also incorporating new sections and additions into the Standards manual.
3. Completing a revision of the manual based on a comprehensive review of the latest applicable Provincial, Regional and Region laws, standards, policies, by-laws and legislation.
4. Examining the criteria for technical and engineering analyses and recommend changes where required.
5. Reviewing and evaluating the proposed manual to ensure compliance with the engineering, Stormwater Management Landscape Design and construction requirements set forth by other government agencies including, but not limited to, the Region of York, MTO, City of Toronto, MECP, CVC and TRCA.

## Budget Request #: 11

Proposed Initiative	Department	Division	Service Area
TransHelp Mavis Rd Expansion	Public Works	TransHelp	Public Accountability

### Description of Budget Request

To build additional workspace capacity at the TransHelp Mavis Rd location to accommodate staff and operations from the existing Copper Rd location. This will amalgamate TransHelp staff and operations into a single location from the current 2 facility model. This will also allow significant growth capacity at Copper Yard for other Public Works programs (Water/Wastewater/Roads Operations).

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	40,000
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	-	-	40,000
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	-	-	-	40,000
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	5,000,000
Reserves	3,000,000
Development Charges	2,000,000
External Funding	-
Debt	-
<b>Total Funding</b>	5,000,000

## Why Staff Recommend this Initiative

The operating business model for TransHelp has changed since the 2 facilities were constructed. As such, only one facility is needed to operate the business. Moving to the single facility would result in cost savings and avoidance for Transhelp Operations, while also providing significant growth opportunities at Copper Yard for other Public Works programs.

## Details of Service Change

In 2013, Copper Yard was expanded to accommodate the addition of Transhelp operations, as well as expected growth in other Public Works programs (Water, Wastewater, Operations Support, Roads Operations). Since that time, Transhelp's business has changed to a majority outsourced model, while other Public Works groups have continued to grow. Currently Copper Yard is at full capacity for indoor and outdoor fleet parking, as well as associated employee facilities (washrooms, locker rooms, office space, employee parking).

The Mavis Road Facility was constructed in 2018 and was designed and built to allow for an addition of a second floor to accommodate potential future growth in Transhelp operations. Amalgamating Transhelp entirely at Mavis Road will provide efficiencies for its operations, while also providing significant growth capacity at Copper Yard for the remaining Public Works programs.

## Service Impact

Feasibility/Planning to take place T1, 2023 to T3, 2023

Engineering, design, and site planning to occur T1, 2024 to T1, 2025

Construction to take place T2, 2025 to T1, 2026

Occupancy in T2, 2026

The project team will work in collaboration with the Climate Change and Energy Management (OCCEM) team to incorporate low carbon solutions into the design and construction of the expansion at this facility. The order of magnitude budget amount accounts for estimated incremental capital cost for additional heat pumps as well as electrical capacity requirements.

## Budget Request #: 12

Proposed Initiative	Department	Division	Service Area
Improvement to the Development Application Review Process and Review of Development Stormwater Connection and Stormwater Servicing Reports	Public Works	Transportation	Roads & Transportation

### Description of Budget Request

Two permanent Development Application Specialists are required to manage the increasing number and complexity of development applications. Rising density and growth is resulting in more complex applications, and at the same time, Bill 109 prescribes shorter timeframes for application review. In addition, one Specialist is required to review stormwater connections and Servicing Reports submitted for developments abutting Regional roads.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	389,577	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	389,577	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue (User Fees)	389,577	-	-	-
<b>Total Revenue</b>	389,577	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	3.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required



## Why Staff Recommend this Initiative

These positions ensure expert review of development applications, protecting the Region's infrastructure, while balancing private and public interests. Specifically, these positions ensure the Region's stormwater system has sufficient capacity and is managed according to legislative requirements, and that all permitted works and activities that impact the Region's right-of-way are designed and constructed safely.

## Details of Service Change

There has been a significant increase in the number and complexity of development applications submitted to the Region in the last decade. Traffic Development has experienced 3% annual growth over the last 7 years (21% total increase), without any adjustment to staff resources. Similarly, there has been a sharp increase in the number of requests for private connections to the Region's stormwater network, which are now permissible, under certain circumstances, per the recent Official Plan update.

This addition is necessary to provide experienced review of applications to ensure they comply with the Region's policies and by-laws, consider climate change impacts and do not pose risk to the community. These positions will review all applications abutting Regional roads, such as site plans, Official Plan amendments, rezoning plans, plans of subdivision, stormwater connection requests and functional servicing. A critical function of these positions will be to work with applicants to resolve differences between private proposals and municipal requirements, to balance public and private interests.

## Service Impact

Additional staff resources provide the support needed to navigate application review within legislated timeframes. This improves customer experience by providing capacity for qualified and timely review, as well as capacity for continuous improvement of business processes that directly affect applicants.

As it relates to stormwater, the additional staff capacity will reduce the risk of road flooding by ensuring infrastructure risks introduced through development applications are identified and addressed early. For traffic operations, the positions will ensure that the Region's major arterial road network remains safe, efficient and reliable for the travelling public and the goods movement sector, minimize congestion to reduce climate change impacts, while supporting the development industry in providing homes, jobs, and other community improvements.

2023 Financing Sources and Funding Status (\$'000)

2023

<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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<u>Projects</u>	<u>Name</u>	<u>Description</u>					
104020	DIXIE ROAD - Queen Street to Bovaird Drive	Four (4) to six (6) lane widening from Queen Street East to Bovaird Drive.	4,038	4,038	0	0	0
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.	9,096	7,732	1,364	0	0
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	13,200	12,540	660	0	0
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.	1,512	1,512	0	0	0
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.	28,418	0	28,418	0	0
134055	MAYFIELD ROAD - Hurontario Street to Chinguacousy Road	Two (2) to six (6) lane widening from Hurontario Street to Chinguacousy Road.	5,600	4,760	840	0	0
164014	Finch Stormwater Pumping Station	Upgrades to the Finch Avenue Stormwater Pumping Station.	4,139	0	4,139	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
164020	STEELES AVENUE - Mississauga Road to Winston Churchill Boulevard	Four (4) to six (6) lane widening from Mississauga Road to Winston Churchill Boulevard.	15,964	15,317	647	0	0
164060	MISSISSAUGA ROAD - Financial Drive to 300m South of Bovaird	Four (4) to six (6) lane widening from Financial Drive to 300m south of Bovaird Drive	1,300	1,235	65	0	0
164315	Coleraine Drive Grade Separation	Environmental Assessment to determine road corridor improvements.	111	105	6	0	0
174070	CAWTHRA ROAD - Eastgate Parkway to Queen Elizabeth Way	Corridor and Intersection Improvements from Eastgate Parkway to Queen Elizabeth Way.	5,000	4,750	250	0	0
174095	Minor Culvert Rehabilitation on Olde Base Line Road	Replacement of a culvert on Olde Base Line Road as well as other driveway culverts as part of slope failure mitigation work and watercourse improvement identified in 2016.	1,095	0	1,095	0	0
184075	COURTNEY PARK AND HIGHWAY 410 Interchange Improvements	Improvements to the Courtney Park/Highway 410 interchange.	3,100	1,550	1,550	0	0
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.	4,166	3,958	208	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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.	2,438	2,072	366	0	0
194265	Dixie Road/Aimco Boulevard	Westbound Right and Westbound Left Turn Lanes	861	818	43	0	0
204040	MAYFIELD ROAD EXTENSION - Mayfield Road to Highway 50/Major Mackenzie Drive	Future Six (6) lane urban road construction from Mayfield Road to Highway 50/Major Mackenzie Drive	5,000	5,000	0	0	0
204222	DERRY ROAD - Menkes Drive to Bramalea Road	Environmental assessment to determine road corridor improvements	739	702	37	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
233015	Storm Sewer Remediation	Allocation for future repair, replacement and relining of Region owned storm sewers	5,750	0	5,750	0	0
233050	Stormwater Network Modelling	Funds will be used to undertake annual model updates, through a combination of in-house and Consultant work	100	0	100	0	0
234000	Unallocated Funding	Unforeseen and Emergency Works.	500	0	500	0	0
234001	Transportation Technical Standards	Update of Transportation Engineering Standards to ensure the Region of Peel interests are attained.	950	0	950	0	0



2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
234002	Activity-based budgeting & forecasting solution	A software solution that supports both Transportation and Water/Wastewater Divisions' needs for detailed activity-based budgeting and forecasting of operational requirements.	200	0	200	0	0
234003	Active Transportation Infrastructure Improvements	Implementation of Active Transportation Infrastructure as outlined in the Active Transportation Plan.	350	0	350	0	0
234005	Restoration Works	Investigation and Remediation Works	100	0	100	0	0
234195	Sustainable Transportation Strategy Implementation	Implementation of Sustainable Transportation Strategy through various projects in Peel.	1,796	1,527	269	0	0
234200	Pre-Engineering and Design	Funding for Pre-Engineering and Design of required works scheduled for the following year.	115	0	115	0	0
234245	Finch Avenue/Darcel Avenue	Southbound Right Turn Lane and Eastbound Left Turn Lane	682	648	34	0	0
234300	Traffic Engineering Studies	Various traffic engineering studies related to evaluation of intersections and improvements.	1,380	690	690	0	0
234310	Road Program Planning and Studies	Capital Programming and Studies.	400	200	200	0	0
234325	Derry Road-250m west of McLaughlin Road to Tomken Road	Environmental Assessment to determine road corridor improvements	616	524	92	0	0
234335	Dixie Road - Burnhamthorpe Road to Highway 401	Environmental Assessment to determine road corridor improvements.	370	185	185	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
234340	Airport Road - Derry Road to Intermodal Drive	Environmental Assessment to determine road corridor improvements.	430	215	215	0	0
234350	Kennedy Road - Steeles Avenue to Centre Street	Environmental Assessment to determine road corridor improvements.	560	280	280	0	0
234360	Various Enterprise Asset Management (EAM) Initiatives	To support the various initiatives from the Enterprise Asset Management (EAM) Maturity Assessment	500	0	500	0	0
234380	Provincial Coordination	To support required collaboration and coordination with the Province and others on Transit and Highway projects	225	113	113	0	0
234390	Dixie Road - Lakeshore Road to Rometown Drive	Environmental Assessment to determine road corridor improvements	400	0	400	0	0
234400	Annual Installation of Traffic Signals	Annual installations of traffic signals in Peel.	1,100	0	1,100	0	0
234405	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.	175	88	88	0	0
234425	Street Lighting Improvements	Upgrade of existing lighting for roadways and/or intersections to current standards	300	0	300	0	0
234435	Traffic Data Collection and Analysis	Collection and analysis of traffic data related to growth.	290	145	145	0	0
234510	Regional Noise Attenuation Walls	Replacements and Major Repairs.	5,500	0	5,500	0	0
234515	Noise Attenuation Wall Condition Assessment Program	Inspections and evaluations of noise attenuation walls	200	0	200	0	0

2023 Financing Sources and Funding Status (\$'000)

2023

<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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<b>Projects</b>	<b>Name</b>	<b>Description</b>					
234517	Private Noise Wall Conversion	Design and construction of new Regional Noise Walls to replace existing private noise walls.	6,000	0	6,000	0	0
234525	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
234550	Urban Forest Initiatives	The purpose of these urban forest initiatives is to carry out the priority recommended actions of the Urban Forest Master Plan.	150	0	150	0	0
234600	Pavement Management	Funding for the purpose of maintaining Regional road pavement in State of Good Repair.	15,550	0	15,550	0	0
234700	Roadside Safety Barriers	Upgrades/replacement and new installation of road side safety barriers.	314	0	314	0	0
234710	New Pavement Markings and Signs	Implementation of new pavement marking materials and signs throughout Peel.	200	0	200	0	0
234750	Traffic Safety Initiatives	Implementation of traffic safety initiatives and enhancements as identified by Traffic Safety Audits	300	0	300	0	0
234815	Structure Condition Assessment Program	Ontario Structure Inspection Manual (OSIM) Inspection of structures and updates to bridge management system	150	0	150	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
234820	Retaining Wall Program	Replacements and Major Repairs.	500	0	500	0	0
237711	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
237712	Transportation Demand Management Initiatives	Funding for Transportation Demand Management (TDM)/Smart Commute Program.	700	350	350	0	0



2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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	700	350	350	0	0
Transportation			153,940	71,577	82,363	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
210270	Automatic Fare Payment Solution	Deployment of contactless (smartcard) technology on TransHelp buses and contracted vehicles to support transit integration.	180	0	180	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.	1,670	0	1,670	0	0
230245	TransHelp Vehicle Replacement	Replacement of TransHelp vehicles at end of life.	2,730	0	750	1,980	0
230248	TransHelp Vehicle Purchase	Purchase of new vehicles to meet business demands.	280	0	280	0	0
230250	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
<b>TransHelp</b>			<b>5,204</b>	<b>344</b>	<b>2,880</b>	<b>1,980</b>	<b>0</b>
<b>Transportation</b>			<b>159,144</b>	<b>71,921</b>	<b>85,243</b>	<b>1,980</b>	<b>0</b>

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
104020	DIXIE ROAD - Queen Street to Bovaird Drive	Four (4) to six (6) lane widening from Queen Street East to Bovaird Drive.	4,038	0	33,385	0	0	0	37,423
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.	9,096	17,752	0	0	0	0	26,848
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	13,200	9,114	29,535	0	0	0	51,849
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.	1,512	9,779	39,257	0	0	0	50,548
114295	Derry Road/Argentia Road	Northbound Dual Left Turn Lanes and Eastbound Right Turn Lane	0	0	0	4,259	0	0	4,259
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.	28,418	0	0	0	0	0	28,418

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
134007	Snow Storage Facility	Construction of a facility to store and treat snow removed from Regional Roads.	0	0	1,000	2,137	1,137	1,706	5,980
134055	MAYFIELD ROAD - Hurontario Street to Chinguacousy Road	Two (2) to six (6) lane widening from Hurontario Street to Chinguacousy Road.	5,600	0	0	0	0	0	5,600
134065	MAYFIELD ROAD - The Gore Road to Coleraine Drive	Two (2) to four (4) lane widening from The Gore Road to Coleraine Drive.	0	0	21,622	0	0	0	21,622
144020	DIXIE ROAD - Bovaird Drive to Countryside Drive	Four (4) to six (6) lane widening from Bovaird Drive to Countryside Drive.	0	5,871	18,710	0	0	0	24,581
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	5,000	13,000	9,000	35,032	0	62,032
144035	STEELES AVENUE - Chinguacousy Road to Mississauga Road	Four (4) to six (6) lane widening from Chinguacousy Road to Mississauga Road.	0	19,948	0	0	0	0	19,948
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.	0	0	17,691	0	0	0	17,691



2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
144065	BUSH STREET AND MISSISSAUGA ROAD - Winston Churchill Boulevard to Olde Base Line Road Reconstruction	Two (2) lane reconstruction and pavement rehabilitation of Bush Street and Mississauga Road from Winston Churchill Boulevard to Olde Base Line Road.	0	0	0	20,248	0	0	20,248
154070	MAYFIELD ROAD - Chinguacousy Road to Mississauga Road	Two (2) to five (5) lane widening from Chinguacousy Road to Mississauga Road.	0	0	0	33,423	0	0	33,423
154080	THE GORE ROAD - Queen Street East to Castlemore Road	Corridor Improvements from Queen Street East to Castlemore Road.	0	0	0	25,919	0	0	25,919
164014	Finch Stormwater Pumping Station	Upgrades to the Finch Avenue Stormwater Pumping Station.	4,139	0	0	0	0	0	4,139
164020	STEELES AVENUE - Mississauga Road to Winston Churchill Boulevard	Four (4) to six (6) lane widening from Mississauga Road to Winston Churchill Boulevard.	15,964	0	42,298	0	0	0	58,262
164060	MISSISSAUGA ROAD - Financial Drive to 300m South of Bovaird	Four (4) to six (6) lane widening from Financial Drive to 300m south of Bovaird Drive	1,300	0	5,508	0	0	41,158	47,966
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	0	830	6,234	7,064
164315	Coleraine Drive Grade Separation	Environmental Assessment to determine road corridor improvements.	111	0	0	0	0	0	111

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
174020	MAYFIELD ROAD - Dixie Road to Bramalea Road	Five (5) to six (6) lane widening from Dixie Road to Bramalea Road.	0	0	0	756	5,338	0	6,094
174030	MAYFIELD ROAD - Mississauga Road to Winston Churchill Boulevard	Two (2) to four (4) lane widening from Mississauga Road to Winston Churchill Boulevard.	0	0	0	24,727	0	0	24,727
174070	CAWTHRA ROAD - Eastgate Parkway to Queen Elizabeth Way	Corridor and Intersection Improvements from Eastgate Parkway to Queen Elizabeth Way.	5,000	0	220	27,078	0	0	32,298
174095	Minor Culvert Rehabilitation on Olde Base Line Road	Replacement of a culvert on Olde Base Line Road as well as other driveway culverts as part of slope failure mitigation work and watercourse improvement identified in 2016.	1,095	0	0	0	0	0	1,095
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	6,447	0	0	0	0	6,447
184075	COURTNEY PARK AND HIGHWAY 410 Interchange Improvements	Improvements to the Courtney Park/Highway 410 interchange.	3,100	0	0	0	0	0	3,100
184860	Culvert Replacements on Highway 50	Replacement of 17 entrance culverts on Highway 50 from Mayfield Road to Healey Road	0	0	1,644	8,111	0	0	9,755

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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.	4,166	1,737	0	23,670	0	0	29,573
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.	2,438	20,675	0	975	36,059	0	60,147
194265	Dixie Road/Aimco Boulevard	Westbound Right and Westbound Left Turn Lanes	861	0	0	0	0	0	861
194345	Monitoring for Permit Requirements	Compliance with the Endangered Species Act, the Environmental Protection Act and the Ontario Water Resources Act.	0	366	797	609	242	0	2,014
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.	0	773	1,251	0	0	0	2,024
204040	MAYFIELD ROAD EXTENSION - Mayfield Road to Highway 50/Major Mackenzie Drive	Future Six (6) lane urban road construction from Mayfield Road to Highway 50/Major Mackenzie Drive	5,000	0	0	65,400	65,400	56,306	192,106

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
204070	WINSTON CHURCHILL BOULEVARD-2.0 Km South of Embleton Road to Embleton Road	Two(2) to four(4) lane widening from 2.0 km South of Embleton Road to Embleton Road.	0	0	0	1,600	3,564	22,450	27,614
204222	DERRY ROAD - Menkes Drive to Bramalea Road	Environmental assessment to determine road corridor improvements	739	0	0	0	0	0	739
214009	Road Weather Information System (RWIS)	Enhancements to the existing Road Weather Information System (RWIS) network, by adding new technology equipment.	100	53	62	24	0	0	239
214030	MAYFIELD ROAD - Heart Lake Road to Hurontario Street	Four (4) to six (6) lane widening from Heart Lake Road to Hurontario Street.	0	0	7,248	0	0	23,249	30,497
214040	COLERAINE DR - Highway 50 to Mayfield Road	Two (2) to four (4) lane widening from Highway 50 to Mayfield Road	0	0	40,100	40,100	0	37,501	117,701
214225	Queen Street East/McVean Drive	Eastbound Dual Left Turn Lane	0	0	0	0	0	1,069	1,069
224030	AIRPORT ROAD - Braydon Boulevard to Countryside Drive	Four (4) to six (6) lane widening from Braydon Boulevard to Countryside Drive.	0	0	1,344	0	23,628	0	24,972
224060	CHARLESTON SIDEROAD - Kennedy Road to McLaren Road	Corridor Improvements - Charleston Sideroad - Kennedy Road to McLaren Road	0	0	0	15,122	0	0	15,122
233015	Storm Sewer Remediation	Allocation for future repair, replacement and relining of Region owned storm sewers	5,750	6,750	6,750	6,750	6,750	24,000	56,750



Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
233050	Stormwater Network Modelling	Funds will be used to undertake annual model updates, through a combination of in-house and Consultant work	100	0	160	100	0	360	720
234000	Unallocated Funding	Unforeseen and Emergency Works.	500	500	500	500	500	2,500	5,000
234001	Transportation Technical Standards	Update of Transportation Engineering Standards to ensure the Region of Peel interests are attained.	950	0	0	0	0	0	950
234002	Activity-based budgeting & forecasting solution	A software solution that supports both Transportation and Water/Wastewater Divisions' needs for detailed activity-based budgeting and forecasting of operational requirements.	200	0	0	0	0	0	200
234003	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
234005	Restoration Works	Investigation and Remediation Works	100	100	100	100	100	500	1,000
234195	Sustainable Transportation Strategy Implementation	Implementation of Sustainable Transportation Strategy through various projects in Peel.	1,796	846	13,812	11,826	11,105	77,857	117,242
234200	Pre-Engineering and Design	Funding for Pre-Engineering and Design of required works scheduled for the following year.	115	115	115	115	115	460	1,035

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
234245	Finch Avenue/Darcel Avenue	Southbound Right Turn Lane and Eastbound Left Turn Lane	682	0	0	0	0	0	682
234300	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
234310	Road Program Planning and Studies	Capital Programming and Studies.	400	400	400	400	400	2,000	4,000
234325	Derry Road-250m west of McLaughlin Road to Tomken Road	Environmental Assessment to determine road corridor improvements	616	0	0	0	0	0	616
234335	Dixie Road - Burnhamthorpe Road to Highway 401	Environmental Assessment to determine road corridor improvements.	370	0	0	0	0	0	370
234340	Airport Road - Derry Road to Intermodal Drive	Environmental Assessment to determine road corridor improvements.	430	0	0	0	0	0	430
234350	Kennedy Road - Steeles Avenue to Centre Street	Environmental Assessment to determine road corridor improvements.	560	0	0	0	0	0	560
234360	Various Enterprise Asset Management (EAM) Initiatives	To support the various initiatives from the Enterprise Asset Management (EAM) Maturity Assessment	500	500	500	500	0	0	2,000
234380	Provincial Coordination	To support required collaboration and coordination with the Province and others on Transit and Highway projects	225	225	0	0	0	0	450

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
234390	Dixie Road - Lakeshore Road to Rometown Drive	Environmental Assessment to determine road corridor improvements	400	0	0	0	0	0	400
234400	Annual Installation of Traffic Signals	Annual installations of traffic signals in Peel.	1,100	825	825	825	825	4,125	8,525
234405	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.	175	175	175	175	175	875	1,750
234425	Street Lighting Improvements	Upgrade of existing lighting for roadways and/or intersections to current standards	300	300	300	300	300	600	2,100
234435	Traffic Data Collection and Analysis	Collection and analysis of traffic data related to growth.	290	290	290	290	225	1,125	2,510
234510	Regional Noise Attenuation Walls	Replacements and Major Repairs.	5,500	2,000	1,000	500	500	2,500	12,000
234515	Noise Attenuation Wall Condition Assessment Program	Inspections and evaluations of noise attenuation walls	200	100	0	200	100	500	1,100
234517	Private Noise Wall Conversion	Design and construction of new Regional Noise Walls to replace existing private noise walls.	6,000	2,000	1,000	5,000	5,000	21,800	40,800
234525	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	320	1,120

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
234550	Urban Forest Initiatives	The purpose of these urban forest initiatives is to carry out the priority recommended actions of the Urban Forest Master Plan.	150	0	0	0	0	0	150
234600	Pavement Management	Funding for the purpose of maintaining Regional road pavement in State of Good Repair.	15,550	16,050	16,050	20,000	35,000	188,000	290,650
234700	Roadside Safety Barriers	Upgrades/replacement and new installation of road side safety barriers.	314	314	114	114	114	570	1,540
234710	New Pavement Markings and Signs	Implementation of new pavement marking materials and signs throughout Peel.	200	200	200	200	200	1,000	2,000
234750	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
234815	Structure Condition Assessment Program	Ontario Structure Inspection Manual (OSIM) Inspection of structures and updates to bridge management system	150	200	150	200	150	900	1,750
234820	Retaining Wall Program	Replacements and Major Repairs.	500	0	250	250	250	1,250	2,500



Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
237711	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
237712	Transportation Demand Management Initiatives	Funding for Transportation Demand Management (TDM)/Smart Commute Program.	700	700	700	700	700	3,500	7,000

2023 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
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	700	450	450	450	450	700	3,200
244020	MAYFIELD ROAD - Airport Road to Clarkway Drive	Five (5) to six (6) lane widening from Airport Road to Clarkway Drive	0	4,523	0	4,184	0	30,466	39,173
244103e	Under Maintenance Envelope	Funds for the purpose of funding outstanding deficiencies in a roads capital project during the warranty period.	0	1,000	0	0	1,000	1,000	3,000

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	1,137	0	0	0	0	1,137
244340	Porterfield Road - CR109 to Dawson Road	Environmental Assessment to determine road corridor improvements.	0	300	0	0	0	0	300
244365	Britannia Road - Hurontario Street to Mississauga Road	Environmental Assessment to determine road corridor improvements.	0	682	0	0	0	0	682
244410	Centralized Traffic Control System Upgrades and Intelligent Transportation Systems Initiatives	Upgrades to the Centralized Traffic Systems and Intelligent Transportation Systems Initiatives.	0	960	965	0	0	0	1,925
244810	Detailed Structure Feasibility Study	Detailed feasibility study related to structures identified for rehabilitation or replacement.	0	200	0	200	0	600	1,000
244825	Coleraine Drive over Canadian National Railway	Grade Separation on Coleraine Drive over the Canadian Pacific Railway.	0	5,642	0	2,727	0	33,012	41,381
244835	Olde Base Line over Credit River	Rehabilitation of structure RR012-1000 - 0.5km west of McLaughlin Road	0	114	0	437	0	0	551

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<u>Project</u>	<u>Name</u>	<u>Description</u>							
244850	Bovaird Drive over Etobicoke Creek	Rehabilitation of structure #RR107-1252 - Bovaird Drive over Etobicoke Creek - 0.64km east of Hurontario Street	0	171	0	512	0	0	683
244855	King Street over Credit River Tributary	Rehabilitation of structure RR009-2720 - King Street over the Credit River, 0.45km east of Winston Churchill Boulevard west of Brick Lane	0	185	0	671	0	0	856
244865	King Street over Salt Creek	Rehabilitation of structure RR009-1183 - 1KM West of Airport Road	0	309	0	569	0	0	878
244900	Streetscaping	Retrofit and major maintenance	0	200	200	200	200	1,000	1,800
247702	Transportation Data Collection Program	Collection and analysis of information and statistics on traffic and travel patterns in the Greater Toronto & Hamilton Area 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	0	335	970	210	0	1,260	2,775



Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
254040	DERRY ROAD - 250M west of McLaughlin Road to Tomken Road	Corridor Improvements- Derry Road - 250M west of McLaughlin Road to Tomken Road	0	0	1,364	0	0	2,843	4,207
254080	ERIN MILLS PARKWAY - Britannia Rd to Hwy 407	Corridor and Intersection Improvements from Britannia Road to Highway 407	0	0	1,425	687	0	6,265	8,377
254270	Highway 50/Columbia Way	Contribution to the Town of Caledon's intersection improvements at Highway 50 and Columbia Way	0	0	1,137	0	0	0	1,137
254275	Highway 50/George Bolton Parkway	Contribution to the Town of Caledon's intersection improvements at Highway 50 and George Bolton	0	0	239	0	0	0	239
254335	Derry Road - Highway 407 to Millcreek Drive	Environmental Assessment to determine road corridor improvements.	0	0	682	0	0	0	682
254840	Queen St East over Canadian National Railway (CNR) Bridge	Rehabilitation of structures RR107-0415N & RR107-0415S - 0.7km east of Airport Road	0	0	134	0	267	0	401
264075	BRITANNIA ROAD - Hurontario Street to Mississauga Road	Corridor Improvements - Britannia Road - Hurontario Street to Mississauga Road	0	0	0	673	250	4,835	5,758
264220	Airport Road/ Clark Boulevard	Northbound Dual Left Turn Lane	0	0	0	1,109	0	0	1,109
264230	Airport Road/ Queen Street	Eastbound Left Turn Lane Extension	0	0	0	802	0	0	802

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
264240	Airport Road/ Coventry Road	Northbound Dual Left Turn Lane	0	0	0	1,006	0	0	1,006
264245	Dixie Road/ Eglinton Avenue	Westbound Right Turn Lane	0	0	0	114	0	683	797
264250	Dixie Road/ Sherway Drive	Northbound Dual Left Turn Lane	0	0	0	102	682	0	784
264260	Dixie Road/Rathburn Road	Northbound Dual Left Turn Lane	0	0	0	341	0	1,819	2,160
264270	Kennedy Road/ Clarence Road	Eastbound Dual Left Turn Lane, Eastbound Right Turn Lane and Northbound Dual Left Turn Lane Extension	0	0	0	119	0	2,625	2,744
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	227	0	1,890	2,117
264320	Development Charges Update	Funding for the preparation of the Regional Transportation Development Charges Update	0	0	0	300	0	300	600
264420	Growth Related Traffic Signal Installations	Installation of traffic signals due to growth.	0	0	0	825	0	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	2,274	0	17,851	20,125
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	569	0	3,980	4,549

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	250	0	1,786	2,036
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	250	0	1,792	2,042
274030	BOVARID DRIVE - James Potter Road to North/South Freeway	Four (4) to Six (6) lane widening from Mississauga Rd to North/South Freeway	0	0	0	0	3,195	16,230	19,425
274040	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	2,736	21,155	23,891
274070	DERRY ROAD - Highway 407 to Millcreek Drive	Corridor Improvements - Derry Rd - Highway 407 to Millcreek Drive	0	0	0	0	1,467	12,015	13,482
274230	Airport Road and Northwest Drive	Southbound Dual Left Turn Lane Westbound Right Turn Lane	0	0	0	0	222	1,419	1,641
274235	Winston Churchill Boulevard and Collector Road (New)	It is proposed to construct and signalize new T-intersection between Future Sandalwood and Bovaird to service new development	0	0	0	0	714	0	714

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<u>Project</u>	<u>Name</u>	<u>Description</u>							
274240	Winston Churchill Boulevard and Collector Road (new)	It is proposed to construct and signalize new T-intersection to service new development south of Halton 10 Side Road	0	0	0	0	714	0	714
274250	Queen Street and West Drive	Northbound Left Turn Lane Extension	0	0	0	0	495	0	495
274260	Queen Street and William Sharpe Drive	Southbound Left Turn Lane Extension	0	0	0	0	432	0	432
274270	Winston Churchill Boulevard and Arterial Road (New)	It is proposed to construct and signalize new T-intersection to service new development	0	0	0	0	714	0	714
274280	Winston Churchill Boulevard and Collector Road (New)	It is proposed to construct and signalize new T-intersection to service new development north of Embleton	0	0	0	0	714	0	714
274290	Winston Churchill Boulevard and Collector Road (New)	It is proposed to construct and signalize new T-intersection between Mayfield and Wanless to service new development	0	0	0	0	714	0	714
274330	Winston Churchill Boulevard - Embleton Road to Halton 10 Side Road	Two (2) lane reconstruction from Embleton Road to Halton 10 Side Road	0	0	0	0	418	0	418
274340	King Street Grade Separation	Environmental Assessment to determine road corridor improvement	0	0	0	0	569	0	569



Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<u>Project</u>	<u>Name</u>	<u>Description</u>							
274830	King Street over Credit River Tributary	Rehabilitation of structure #RR009-2635 - 0.6km east of Winston Churchill Boulevard	0	0	0	0	91	301	392
274840	Winston Churchill Boulevard over Clearview Creek	Replacement of Structure RR019-0110 - 1.1km north of Lakeshore Rd W	0	0	0	0	233	778	1,011
284010	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	119,388	119,388
284205	Future Intersections	Allocations for future intersection improvement projects	0	0	0	0	0	28,934	28,934
284305	Future Environmental Assessments	Allocations for future projects.	0	0	0	0	0	1,830	1,830
284800	Future Structural Rehabilitation Projects	Allocations for future structure rehabilitation projects.	0	0	0	0	0	50,145	50,145
287701	Transportation Initiatives	Construction of a commuter parking lot in Peel.	0	0	0	0	0	4,750	4,750
304020	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
Transportation			153,940	148,853	328,170	374,552	252,556	931,880	2,189,951

Service: Transportation

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
210270	Automatic Fare Payment Solution	Deployment of contactless (smartcard) technology on TransHelp buses and contracted vehicles to support transit integration.	180	100	0	0	0	0	280
220230	Accessible Transportation Master Plan Update	Updating the Accessible Transportation Master Plan and executing a program modernization strategy.	0	225	325	325	525	1,625	3,025
220290	Technology Investment to Enhance Service Delivery	Implementation of various software and technologies that enhance service delivery and support the program modernization strategy.	1,670	1,280	480	480	480	2,400	6,790
230245	TransHelp Vehicle Replacement	Replacement of TransHelp vehicles at end of life.	2,730	3,060	360	1,125	0	0	7,275
230248	TransHelp Vehicle Purchase	Purchase of new vehicles to meet business demands.	280	185	185	185	280	1,020	2,135
230250	Contracted TransHelp Vehicles to Service Growth	Contribution to third party vendors operating vehicles on behalf of TransHelp that support passenger growth	344	344	344	589	589	2,943	5,153
240249	TransHelp Vehicle Improvements	Modifications to older vehicles to meet standards	0	115	0	115	0	345	575
260245	TransHelp Vehicle Replacement	Replacement of TransHelp vehicles at end of life.	0	0	0	1,065	3,182	0	4,247
270245	TransHelp Vehicle Replacement	Replacement of TransHelp vehicles at end of life.	0	0	0	0	428	6,140	6,568

**Service: Transportation**

**Appendix II**

**2023 Ten Year Combined Capital Program (\$'000)**

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
	TransHelp		5,204	5,309	1,694	3,884	5,484	14,473	36,048
Transportation			159,144	154,162	329,864	378,436	258,039	946,353	2,226,000

# Paramedic Services

**2023–2026 Business Plan  
and 2023 Budget**



Paramedic Services .....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	9
Awards and Achievements .....	12
The 2023 -2026 Business Plan Outlook .....	13
Planning for the Future .....	13
Finding Efficiencies .....	14
Transforming Our Business with Technology .....	16
Maintaining our Infrastructure .....	17
Proposed Operating Budget .....	18
2023 Operating Budget Pressures .....	19
Staffing Resources to Achieve Level of Service .....	20
2023 Total Expenditures & Funding Source (In \$M) .....	21
2023 Budget Risks .....	21
2024 – 2026 Operating Forecast .....	22
Proposed Capital Budget .....	23
2023 Capital Budget Overview .....	23
Proposed Capital Plan .....	25
By Project Classification: .....	25
Budget Requests .....	28

# Executive Summary

Mission: Continually strive to provide people in Peel with unsurpassed paramedic services by always seeking to improve the quality of patient-centred, pre-hospital and community care while enhancing safety, efficiency and responsiveness.

## Services we provide:

- Quality pre-hospital care, emergency health services and community care within the Region of Peel, including specialized rapid response and tactical teams.
- Innovative community paramedicine programming aimed at preventing the need for emergency care and filling system gaps for vulnerable populations.

With continued focus on innovative care models, staff health and wellbeing, and critical capital investments, Paramedic Services will continue to provide high quality care to residents and visitors to the Region of Peel.

## Interesting facts about this service:

- Peel is amongst Canada’s busiest Paramedic Services, serving the country’s largest airport, seven major highways, as well as urban cities and rural towns.
- A 72% cardiac arrest save rate achieved by Region of Peel Paramedic Services is among the best in North America.
- 140,000 calls were handled in 2021, part of an increasing trend in call volumes each year, which is expected to continue.

## Highlights of the Business Plan include:

- Delivering on an expanded role during the COVID-19 pandemic and through recovery.
- Innovating in areas such as Community Paramedicine to improve people’s health, which also addresses system pressures such as keeping people out of hospital.
- Continuing to implement a multi-stage, comprehensive approach to employee health and psychological wellbeing.
- Keeping a focus on response time targets through dispatch reform, alternative models of service delivery and investments in ambulance fleet and staffing.

Net Investment (\$million)	2023	2024	2025	2026
Operating	\$76.3	\$80.3	\$87.1	\$92.9
Capital	\$55.8	\$29.3	\$15.6	\$10.7
Full Time Equivalents	706.1	741.1	797.1	843.1

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

Provide people in Peel with expert, reliable pre-hospital medical and community care.

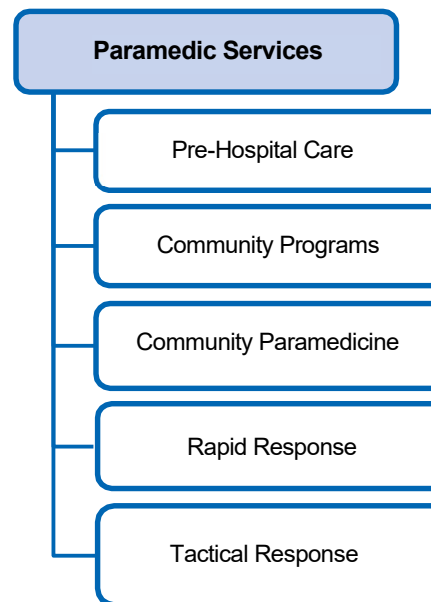
### Mission

Continually strive to provide people in Peel with unsurpassed paramedic services by always seeking to improve the quality of patient-centred, pre-hospital and community care while enhancing safety, efficiency and responsiveness.

### Goals of Service

1. Respond quickly to health emergencies and provide the highest quality of care.
2. Maintain strong relationships with health system partners to continually improve efficiency and evidenced-based patient care.
3. Contain costs with innovative and forward-thinking approaches.
4. Implement a comprehensive approach to employee health and psychological wellbeing that includes a culture of caring, inclusivity and 'zero tolerance' on violence toward staff.
5. Deliver unsurpassed paramedic services and measure continual progress with evidence and validation by patients, community partners and staff.

### Service Delivery Model



# Service Levels and Trends

## Service Levels

Paramedic Services operates four reporting stations and 21 satellite stations. These stations cover Peel’s 1.45 million residents and those who visit the region. While emergency health services are available to all, 30% of patients who receive the service are over 65 years of age. The top five most common reasons for calls are due to: feeling unwell, trauma, abdominal pain, musculoskeletal issues and difficulty breathing. Furthermore, 66% of these calls require a ‘lights and sirens’ response.

Current funding formulas do not accurately account for the aging population and residential growth, which both lead to an increased demand for Paramedic Services. This mismatch between funding and demands on the service exacerbates pressures, leading to staffing challenges and slower response times. Figure 1, is a summary of relevant data that illustrate service level pressures and their effects on response times with comparison over time, 2018-2021.

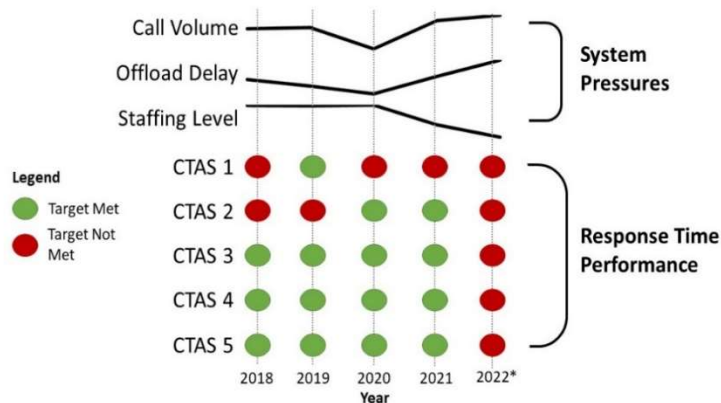


Figure 1. System Pressures and Response Time Performance

Paramedic Services’ performance is measured based on the achievement of target response times across five patient acuity levels as well as a response time target for Sudden Cardiac Arrest (SCA).

Response times are measured using the following parameters:

- The Canadian Triage Acuity Scale (CTAS) categorizes patient acuity into five categories. Response time is measured from when the paramedic is notified (assigned to the call) to when they arrive at the location of the patient (arrival on scene).
- Sudden Cardiac Arrest response time is measured from the time of notification of call to when a bystander, emergency responder or paramedic first applies a defibrillator to the patient.

## Ambulance Call Volume

While the COVID-19 pandemic decreased call volume growth in 2020, call volumes rebounded in 2021, surpassing 2019 volumes. Factors such as population growth and population aging will continue to drive service demand in the Region. In 2020, COVID-19 lock-down measures and public hesitancy to seek emergency health care resulted in an 11% reduction in call volume. (See Table 1). However, 2021 call volumes recovered, increasing by almost 16% above 2020 volumes. When comparing the total number of calls received between January 1 and June 30, 2021 to the same period in 2022, there was an increase of 4.6%. Other key highlights of service levels include:

- Between January to July, Paramedic Services responded to a total average of 378.4 calls per day in 2021 and 395.7 calls per day in 2022.
- 147,689 total calls are projected by the end of 2022.

- Peel Paramedics continue to respond to over 95% of Peel's emergency calls while the remaining 5% of calls are responded to by neighbouring service providers to support coverage.
- In 2021, Peel Paramedics responded to 5,254 calls in neighboring municipalities to provide seamless service.

**Table 1. Total Call Volumes from 2019 to 2022**

Total 9-1-1 Calls			
2019	2020	2021	*2022
137,669	122,817	142,531	147,689

\*Total calls projected by end of 2022

**Offload delay**

The industry standard time for paramedics to transfer patient care to hospital staff, complete paperwork and return to the road, ready to respond to new 9-1-1 calls, is 30 minutes. If this process exceeds 30 minutes, it is considered 'offload delay'. Paramedic Services has recognized a marked increase in offload delay time. Severe health sector human resourcing challenges and lack of beds to admit patients at area hospitals directly impacts the ability of hospital staff to move patients from paramedics to the care of the hospital. Paramedic Services continually works with hospital partners to improve these delays. From 2019 to 2021 the total paramedic hours lost to offload delay across all three hospital sites increased by approximately 14%, from 40,785 hours in 2019 to 46,364 hours in 2021.

**Staffing**

The global COVID-19 pandemic has resulted in staffing shortages in the health care sector, including Peel Paramedics. Between the months of June 2021 to May 2022, the average number of unfilled shifts increased from 7% to 17%, which is the equivalent of 18 ambulances off the road each day. There was also a reluctance by staff to accept overtime shifts during this time, attributed to fatigue, adding to the challenge of filling shifts. Paramedic Services is actively focusing on strategies to recruit, engage and retain this critical workforce.

The combined effect of these three pressures, call volume, offload delay and staffing levels, has significantly affected Paramedic Service's ability to meet response time targets.

**Response Time**

In 2020 and 2021, Peel Paramedics met response time targets for all acuity levels except for CTAS 1 calls. While the remaining response time targets were being met, response times increased by approximately one minute or more from 2020 to 2021. Between 2021 and 2022, response times across all acuity levels continued to increase. Paramedic Services have not been able to meet the Ministry of Health or Regional Council response times targets thus far in 2022 (See Table 2). Consequently, the lack of quality response times can affect the health outcomes for the residents of Peel.

Paramedic Services expects to see better response times for high acuity calls with the introduction of the Medical Priority Dispatch System (MPDS) within the Mississauga Central Ambulance Communication Centre (CACC). The new triage tool will ensure that the response is targeted to the needs of the caller and that patients get the right care at the right time. For example – a cardiac arrest will be responded to immediately where a fracture may have a delayed response.

## Time on Task

Time on task is a measure of the total time a paramedic spends on a call, including time required to reach the patient up until they are discharged or care is transferred. The average time on task in 2021, was 153 minutes per call, while in 2022 (January-May), time on task increased to 161 minutes per call. Time on task is impacted by a number of factors including traffic congestion on-route, densification, the complexity of the patients served, and delays during care transitions.

## Community Paramedicine (CP)

Paramedic Services has expanded its Community Paramedicine program aimed at reducing avoidable emergency department visits. This program serves individuals who make frequent 9-1-1 calls for emergency service, or who are at greater risk of needing emergency health services or long-term care. This program advances health equity by ensuring that seniors with complex needs, who often experience many barriers to healthcare, can access this low-barrier service to support their health needs. While Paramedic Services is sustaining the current CP program, the service is looking to secure sustainable funding and additional support from the Province to continue this important work.

Key system partnerships in this program include Home and Community Care Support Service Organizations (formerly Local Health Integration Networks), all three hospitals in Peel, and Peel Living, with funding from the Ministry of Long-Term Care and from Ontario Health Central Region. Critical internal partners have included: Long Term Care, Senior Services Development, Strategic Policy and Performance Division and the Paramedic Services Medical Director.

- Community Paramedicine at Home: A total of 801 patients have been enrolled between December 2020 and February 2022. Out of those 801 patients, 63% have received at least one visit by a paramedic.

- Community Paramedicine at Clinic: In 2022, between January 1<sup>st</sup> and August 15<sup>th</sup>, a total of 1,145 patients were supported by the Community Paramedicine at Clinic program.

## Trends

There are a number of trends within emergency health services that are shifting how services are provided, encouraging innovation but also creating challenges for Paramedic Services.

## Workforce and Service Pressures

The prolonged nature of the COVID-19 pandemic has significantly amplified service system pressures on Paramedic Services resulting in several challenges including increasing ambulance call volumes, rising hospital offload delays, high levels of staff absenteeism and challenging working conditions. Code events are another reflection of system-level pressures that result in fewer ambulances available to provide patient care. From January to August 2022, Peel Paramedics experienced 30 Code Black events (one or fewer ambulances available to answer calls in the entire Region of Peel). Over the same time period, Peel Paramedics experienced 923 Code Red events (five or fewer ambulances are available to answer calls in the entire Region of Peel).

To meet the existing service pressures, Peel Paramedics is actively focusing on strategies to recruit, engage, and retain this critical workforce. In addition, a multi-stage psychological health and safety strategy is being developed to protect, foster and sustain the workforce while also supporting staff health and wellbeing.



### **Health System Partnerships**

Paramedic Services has pursued local health system partnerships and developed innovative service models that focus on prevention, such as partnering with Peel Region's Long Term Care division for the community paramedicine program.

Partnerships have also been critical in implementing practical solutions that address key pressure points in the healthcare system, such as transporting low-acuity patients to urgent care centres, partnering with hospital emergency departments to reduce off-load delays and creating new referral pathways for discharged hospital patients to access Peel's community paramedicine program.

### **Securing and Growing Assets**

Paramedic Services has been responding to service demands by adding to the ambulance fleet, staffing complement and securing additional reporting and satellite sites in alignment with the Long-Term Facilities Plan.

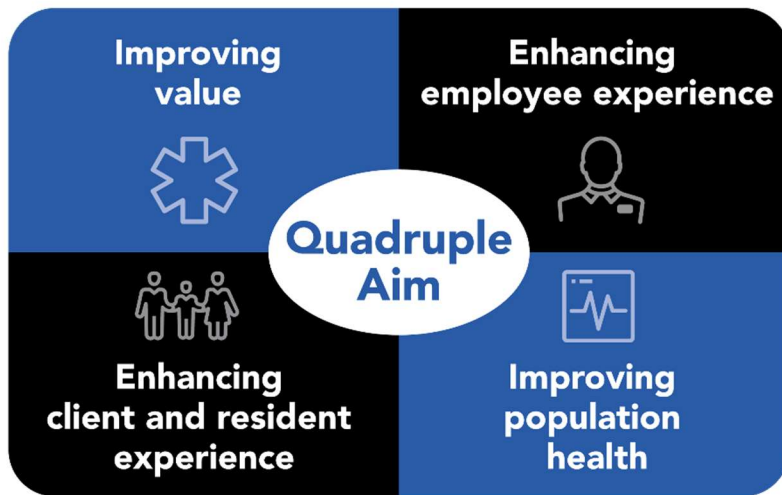
Paramedic Services transformation is changing and expanding the way services are offered to patients to ensure appropriate care at the right time in the right place. The Ministry of Health (MOH) has introduced new models of care to support Paramedic Services Transformation. This includes options for treatment and transport of patients. For example, transporting patients to destinations other than the emergency department where they can receive appropriate treatment, treating patients on-scene and referring them to another health care provider, and treating and releasing patients on-scene and referring select low-acuity patients during the 911 call to appropriate care in the community.



# Performance Measures and Results

The performance measures utilized within Paramedic Services are well aligned with the “Quadruple Aim” framework, adopted by Health Services (as shown in Figure 2). This framework focuses on improving value for money, enhancing resident and client experience, enhancing employee experience, and improving population health outcomes considering health equity.

**Figure 2. Quadruple Aim**



## Improving Value

By examining costs associated with episodes of care, Paramedic Services can better assess and target opportunities for maximizing value. There are a number of metrics that illustrate key areas of opportunity for increasing value, examples include lost hours due to off-load delay and Community Referrals by EMS (CREMS).

**Number of offload delay hours:** The industry standard time for paramedics to transfer patient care to hospital staff, complete paperwork and return to the road, ready to respond to new 9-1-1 calls, is 30 minutes. If this process exceeds 30 minutes, it is considered ‘offload delay’.

From January to June 2022, there was a total of 26,274 offload delay hours which represents a 36.5% increase from the same time period in the previous year. Off-load delay represents an important indicator related to value that is critical to track and analyze to support continuous improvement initiatives.

**Number of Community Referrals by Emergency Medical Services (CREMS):** The number of referrals made to community-based support services when appropriate CREMS is intended to improve the response and support available to frequent users of Paramedic Services by referring them to community based support services when appropriate. In 2021, 671 referrals were made to the Home and Community Care Support Services and from January to August 2022, 633 referrals were made. Supporting patients in the community and providing them appropriate care outside of the emergency department further supports the value Paramedic Services provide to the residents in the Region of Peel and the broader health care system.

## Enhancing Client and Resident Experience

Paramedic Services strives to provide unsurpassed pre-hospital care to patients by emphasizing efficient, timely and patient-centred care. The care patients receive from paramedics is critical to enhancing their experience with the service.



Response time reflects a key indicator of patient experience for those seeking emergency health services. Paramedics Services measures response times across five patient acuity levels and for sudden cardiac arrest (SCA). Response time targets are set by Regional Council, and by the Ministry for the most urgent life-threatening calls (See Table 2 for targets and response times).

**Table 2. 2020, 2021 and January to June 2022 – Targets and Response Time**

Level of Acuity	Target Time (Minutes: Seconds)	Target Percentile	Response Time (Minutes: Seconds)		
			2020	2021	2022
<b>Sudden Cardiac Arrest* (Patient has no vital signs)</b>	6	70%	<b>5:59</b>	<b>5:51</b>	<b>**</b>
<b>CTAS 1 (Critically ill or have potential for rapid deterioration)</b>	8	75%	<b>8:32</b>	<b>8:41</b>	<b>9:21</b>
<b>CTAS 2 (Potential to life, limb or function, requiring rapid medical intervention, controlled acts)</b>	10	80%	<b>8:54</b>	<b>9:54</b>	<b>10:20</b>
<b>CTAS 3 (May progress to serious problem. Associated with significant discomfort or affecting ability to function)</b>	13	90%	<b>10:59</b>	<b>12:48</b>	<b>13:06</b>
<b>CTAS 4 (Conditions that would benefit from intervention or reassurance)</b>	14	90%	<b>11:36</b>	<b>12:36</b>	<b>14:12</b>
<b>CTAS 5 (Non-urgent, chronic, without evidence of deterioration)</b>	14	90%	<b>11:38</b>	<b>13:19</b>	<b>15:14</b>

\*2022 CTAS data is based on January 1 to June 30, 2022.

\*\*2022 SCA (Sudden Cardiac Arrest) data is not yet available.

## Enhancing Employee Experience

Employee wellbeing and a positive workplace culture are central to delivering high-quality care. Challenging workloads and cumulative exposure to stressful events during the pandemic have highlighted the importance of measuring the psychological health and wellbeing of employees. Paramedic Services monitors a number of key indicators that reflect paramedic well-being, including **per cent staffing levels** and **per cent absenteeism, overtime hours, and end-of-shift overruns hours**. In 2021 the average per cent staffing level was 93% (7% absenteeism) while in 2022, per cent staffing levels are lower at 89% (and increased absenteeism at 11%). To address these and other issues, a Health Services Culture and Wellbeing Advisory Group was formed in early 2022. It identified some immediate priorities: leadership development, raising awareness and engagement with wellbeing initiatives, and promoting diversity, equity and inclusion tools and resources.

### Number of Workplace Safety and Insurance Board (WSIB) Claims:

Paramedic Services also measures staff absence due to injury (including over-exertion and exposures to harmful substances) and illness (including mental health) that have resulted in claims to the WSIB. There has been a total of 127 WSIB claims from January to July 2021 and a total of 117 WSIB claims from January to July 2022. Another important metric for measuring provider health and wellbeing is incidents of violence against paramedics. From January to June 2022, paramedics reported 249 incidents of violence. It is estimated that additional incidents may go unreported. Work is underway to reduce the stigma associated with reporting these incidents. Both WSIB claims and incidents of violence reflect the challenges faced every day by staff and reinforce the need to continue to measure and support employee health and wellbeing.

## Improving Population Health

Diverting low acuity patients away from emergency departments and towards more appropriate care settings can have a significant impact on both patient and population health outcomes. This includes the number of patients transported to urgent care, rather than emergency departments. **The number of low acuity patients diverted from the emergency department and transported to urgent care:** between January and July 2022, was 152.

Diverting low-acuity patients can also be measured by the **percentage of patients transferred to emergency departments out of the total number of emergency calls made.** Between January and July 2022, 58% of patients were transferred to emergency departments while the remaining patients were treated in home.

## Health Equity

Paramedic Services, in partnership with others in Health Services, is exploring avenues to incorporate health equity in the performance measurement framework. Capturing and reviewing data that illustrate the sociodemographic characteristics of our community and those accessing services will help highlight groups that may be experiencing inequities. This will be essential to designing targeted interventions and improve how we are providing community and pre-hospital care to Peel's diverse population.

# Awards and Achievements

## Awards

### **Patti Cochrane Partnership Award (July 2022)**

Paramedic Services received the Patti Cochrane Partnership Award granted by Trillium Health Partners, for their significant contribution to the immunization efforts within Peel. The award highlights Paramedic Services' strong community partnerships and willingness to mobilize to respond to the immediate needs of the community. Paramedic Services provided 30 paramedics to support the immunization initiative.

## Achievements

### **Fit to Sit ('Fit2Sit')**

Offload delays have presented a significant challenge for Paramedic Services and the broader healthcare system. Paramedic Services has successfully implemented Fit2Sit at all three hospitals in Peel to address this key system pressure. Fit2Sit started as a pilot project and innovative partnership between Paramedics Services and Brampton Civic Hospital that allowed eligible, low-risk patients to be transferred to the waiting area in the emergency department while awaiting triage and registration by the hospital staff. The Fit2Sit program has had a direct impact on reducing offload times, allowing paramedics to return to service to respond to new 9-1-1 calls for ambulance. The total number of hours saved in the emergency health system from all three hospitals through the appropriate use of Fit2Sit program is 1,434.4 hours during the period between April 1 and August 18, 2022.

### **Transporting Low-Acuity Patients to Alternate Destinations**

In 2022, Paramedic Services introduced transports to the Peel Memorial Urgent Care Centre (UCC). Select low-risk patients are transported to UCC as an alternate destination to the Brampton Civic Hospital Emergency Department. This process allows for patients to be received faster by hospital staff, allowing paramedic crews to be available for responding to new 9-1-1 calls. The UCC transport initiative positively impacts system pressure by reducing overcrowding in the Brampton Civic Hospital Emergency Department and reducing off load delay.

### **Community Paramedicine (CP)**

Community Paramedicine allows for an expanded primary care role for paramedics to fill system gaps and contribute to efficiency in caring for populations at greatest risk of hospitalization or admittance to a Long-Term Care Home. A major achievement for Paramedics Services has been a 'made in Peel' Community Paramedicine program that partners with Long Term Care, Senior Services Development, Strategic Policy and Performance Division and the Paramedic Services Medical Director, to deliver integrated services to seniors with complex needs in the community.

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Supporting Our Workforce

#### Health and Psychological Wellbeing

Workforce health and wellbeing will continue to be a major focus for the next four years. Paramedic Services' comprehensive approach to health and wellbeing will include increasing total number of paramedics, mental health supports, such as access to a psychologist and addressing scheduling challenges. Paramedic Services are reviewing options to consolidate schedules to better align leadership to staff that support psychological health safety initiatives. These changes will also enhance and streamline operations and link shift patterns and start times to call demands. A focus on prevention will also be a key component of the approach moving forward. Initiatives that focus on keeping employees physically and psychologically healthy will be prioritized.

To protect and foster a healthy workforce, sustain Paramedic services, and ensure quality of care to patients, a multi-stage staff psychological health and safety strategy is being advanced. Supporting and protecting front line and support staff remains a key priority that is central to ensuring staff health and well-being

Paramedic Services has several key immediate initiatives in place to support workforce health and wellbeing. A program manager and several key advisors and analysts will be hired to carry on the psychological health and safety work. In addition, work will continue on specific areas of focus:

- Suicide Prevention and Awareness;

- Critical Incident Response Management (Operational Debrief training for Paramedic Leadership);
- Employee Support (Through prevention, intervention and postvention)
- External Violence Against Paramedics.

These initiatives are currently underway and are going through a re-evaluation to confirm deliverables, resourcing, timeline and a communication plan to ensure continued success of the initiatives. In addition, change management approaches will be implemented to prepare and support staff as new initiatives are being applied in Paramedic Services.

#### Leadership Development

Paramedic Services is actively engaged in developing a plan for training and education for the leadership team. A new leadership training program will be implemented to support our leaders in driving strategic initiatives, managing change and promoting an engaged workforce.

#### Increasing Capacity

Paramedic Services has managed a range of existing and new pandemic-related pressures that all affect service delivery including increasing call volumes, offload delay and staffing shortages. To ensure all operational requirements continue to be met, Paramedic Services will be looking to add an additional 4 ambulances and 44 FTE staff in 2023 with similar additions of ambulance and FTEs in subsequent years. This will allow Paramedic Services to effectively manage system pressures, ensure emergency coverage and achieve response time targets.

# Finding Efficiencies

## Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The continuous improvement initiatives positively impacts patient experience, employee engagement, reduces service delivery risk and supports cost avoidance.

### Patient Experience

Wait times are a critical element of the patient experience. As the Medical Priority Dispatch System is operationalized this year, leadership will be involved in evaluation and ongoing improvement cycles to ensure successful adoption of the system. Furthermore, change management strategies and staff training will be put in place to ensure the success of the implementation.

### Employee Engagement

Psychological health and safety is another area in which Paramedic Services engages in ongoing improvement initiatives to advance and protect the mental health of staff. Suicide prevention and awareness training will continue to support staff in identifying any colleagues at risk and intervening in a supportive manner. This training also helps to reduce the stigma associated with suicide and mental health challenges.

### Reduced Service Delivery Risk

Paramedic Services plans to continue the implementation of the Culture of Safety Program. This program focuses on a strong critical incident response management approach following an incident and through to debrief. Follow-up also may include the review of critical incidents, root cause analysis of any contributing factors, group brainstorming on possible changes in process and the development of recommendations for improved safety and the prevention of future critical incidents.

### Cost Avoidance

An Operations Superintendent is now situated within the Central Ambulance Communication Centre, 24 hours a day, 7 days a week to work directly with dispatchers to optimize paramedic coverage. This allows for real-time feedback to senior staff and the opportunity for rapid improvement. This initiative leads to cost avoidance by avoiding employee overtime and end-of-shift overruns.

## System Transformation

### Health Equity and Partnership

Community paramedicine will continue to fill critical gaps in access to care and establish important linkages with vulnerable populations. Paramedic Services will continue to build and sustain partnerships with others in the health system to improve care for Peel's diverse community.

### Implementing Dispatch Reform

The Medical Priority Dispatch System (MPDS) will be implemented at the Mississauga Central Ambulance Communication Centre in November 2022. Given that not all patients require a 'lights and sirens' response, MPDS allows for a tailored response based on patient's needs. This will optimize the deployment of paramedic resources by matching the response with the clinical situation, and when the system is strained, prioritizing Peel Paramedics' response to the most life-threatening 9-1-1 calls.

### Shifting the Paramedic Care Landscape

As an integrated health system partner, Paramedic Services continues to explore opportunities to reduce pressure on emergency departments, by ensuring the most appropriate use of paramedic resources in Peel. Transporting select types of patients to other appropriate health services, and 'treat and release' and 'treat and refer' provide future options for reducing emergency department transports and hours lost to offload delay. The Treat, Release or Refer approach will allow paramedics to treat patients and have them stay at home when clinically indicated, transport them to a more appropriate care centre, or refer them to a different provider. Paramedic Services will be investing in building staff skills and competencies to deliver the Treat, Release and Refer approach to care.

# Transforming Our Business with Technology

Technology plays a crucial role in the delivery of Paramedic Services. It is a common thread in all aspects of Paramedic Services business and is a critical ingredient for improving service delivery and supporting staff.

## Access to Mental Health Supports

Technology is being leveraged to provide increased access to mental health supports by Paramedic Services staff. Staff can utilize technology to access supports through Homewood Health, the Centre for Addiction and Mental Health, or the Boots on the Ground peer support program.

## Two-way Electronic Ambulance Call Record Data Exchange Project

Data exchange through a bi-directional feed between paramedic records and data from ambulance dispatch is a secondary program interface that will allow direct data transfer between the Central Ambulance Communication Centre (CACC) and the paramedic on the road. Through a mobile data terminal in the ambulance, paramedics can receive real time information when responding to 911 calls and upload their call report information to the CACC. This will improve the accuracy, flow of information, protection of medical records and efficiency in completing patient documentation.

## Coordinated Electronic Health Record

Electronic Health Records represent an improvement opportunity that can be leveraged for efficiency and coordination in documenting patient information. The implementation of the Coordinated Electronic Health Record has started with 'read only' access, which prevents patients from repeating their story or providing information that has been previously documented. Additional opportunities for collaboration will be explored in the future to support wrap-around care (i.e., the ability for emergency paramedics to add to a patients care plans).

# Maintaining our Infrastructure

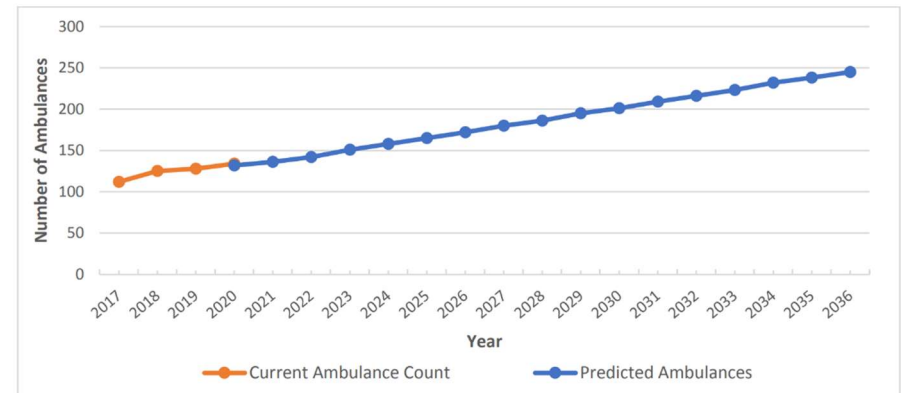
Paramedic Services is strengthening its capacity to provide emergency service in an environment of increasing call volumes and an aging population by adding to the ambulance fleet, reporting stations and satellite stations. Capital investments will allow Paramedic Services to respond to service demands. In planning for the future, the following capital investments will be made:

**Increase to Ambulance Fleet:** As indicated by predictive models, 201 ambulances will be required to meet growing service demands by 2030, representing an increase of 67 ambulances or 50.0% from the 2021 fleet size. For 2023, Paramedic Services plans to add four, 24/7 ambulances to provide adequate coverage across Peel.

**New Reporting Stations:** A new reporting station will be fully operational by late 2025 and an additional new reporting station will be in development between 2023 and 2026.

**New Satellite Stations:** By the year 2023, two new satellite stations will be operational, with plans for additional satellite stations to be in development between 2023 and 2026.

### Predicted Growth of Ambulance Fleet Over Time



**Figure 2. Number of current and predicted ambulances over time as presented in the 2020 Report, 2017 to 2036**

*Region of Peel. Appendix I: Paramedic Services Long Term Facilities Capital Plan Update from Paramedic Services System Pressures. Retrieved on September 8, 2022*



# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$66.8 million and the proposed budget for 2023 is \$76.3 million.

**Net Expenditures: \$76.3 million** (Total Expenditures: \$144.6 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	15,290	13,017	2,273	17.5%
Labour Costs	103,086	92,065	11,021	12.0%
Reserve Contributions	12,754	12,754	-	0%
Debt Charges	-	-	-	-
Grant Payments	1,443	1,443	-	0%
Facility, IT, HR and other support costs	14,848	14,204	643	4.5%
Recoveries	(2,807)	(2,774)	(33)	1.2%
<b>Total Expenditures</b>	<b>144,612</b>	<b>130,708</b>	<b>13,904</b>	<b>10.6%</b>
Grants and Subsidies	64,566	60,701	3,865	6.4%
Supplementary Taxes	-	-	-	-
Fees and Service Charges	105	103	2	1.8%
Transfer from Development Charges	-	-	-	-
Contributions from Reserves	3,641	3,130	510	16.3%
<b>Total Revenues</b>	<b>(68,312)</b>	<b>(63,935)</b>	<b>4,377</b>	<b>6.8%</b>
<b>Total Net Expenditure</b>	<b>\$76,300</b>	<b>\$66,774</b>	<b>\$9,526</b>	<b>14.3%</b>

Note: May not add up due to rounding

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>130,708</b>	<b>63,935</b>	<b>66,774</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs	4,242	-	4,242	
Goods and Services	1,415	2	1,413	
<b>Base Subsidy/Recoveries</b>				
Increase in Provincial funding		3,065	(3,065)	
<b>Other Pressures<sup>1</sup></b>	1,524	800	724	
<b>Base Budget Changes Subtotal</b>	<b>7,181</b>	<b>3,867</b>	<b>3,314</b>	
<b>Service Level Demand<sup>2</sup></b>				
Staffing to address projected increase in call volumes (50% provincial funding with one-year lag funded from internal reserves)	6,460	3,230	3,230	
Systems Specialist and Human Resources Consultant to support current programs and future growth of Paramedic Services	262	-	262	
Removal of 2022 temporary staffing reserve funding		(2,720)	2,720	
<b>Service Level Changes Subtotal</b>	<b>6,722</b>	<b>510</b>	<b>6,212</b>	
<b>Total 2023 Budget Change</b>	<b>13,903</b>	<b>4,377</b>	<b>9,526</b>	
<b>2023 Proposed Budget</b>	<b>\$144,612</b>	<b>68,312</b>	<b>76,300</b>	<b>14.3%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

#### Other pressures<sup>1</sup>

- New Paramedics pharmaceutical award has increased costs by about \$724 thousand
- Adjustment is required to bring back expenses and provincial funding of \$800 thousand related to Community Paramedicine from the capital to the operating budget.

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

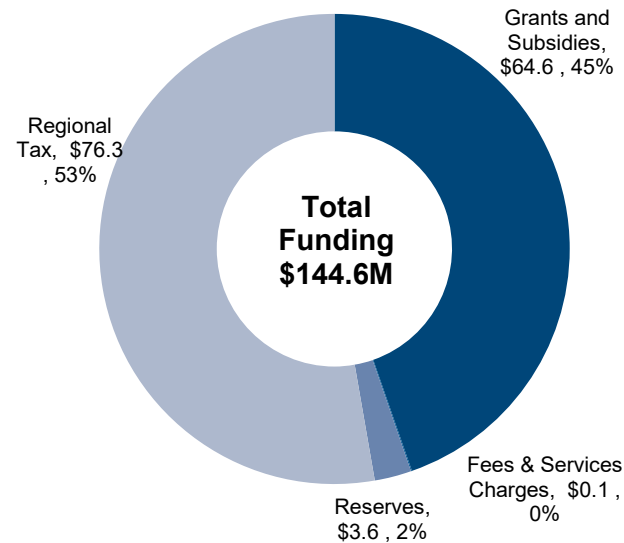
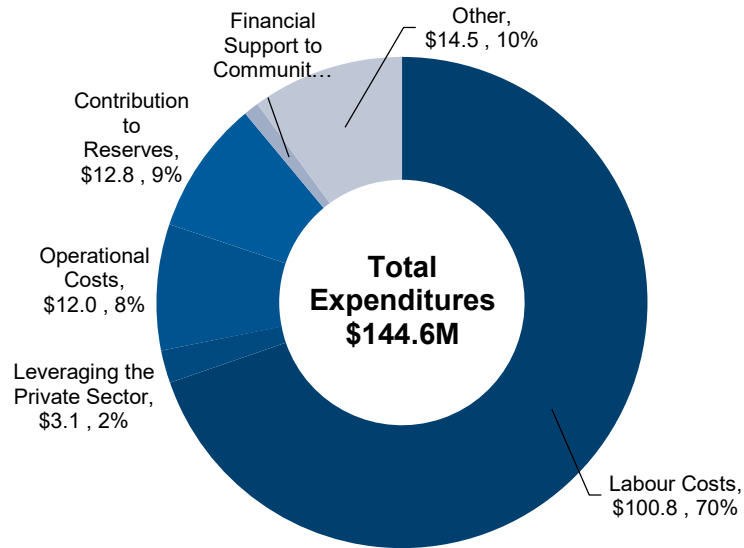
- Based on projections, call volumes are expected to grow. Additional staffing (44 FTE) is required to address the increase at a cost of \$6,460 thousand. Provincial funding (50%) is estimated at \$3,230 thousand with one year lag hence the funding gap in 2023 is proposed to be filled by regional internal reserves.
- 2.0 FTEs are required in the role of System Specialist and a Human Resources consultant dedicated to Paramedics to support the creation of new facilities and address the increased level of maintenance of aging facilities and recruitment of staff.

**Staffing Resources to Achieve Level of Service**

2022	2023	2024	2025	2026
660.1	706.1	741.1	797.1	843.1

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

Performance measures are tied to the legislated response time framework. In 2022 Paramedic Services is not meeting any of the response time targets as a result of high call volume, increase in paramedic offload delays and staffing shortages.

- 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 different than assumed amounts.
- There has been rising number of WSIB and Post-traumatic 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.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	130,708	144,612	10.6%	153,839	6.4%	165,890	7.8%	177,026	6.7%
<b>Total Revenue</b>	(63,935)	(68,312)	6.8%	(73,529)	7.6%	(78,742)	7.1%	(84,120)	6.8%
<b>Net Expenditure</b>	66,774	76,300	14.3%	80,310	5.3%	87,148	8.5%	92,906	6.6%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.
- 2024 forecast increase is for 3 24x7 Ambulances with a staffing requirement of 30 Paramedic FTEs and 3 support staff to address call volume increases
- 2025 forecast increase is for 4 24x7 Ambulances with a staffing requirement of 40 Paramedic FTEs as well as 16 FTEs to staff the 5<sup>th</sup> reporting station
- 2026 forecast increase is for 4 24x7 Ambulances with a staffing requirement of 40 Paramedic FTEs and 6 support staff to address call volume increases

# Proposed Capital Budget

**Capital Budget: \$55.8 million** (Ten Year Plan: \$216.6 million)

## 2023 Capital Budget Overview

The following table provides a summary of Paramedics' planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	7,032	1,336	8,368
Externally Funded	800		800
Non-DC Internal	38,855	54,454	93,309
<b>Total Expenditures</b>	<b>46,687</b>	<b>55,790</b>	<b>102,477</b>
<b># of Projects</b>	<b>35</b>	<b>5</b>	<b>40</b>

## Existing Capital Projects - \$46.7M

- \$33.1M Design and construction of the fifth reporting station and two satellite stations
- \$6.6M State of Good Repair purchases of ambulances and other fleet delayed by supply chain challenges
- \$1.9M State of Good Repair and Other purchases of equipment including stair chairs, automated external defibrillators, and narcotic boxes
- \$1.8M Facility maintenance on existing reporting and satellite stations
- \$1.7M IT Initiatives including State of Good Repair on ambulance toughbooks and introducing bidirectional feed of information between Paramedic Services and the Central Am,balance Communication Centre
- \$1.6M Final construction work on existing reporting and satellite stations

## 2023 Capital Budget - \$55.8M

### Key highlights:

- \$38.0M Land acquisition for sixth reporting station and one additional satellite station
- \$8.1M Enhancement and state of good repair for ambulance and other fleet
- \$8.1M Enhancement and state of good repair for equipment including the replacement of 93 powerloads and power stretchers
- \$1.0M Facility maintenance including state of good repair and other work on in-service reporting and satellite stations
- \$0.6M Enhancement and state of good repair for ambulance toughbook computers

*See Appendix I for details.*

## 2023 Budget Risks

- Implementation of capital projects may be affected by heightened inflation and supply chain challenges

## Operating Impact of 2023 Capital Budget

- General operating costs of \$0.5M and staffing costs of \$1.5M for 5th reporting station, beginning in 2025

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$216.6M

### By Project Classification:

<b>State of Good Repair</b> <b>\$90.5M</b>	<b>DC Funded Growth</b> <b>\$10.3M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$115.8M</b>
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#### Key Highlights:

- \$107.6M Growth-related satellite and reporting stations
- \$60.7M New ambulances for growth and replacement of vehicles reaching the end of their useful life
- \$34.4M Equipment replacements in line with safety standards and regulations, as well as new equipment tied to growth
- \$8.2M Major facility maintenance for existing in-service reporting and satellite stations
- \$5.7M Various IT initiatives including replacement of toughbook computers

*See Appendix II for details.*



**2023 Financing Sources and Funding Status (\$'000)**

2023				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<u>Project</u>	<u>Name</u>	<u>Description</u>			
237801	Defibrillators and Medical Equipment	Purchase of Defibrillators and Medical Equipment for replacement and growth.	8,103	136	7,967
237803	Ambulance Fleet and Support Vehicles	Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services program.	8,055	1,200	6,855
237807	IT Initiatives	IT related Capital Projects	668		668
237809	Ambulance Facilities - Growth	New satellite stations to address growth	38,000		38,000
237810	Major Facility Maintenance	Based on improvements for refined 10 year plan for existing Ambulance facilities.	963		963
<b>Paramedic Services</b>			<b>55,789</b>	<b>1,336</b>	<b>54,454</b>

Service: Paramedic Services

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b>Project</b>	<b>Name</b>	<b>Description</b>							
237801	Defibrillators and Medical Equipment	Purchase of Defibrillators and Medical Equipment for replacement and growth.	8,103	2,330	1,917	2,606	1,113	18,418	34,486
237803	Ambulance Fleet and Support Vehicles	Purchase of Ambulances and Administration vehicles for Peel Regional Paramedic Services program.	8,055	2,792	6,728	7,403	6,466	29,252	60,696
237807	IT Initiatives	IT related Capital Projects	668	550	671	514	384	2,877	5,665
237809	Ambulance Facilities - Growth	New satellite stations to address growth	38,000	23,500	6,150	0	0	39,885	107,535
237810	Major Facility Maintenance	Based on improvements for refined 10 year plan for existing Ambulance facilities.	963	154	107	197	164	6,613	8,198
Paramedic Services			55,789	29,326	15,573	10,720	8,127	97,043	216,580

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Peel Regional Paramedic Services (PRPS) Land Acquisition Facility Plan	Paramedic Services	13	0.0	0.0	0	38,000,000
Systems Specialist for new PRPS stations and increased level of maintenance for aging facilities.	Paramedic Services	14	1.0	0.0	127,945	0
Additional paramedic resources to serve community related to unexpected call volume increase and system pressures	Paramedic Services	15	45.0	0.0	3,295,307	0
<b>TOTAL</b>			<b>46.0</b>	<b>0.0</b>	<b>3,423,252</b>	<b>38,000,000</b>

## Budget Request #: 13

Proposed Initiative	Department	Division	Service Area
Peel Regional Paramedic Services Land Acquisition Facility Plan	Health Services	Paramedic Services	Paramedics

### Description of Budget Request

Paramedic Services requires finances to acquire property for a sixth reporting station (Mississauga) and one satellite station (Brampton) in order to meet the demands of future population growth and call volume. This is in line with the council approved direction from the December 3, 2020 council report titled, Paramedic Services Long Term Facilities Plan, Key Supporting Analyses.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	38,000,000
Reserves (Ambulance Stabilization R0235)	38,000,000
Development Charges	-
External Funding	-
Debt	-
<b>Total Funding</b>	38,000,000

## Why Staff Recommend this Initiative

An aging population, ever increasing call demand in a highly populated community and the impacts related to longer term COVID-19 health complications require the need for the continued expansion of facilities to support pre-hospital care.

## Details of Service Change

Paramedic Services working with our regional partners will look at options to reduce the capital impact through partnerships with lower tier or utilizing existing regional assets that meet the requirements for design and fit. The capital investment is to have available the appropriate funds to negotiate land purchase. It is anticipated that the land purchase would conclude in 2023 and commence development of these sites in 2024. The total estimated cost for land purchases is approximately \$38 million. The 2022 10-year capital plan includes these anticipated costs in 2024 but must be brought forward for the purchase of land and are subject to council approval for 2023.

## Service Impact

The outcomes for this specific part of the project will be realized after the acquisitions of sites have been determined . The next phase will be the design and construction that would meet net-zero emissions standard, which would be seen as operational for the reporting station by early 2028 and for the satellite station by mid 2025. The impact to service delivery means that the number of ambulances and associated equipment and vehicles will not be maintained in accordance with the Ministry standards or the expectations set by council through the response time framework. Responding to the ever increasing needs of the Peel community are pivotal to ensure expedited care when needed.

## Budget Request #: 14

Proposed Initiative	Department	Division	Service Area
Systems Specialist for new PRPS stations and increased level of maintenance for aging facilities.	Health Services	Paramedic Services	Asset Management

### Description of Budget Request

Add 1 new Systems Specialist (SS) in Facilities & Occupant Services to support the new Peel Regional Paramedic Services (PRPS) Reporting Station as well as the Regional Offices portfolio. The PRPS portfolio will be adding a new Reporting Station, which will be built to the Region's new Net Zero Emissions Building Standard and will require additional support to work closely with the Building Operations Technicians.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	127,945	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	127,945	-	-	-
Reserves	-	-	-	-
External Funding (Ministry of Health 50/50)	-	63,973	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	63,973	-	-
Net Impact -Tax	127,945	(63,973)	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

According to the 2020 report "Peel Regional Paramedic Services Long Term Care Facilities Capital Plan" the predicted number of ambulances needed, PRPS will require 3 more reporting stations over the next 10 years, to be in operation by 2023, 2025 and 2029. This illustrates the urgent need to have a facility that is operational and fully supported.

## Details of Service Change

The Systems Specialist will be responsible for documenting technical system work orders and reports to identify any trends that may significantly impact the asset lifespan or program occupants. They will also assist the Property Integration Managers with the planning of preventative maintenance, building automation systems, contract scope of work development and general vendor management, policy and process development and analysis of operation impacts of capital projects. This role is also responsible for ensuring that contracts are adhered to and following up with any omissions and/or deficiencies to ensure compliance. Systems Specialists play an important role in Reporting Station design, construction and ultimately Station operations once the building is substantially completed, including design requirements and optimized operations to meet the net zero emissions performance standard over the life of the asset. This new position will allow some support for the new Peel Manor facility as well from our centralized group of specialists during the challenging period of time when the new facility starts up and during absence periods of staff due to vacations and illness.

## Service Impact

The Specialist will be responsible for ensuring preventative maintenance plans are performed regularly and that inspections are completed. This includes work on many technical systems and automation controls. The Specialist will act as the liaison with PRPS and occupants to provide customer service and targeted support through automated controls, low-carbon Heating, Ventilation, and Air Conditioning technology and many other technical facility systems. They will work closely with the Building Operations Technicians and will provide Subject Matter Expert guidance to the Property Integration Manager for contracts and specifications related to this equipment. Will allow us to maintain our base services to PRPS and some additional services to Peel Manor and our corporate facilities.

## Budget Request #: 15

Proposed Initiative	Department	Division	Service Area
Additional paramedic resources to serve community related to unexpected call volume increase and system pressures	Health Services	Paramedic Services	Paramedics

### Description of Budget Request

To continue to provide excellent pre-hospital care to residents and visitors of Peel, Paramedic Services is requesting 4x 24/7 ambulances and 45 FTEs. System pressures have been amplified by the pandemic, challenging the sustainability of the service to meet ongoing service demands and council approved response times. Increased call demand, population growth, population aging, impacts on staff, and overall healthcare system pressures (offload delay) are driving this need for service enhancements

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	6,590,614	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	6,590,614	-	-	-
Reserves (Working Fund R1212)	3,295,307	-	-	-
External Funding (Ministry of Health 50/50)	-	3,295,307	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	3,295,307	3,295,307	-	-
Net Impact -Tax	3,295,307	(3,295,307)	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	45.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required



## Why Staff Recommend this Initiative

Increased call demand, population growth, population aging, impacts on staff resulting from service demand increases, and overall healthcare system pressures (offload delay) are challenging the sustainability of the service to meet ongoing demands and council approved response time targets. Additional Paramedic resources are intended to build capacity to allow the service to maintain efforts to meet the growing call demands and response time targets and compensate for system pressures.

## Details of Service Change

As the world enters the third year of the pandemic, all parts of health systems continue to be deeply impacted, including Paramedic Services, which has managed a range of existing and new pandemic-related pressures that all affect service delivery. Based on the call volumes seen between January and May 2022, the overall yearly volume is projected to increase by 3.6 per cent over 2021. Paramedic Services was not able to meet the response time target for Canadian Triage and Acuity Scale (CTAS) 1 (Critical Patients) in 2021. While the remaining response time targets were met, response times increased by approximately one minute or more from 2020 to 2021. Offload delay across all three hospital sites increased by approximately 14 per cent, from 40,875 hours in 2019 to 46,364 hours in 2021. Absenteeism increased by 14 per cent from March 2021 to March 2022, directly related to pandemic-related quarantine, fatigue, and injuries (mental health) that continue to impact staffing resources.

To manage these pressures, while continuing to provide paramedic services to the residents of Peel as well as meet council approved response time targets, an additional four 24/7 ambulances are being requested. This equates to 45 FTE which includes 40 direct FTE to staff ambulances, 4 FTE that support the in-direct needs as staff are added into the system and 1 FTE in Human Resources to support workforce growth.

## Service Impact

By adding additional staff and ambulances, the Service is strengthening its capacity to provide emergency service in an environment of increasing demand. Expected outcomes include having sufficient resources (paramedic service hours) to strategically position ambulances ready to respond to Peel's growing service demand, meeting response time targets per the framework, better managing paramedic offload delay, and balancing workload among paramedics in an equitable manner. Other expected outcomes include a reduction of end-of-shift overruns and improved management of meal breaks.

# Seniors Services

2023–2026 Business Plan  
and 2023 Budget

Seniors Services .....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	10
Awards and Achievements .....	12
The 2023 -2026 Business Plan Outlook .....	13
Planning for the Future .....	13
Finding Efficiencies .....	15
Transforming Our Business with Technology .....	16
Maintaining our Infrastructure .....	17
Proposed Operating Budget .....	18
2023 Operating Budget Pressures .....	19
Staffing Resources to Achieve Level of Service .....	20
2023 Total Expenditures & Funding Source (In \$M) .....	21
2023 Budget Risks .....	21
2024 – 2026 Operating Forecast .....	22
Proposed Capital Budget .....	23
2023 Capital Budget Overview .....	23
Proposed Capital Plan .....	25
By Project Classification: .....	25
Budget Requests .....	28

# Executive Summary

Mission: To provide compassionate, loving, and respectful care to seniors and their caregivers in their time of need.

## Services we provide:

- Seniors Services Development (SSD) provides adult day services, social work supports, caregiver support and education, overnight respite care, and neurobehavioural supports to enable clients to age in place.
- Long Term Care (LTC) homes provide resident care and services for those no longer able to live at home. Residents are provided with an emotion-based model of care, access to a specialized behavioural support unit, and a neurobehavioural nurse practitioner program to meet their individual care needs.

With continued focus on innovative and person-centred care delivery as well as employee wellbeing and workplace culture, Seniors Services is committed to providing high quality care to clients, residents, caregivers, and families in the Region.

## Interesting facts about this service:

- 20,439 in-person and virtual visits were provided by Region of Peel’s Adult Day Services (ADS) programs between July 2021 and June 2022
- 88% of clients reported that ADS contributed to their ability to live at home, according to data gathered in 2021
- The Region of Peel was the first organization in Ontario to implement the emotion-based Butterfly model of care
- 92% of residents were satisfied with the overall quality of care received at Region of Peel’s LTC homes, according to data gathered in 2021

## Highlights of the Business Plan include:

- Responding to increasing demands to support clients/residents with complex care needs through innovative service delivery models and expansion of programs and services
- Ensuring compliance to new legislative requirements
- Investing in emotion-based and person-centred care
- Leveraging multi-faceted solutions to increase capacity (e.g., resources, technology, and infrastructure)
- Supporting workforce enablement (e.g., empowering employees to do their jobs well; supporting employee psychological health and wellbeing)

Net Investment (\$000s)	2023	2024	2025	2026
Operating	46,965	46,614	47,998	50,096
Capital	10,016	6,811	4,989	5,595
Full Time Equivalents	879.1	918.5	918.5	918.5

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

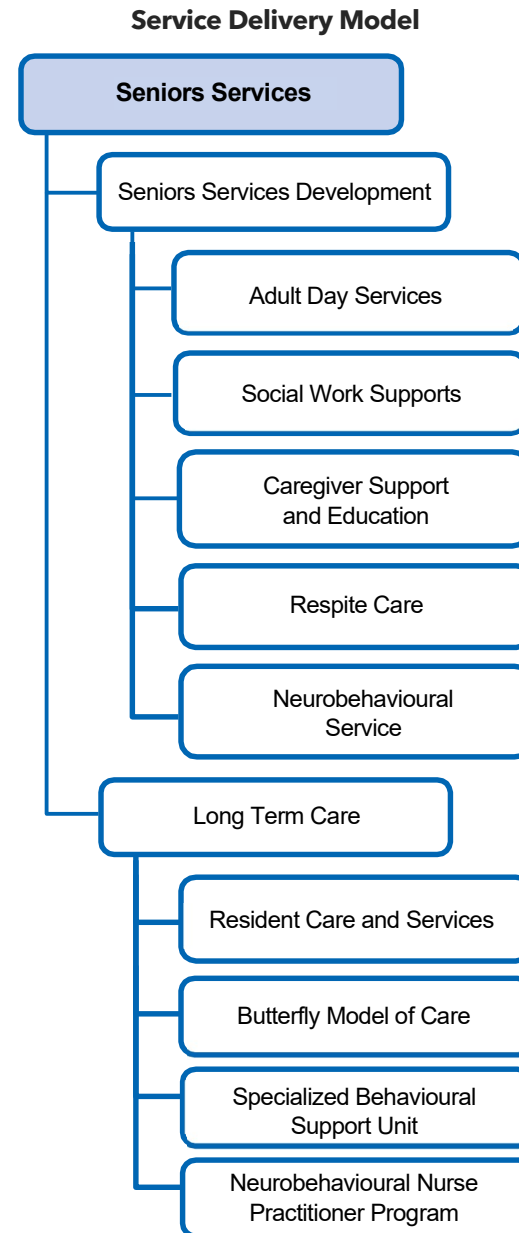
To support seniors in Peel through the continuum of care where clients living in the community receive services and supports that allow them to age in place in their homes longer, and residents who live in our Long Term Care homes receive care and supports to enhance their quality of life.

### Mission

To provide compassionate, loving, and respectful care to seniors and their caregivers in their time of need.

### Goals of Service

1. **Deliver integrated care:** We work together to deliver the best care possible.
2. **Deliver person-centred care:** We provide care that meets every persons' unique needs.
3. **Cultivate an engaged workplace culture:** Like family, we support each other to succeed.
4. **Foster workforce enablement:** We have the right supports that empower us to do our jobs well.



# Service Levels and Trends

## Service Levels

Seniors Services consists of services related to Seniors Services Development (SSD) and Long Term Care (LTC). SSD and LTC support those with complex care needs in Peel. Services focus on helping clients, residents, caregivers, and families to thrive through integrated and innovative care that is delivered in unique and culturally diverse ways.

### **The following highlights the levels of services provided to clients under SSD.**

The Region of Peel's Adult Day Services (ADS) program provides care and engagement for individuals living in the community. It is a service provided during the days, evenings and weekends for people who are socially isolated or need assistance with day-to-day activities. This includes clients who are frail, have cognitive impairment, physical disabilities, chronic illness, or other conditions that require support. In 2021, ADS served 315 clients across its five locations, both virtually and in-person.

**Adult Day Services, In-Person:** In-person services are currently operating at a reduced capacity due to restrictions and protocols in place to reduce the risk of COVID-19 transmission. Between July 2021 and June 2022, ADS provided 7,142 in-person program visits.

**Adult Day Services, Virtual:** In response to the COVID-19 pandemic, virtual ADS services were introduced to both registered and waitlisted clients. Programs are provided in group settings and individually. ADS provided 13,297 virtual visits between July 2021 and June 2022.

**Social Work Supports:** Social Work counselling and support are available to both clients and caregivers. Social Workers complete an average of 220 interactions per month. These can include clinical and supportive counselling, system navigation, and education.

**Caregiver Support and Education:** Monthly education sessions provide caregivers with information and supports to continue caring for their loved ones at home. The Building Caregiver Capacity Collaborative also gives caregivers an opportunity to share resources, identify service gaps, and develop action plans to address caregiver needs.

**Respite Care:** Relief for caregivers is essential in collective efforts to provide comprehensive care to clients. Overnight respite care allows clients from the community to temporarily stay at a short-stay bed. Respite Care is equipped with 24-hour staffing to assist with activities of daily living and offer recreational activities. Caregivers can take time to recuperate while they continue to care for their loved ones in the community.

**Neurobehavioural Service:** The Neurobehavioural Service, including a Neurobehavioural Nurse Practitioner (NBNP) and a Geriatrician, uses a team-based approach to optimize the management of behavioural and psychological symptoms of dementia for seniors. Comprehensive geriatric assessments (CGA) are conducted to inform on-going management and person-centred individualized treatment plans.

**The following highlights the levels of services provided to residents under LTC.**

**Resident Care and Services:** The Region owns and operates 703 Long Term Care (LTC) beds, across five municipal LTC homes: Peel Manor, Tall Pines, Davis Centre, Malton Village, and Sheridan Villa. Innovative approaches, such as the Butterfly Model of Care, are used to meet the needs of residents focusing on quality and the engagement of every resident in unique and personally meaningful ways.

Each home provides 24-hour care to residents who are unable to live in the community in their own homes and who need assistance to manage their day-to-day activities. In addition to nursing and personal care, other LTC services such as clinical care, recreational, and therapeutic programs are provided. In 2021, the Region's LTC homes provided 24/7 resident care to 795 individuals.

**Butterfly Model of Care:** The Butterfly Model of Care provides emotion-based, person-centred care to those living with dementia. The model focuses on understanding, acknowledging, and embracing human feelings to improve overall wellbeing. The program creates a home-like environment, works to elicit positive memories, and promotes connection between residents and employees. The Butterfly Model of Care is currently implemented at Malton Village and Sheridan Villa.

**Specialized Behavioural Support Unit (SBSU):** The SBSU is a 19-bed specialized unit located at Sheridan Villa. This unit serves those with a primary diagnosis of dementia who have expressive responses such as agitation, restlessness, and aggression. The unit adapts a blended approach of the Butterfly model of care and clinical interventions to meet the specialized care needs of the residents. Once their clinical goals have been achieved and expressive responses have stabilized, they can transition to their next place of residence.

**Neurobehavioural Nurse Practitioner Program:** The Region's Neurobehavioural Nurse Practitioner (NBNP) team works in partnership with existing Behavioural Supports Ontario (BSO) Nurses. Together with the NBNP team and the Region's Senior Medical Director provide a specialized team approach to optimally manage behavioural and psychological symptoms of dementia for seniors in up to 23 long term care homes throughout the Home and Community Care Support Services Central West (HCCSS CW) catchment area. Using a person-centred approach, individualized treatment plans are created to support the best possible outcome for the resident. In addition to supporting the 260 residents currently in the program, the NBNP team also provides employee education on dementia care as well as family counselling and support.

## Trends

### Supporting Peel’s aging population through the continuum of care

Seniors are the fastest growing age group in Peel with one in five residents expected to be over the age of 65 by 2041. Accelerated growth is expected among the oldest seniors in Peel, with the proportion of residents 85 years and older anticipated to grow from 1% to 3.8% between 2011 and 2041.

Figure 1 describes the continuum of care that depicts increasing care needs and supports required. As seniors are living longer, their needs and expectations for community and health services increase and become more complex, creating increasing pressures on seniors’ services and acute care sectors. Seniors Services is continuously working to enhance seniors’ quality of life and work with system partners to deliver integrated health care that ensure seniors have access to the services they need across the care continuum.



Figure 1 Continuum of Care

### Seniors Services Development

### Long Term Care



In 2021, the following observations were made in Seniors Services Development and Long Term Care:

- 90% of in-person clients in Peel's Adult Day Services program have a cognitive impairment diagnosis (which can include a diagnosis of dementia) and 92% of current in-person clients have complex medical care needs.
- 87% of people living in Peel Long Term Care homes had a cognitive impairment, including dementia

As a result, specialized approaches to care in both community-based care and traditional LTC homes are needed. Seniors Services continues to adopt an emotion-based and person-centred approach when delivering care and services.

Caregivers are crucial to the health system in supporting their loved ones who are experiencing health challenges. Their caregiving comes with profound emotional, mental, financial, and physical impacts to their own wellbeing that must be considered to sustain an effective health system. In Canada, caregiver distress is prevalent:

- Caregivers who live with a person receiving home care are twice as likely to be distressed than those who do not.
- 96% of individuals receiving home care for a long term period have an unpaid caregiver and more than one in three of these caregivers are distressed.

On average, between January 2022 and July 2022, there were 568 waitlisted clients for the ADS program. This highlights the need for services to support both caregivers and clients.

## System Pressures in the Long Term Care Sector

The prolonged nature of the COVID-19 pandemic and disproportionate impact on seniors has significantly amplified vulnerabilities and system pressures including:

- **System wide coordination challenges:** Lack of coordination between organizations continue to exist when supporting seniors along the continuum of care. According to the Canadian Institute for Health Information, 1 in 9 residents could be supported in the community with appropriate supports (i.e., not requiring long term care). Supporting seniors in the community can delay the need for long term care placement, enable aging in place, and allow better use of finite resources across the system.
- **Chronic underfunding:** There are ongoing challenges related to underfunding for home and community care services. Current funding formulas do not accurately account or compensate for high-growth and high-demand communities, leading to increasing waitlists and unmet demand. While the Province has modernized its long term care capital funding program, many older buildings (such as Peel Manor) have been unable to qualify for provincial funding.

- **Workforce and attrition pressures:** The COVID-19 pandemic has highlighted long-standing issues related to precarious part-time work, and lower wages across the sector, as well as large turnover in the sector related to these issues. Frontline health care workers continue to face challenging work conditions and exposure to COVID-19 that results in high rates of absenteeism and subsequently adds to workload with unplanned hours or longer shifts.
- **Gaps in mental health services of seniors and caregivers:** Along with dementia care, supports that address the broader mental health needs of seniors remains a gap in available services. The Region of Peel has been calling on the provincial government to address this unmet need. In addition, long term care homes continue to experience COVID-19 outbreaks. As a result, social opportunities and mealtime interactions that can help to support mental wellbeing within the home have been impacted by the need for social distancing.
- **Legislative changes:** The new Act (*Fixing Long-Term Care Act, 2021*) and regulations that were recently implemented

aim to strengthen LTC service delivery with a focus on protecting residents' experience and quality of life. However, the anticipated costs to implement new regulations is expected to be high. LTC sector partners have highlighted that compliance costs are far greater than those presented by the Ministry.

- **Increasing demands for LTC beds:** The rapid growth of the aging population is outpacing available bed spaces in long term care and is accelerating the demands for services beyond capacity. It is not sustainable nor is it cost-effective to meet the increasing demands through traditional “bricks and mortar” LTC beds.

With compounding political, environmental, and social pressures growing every day, it is vital to adapt the way services are provided. Innovative supports and care solutions are needed to address these unmet needs. This calls for the adoption for new technologies, engaging in continuous quality improvement initiatives, and forming strategic partnerships with government, agencies, and community organizations.

## Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

The performance measures utilized in Seniors Services are well-aligned with the "Quadruple Aim" framework adopted by Health Services (as shown in Figure 2). This framework focuses on improving value for money, enhancing client and resident experience, enhancing employee experience, and improving population health outcomes considering health equity.

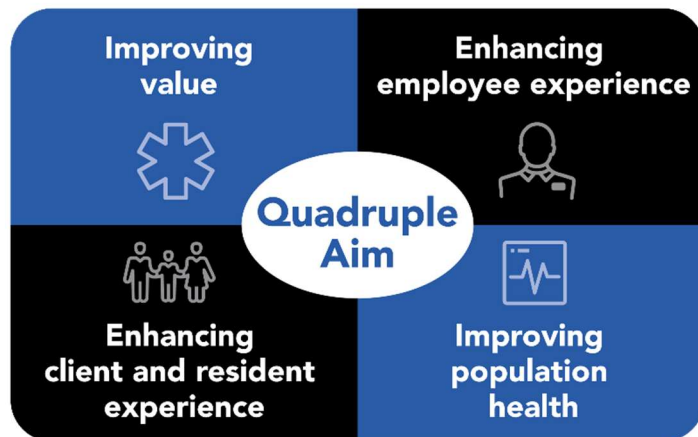


Figure 2 Quadruple Aim

### Enhancing client and resident experience

Clients, residents, caregivers, and families are surveyed to understand their overall experiences at the LTC homes.

Examples of results from 2021 include:

**Client and Caregiver Satisfaction (ADS):** 99% of ADS clients were satisfied with overall programs and services; 100% of ADS client caregivers would recommend the ADS program to others

**Resident and Family Satisfaction (LTC):** 92% of LTC residents were satisfied with the overall quality of care received at the home; 72% of LTC resident families were satisfied with their loved one's quality of life

### Improving population health

Health indicators are used to evaluate the quality of care delivered in SSD and LTC. For example:

**Client Wellbeing (ADS):** For SSD, 94% of ADS clients reported they improved or maintained their wellbeing based on experience survey results from 2021.

For LTC, selected mandatory indicators are compared against provincial benchmarks. In 2020/2021, Canadian Institute for Health Information reported that Region of Peel's LTC homes trend better than provincial averages for performance indicators in the areas of:

- Prescribed anti-psychotic drugs without a diagnosis of psychosis
- Residents who had a new pressure ulcer, or one that worsened
- Use of daily physical restraints
- Residents who have fallen in the last 30 days
- Residents experiencing moderate pain daily or any severe pain
- Residents with worsened symptoms of depression

**Improving health equity:** SSD and LTC, in partnership with others in Health Services, is exploring avenues to incorporate health equity in the performance measurement framework. Capturing and reviewing data that illustrates the sociodemographic characteristics of the clients/residents and those accessing services will help the Region tailor programs, services, and interventions in a manner that considers equity and population diversity.

### Enhancing employee experience

Employee wellbeing and a positive workplace culture are central to delivering high-quality care to clients and residents. Over the course of the COVID-19 pandemic, the Region of Peel created Temporary Isolation Housing Program (TIHP) to support employee wellbeing. Those who met eligibility requirements were provided with the option of receiving Regionally funded temporary housing to support safe self isolation. To date, SSD and LTC employees accessed the TIHP on 78 occasions.

Staff shortages, challenging workloads, and cumulative exposure to stressful events during the pandemic has highlighted the importance of enhancing measures to support psychological health and wellbeing of employees. In response, a Health Services Culture and Wellbeing Advisory Group was formed in early 2022. It identified the following immediate priorities: leadership development, raising awareness and engagement with wellbeing initiatives, and promoting diversity, equity and inclusion tools and resources. In addition, selected employees will undergo a provincial training program that aims to support the National Standard of Canada for Psychological Health and Safety in the Workplace. Specific measures to understand the impact of this program will be determined.

### Improving value

A high-quality health system manages transitions well, providing people with the care they need, when and where they need it. This ensures resources are optimized across the continuum of care. In SSD, programs and services are aimed to help seniors to age in place to delay or avoid LTC admission.

**Self-Reported Ability to Live at Home (ADS):** In 2021, 88% of ADS clients surveyed reported that the ADS program contributed to their ability to live at home.

**Potentially Avoidable Emergency Department Visits (LTC):** For LTC, emergency department (ED) visits are tracked to measure whether ED visits were avoidable if care was obtained elsewhere. Based on 12-month data from 2020/2021, 13% of LTC residents had an ED visit that was potentially avoidable. To reduce this number, LTC homes will be implementing a tool that measures early detection of health decline in residents (called the Preview-ED Tool).

## Awards and Achievements

**CARF® Accreditation:** All five Adult Day Services programs and LTC homes have a CARF® International accreditation. CARF® International is an independent accrediting body of health and human services. Accreditation demonstrates that service providers meet a rigorous set of quality standards for their business and service delivery practices and demonstrate an ongoing commitment to quality improvement.

**Community Response Table:** Peel Region's Health Services and Human Services Departments formed a COVID-19 Regional Community Response Table (CRT) that included 190 Peel community-based organizations and stakeholders. This table aimed to collaborate with community organizations supporting vulnerable and at-risk populations such as seniors. The CRT continues to serve as a forum to support the coordination, information and resource-sharing, problem solving, and collaboration during the pandemic and recovery stages.

**Seniors Collective:** During the pandemic, the CRT's Seniors Collective sub-table was formed to better understand ways to reach isolated seniors in the community using system-wide approaches. This enabled sector-wide sharing, networking, problem solving, solution-development, and action planning. The Seniors Collective, in partnership with Volunteer MBC, hosted a five-part speaker series to support seniors during the pandemic for the not-for-profit sector.

**New Horizons Funding Grant:** The Region of Peel ADS program was awarded the New Horizons funding grant. This grant allowed clients to loan a tablet device to enable them to participate in virtual programs from the comfort and safety of their home. This initiative has reduced economic barriers to access and increase reach for clients in the community.

**Best Practice Spotlight Organization:** The Region of Peel Long Term Care (LTC) homes were one of the first to be designated as a Best Practice Spotlight Organization by the Registered Nurses Association of Ontario (RNAO). LTC is committed to implementing evidence-informed best practices throughout all five homes to enhance the quality of life for seniors. Over the years the interdisciplinary team has successfully implemented several Best Practice Guidelines and have trained many team members to be Best Practice Champions.

**The Butterfly Model of Care:** The Region of Peel was the first organization in Ontario to implement the emotion-based Butterfly model of care. Starting in 2017, Malton Village began implementing the model of care and was accredited in 2020 and again in 2022. Sheridan Villa began implementing the model in 2019 and was accredited in 2022.

As a leader in this model of care, the Region of Peel offered support to a network of long term care homes in Ontario in their implementation journey. This includes providing tours of the Region's Butterfly home areas, sharing experiences, and participating in cross-organization observations to assess the lived experience of people living with dementia.

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Enabling Seniors to Age in Place

To effectively enable seniors to age in place, a sustainable approach to receiving coordinated, wraparound services is needed. Innovative solutions improve outcomes for clients, residents, caregivers, and families as well as reduce costs on public sector budgets. Investing in upstream services help reduce or delay the need for more costly services. This is achieved by collaborating across system partners, establishing integrated care, expanding ADS in-person and virtual care, and providing a respite care centre. This model transforms the way services are delivered by keeping the client and their caregiver at the centre of care.

### System Partnerships and Health Equity

Seniors Services will continue to build and sustain cross-sectoral partnerships to support vulnerable and at-risk seniors in the community. Priority must be placed on partnership with community organizations and others in the health care system to advance health equity, improve system integration and reach those in need. Collaboration will include work with the Ontario Health Teams, Community Response Table, and Peel Council on Aging.

### Supporting the mental health of the workforce

All homes and Adult Day Centres were successful in their application to Ontario Centres for Learning, Research and Innovation in Long-Term Care (CLRI) Workplace Mental Health Program.

This training and support program aims to develop a culture that promotes and protects the mental health of all team members and improves workforce productivity, recruitment, and retention.

### Implementing the *Fixing Long-Term Care Act*

The *Fixing Long-Term Care Act, 2021* (“Act”) and Ontario Regulation 246/22 came in effect on April 11, 2022. The new *Act* and regulations strengthen LTC service delivery with a focus on protecting residents’ experience and quality of life. These changes focus on measures to improve staffing and accountability. The regulatory changes under the *Act* will also have considerable impacts on the Region’s own service delivery and operational objectives. While the changes in the *Act* and regulations are extensive, there are several notable areas with the greatest operational impact for the Region. These include staffing requirements and increases to support direct hours of care, changes to compliance and enforcement, Infection Prevention and Control (IPAC) measures, quality improvement requirements, and requirements for medical directors.

### Expanding our workforce

As a result of upcoming and ongoing projects, additional staff are needed to operationalize and sustain work underway. SSD and LTC will build greater capacity to enhance existing programs and develop innovation in the following areas:

**Expanding and sustaining the virtual ADS program:** To continue the successful support for virtual ADS programming, additional staff are needed to sustain operations and allow for greater program capacity for registered and waitlisted clients as in-person programming returns.

**Increasing LTC facility maintenance leadership:** This includes increasing leadership roles to oversee specific LTC homes in meeting Ministry requirements and increasing operational demands.

**Establishing workforce analysis support:** This role will provide data analysis to support ADS/LTC scheduling decisions and frontline performance management. This work involves conducting appropriate analyses to forecast future resource needs based on industry trends and best practices.

**Implementing supports for the *Fixing Long-Term Care Act, 2021*:** Increases to direct care staffing hours are needed to meet the provincial targets for nursing staff and allied health care professionals. Residents will receive 4 hours of direct nursing care and 36 minutes of allied health services daily.

## Service Delivery

**ADS/Respite Care Expansion and Integrated Care Pilot:** The expansion of ADS and introduction of short-stay respite will be managed as a 12-month pilot at the new Seniors Health and Wellness Village (SHWV) at Peel Manor. Performance of the pilot will be monitored, and results will be used to inform permanent staffing decisions. In the absence of provincial funding at this time, this pilot will enable the Region of Peel to address unmet demand for services. It will also provide greater ability to manage ongoing impacts to the Region's budget, and time to establish sustainable funding.

Through the expansion of the current ADS Program at Peel Manor, up to 90 participants can attend in-person programming each day. Increasing capacity will allow greater reach for seniors in the community.

In addition, the Respite Care Program at Peel Manor will provide temporary relief for caregivers to enable them to continue supporting their loved one at home. Along with the expansion of ADS and respite care services, a new clinical model is being implemented that delivers primary care and specialty care such as neurobehavioral services.

These services will work together in an integrated approach to deliver wraparound supports for clients and their caregivers. This will enable them to age at home as long as possible. The benefits realized will support seniors, their caregivers, while also reducing pressures on the acute care system and LTC home waitlists.

**Expanding the Butterfly Model of Care at LTC and ADS:** The Region of Peel has been working to implement the emotion-based Butterfly model of care across its five LTC homes. This includes implementation of the Butterfly model on all home areas of Davis Centre, and expansion to the 4th floor at Sheridan Villa. Implementation of this model will begin at Tall Pines in 2022/23 and the new Peel Manor in 2023.

**Securing approval and funding for Transitional Behavioural Support Unit (TBSU) at Peel Manor:** The Region of Peel is working to secure funding through Ontario Health and Provincial approval for designation of a 29 bed TBSU pilot at Peel Manor. This model focuses on meeting the needs of seniors with advanced dementia who are experiencing expressive behaviors through targeted clinical care. The TBSU will also leverage the Butterfly model of care to provide person-centred care and ensure strong collaboration between the interdisciplinary team, family members, and the community.



# Finding Efficiencies

## Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client and resident experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements underway include:

- **Finding efficiencies in managing waitlists for the ADS and Respite Care Programs:** This is achieved by increasing capacity of the ADS virtual programming across the five centres as well as increasing in-person programming and adding new respite care beds in Peel Manor.
- **Implementing and reinforcing the *Fixing Long-Term Care Act, 2021*:** The application of the changes of the *Fixing Long-Term Care Act, 2021*, have ensured practices and infrastructure are up to date with legislation. It has also highlighted the need for dedicated resources (including the implementation of a quality lead), to ensure service compliance in meeting the set standards of care.

The following highlights operational activities in place that ensure continued accountability:

- **Quality Improvement Performance Measures tracking within ADS:** The ADS programs track and monitor a series of metrics on a monthly and annual basis to manage performance, maintain funding, and inform decision-making to plan for opportunities for growth and innovation.
- **Continuous Quality Improvement (CQI) Committees and annual Quality Improvement Reports at LTC:** Each Long Term Care home has a CQI Committee in place that utilizes an interdisciplinary approach and best practice guidelines to maintain a structure that supports quality care and services, legislative requirements, CARF® Standards and best practices guidelines. Annual CQI reports are made publicly available to increase accountability of improvement initiatives implemented in the homes.



# Transforming Our Business with Technology

Using appropriate software applications hold the potential to strengthen the quality of care delivered to clients, residents and employees. It is anticipated that ongoing investments in technological solutions will be required to meet current and future needs.

**SSD Digital Health Record Solutions:** SSD is working towards implementing new solutions to modernize and enhance the client, caregiver, and provider experience. As SSD expands services to include additional clinical supports and new respite beds, technologies are needed to support greater collaboration amongst clinicians, service providers, clients, and caregivers. A new project is underway to implement collaborative technology to address this need.

**Virtual ADS Programming:** During the pandemic, ADS quickly shifted in-person programming to a virtual setting. Virtual programs and services will continue to be a vital component of ADS well beyond the pandemic. Investing in more technologies to deliver virtual ADS programming will reduce barriers to care and allow greater reach to seniors in the community.

**LTC Outbreak Management Technology:** Access to timely data is critical to effective outbreak management and infection prevention and control (IPAC) in LTC homes. Existing practices that used paper-based processes to collect outbreak data posed challenges to using real-time data to understand patterns of disease transmission. The new IPAC and outbreak management software electronically captures important outbreak data. It can also be used to plot resident signs and symptoms on a digital floorplan allowing better visualization of outbreak patterns within the home. This application is an important tool that can support early detection of infections.

**LTC Virtual Communication with Clinicians:** Maintaining secure communication within the care team is important in the virtual environment. To address this, LTC is currently implementing an application to manage secure conversations and engagement. This technology supports real-time and confidential conversations between clinicians when coordinating resident care.

**LTC Biometrics Security System:** The biometric security system restricts access to the medication room in LTC homes. This ensures medications are not misused, stolen, or diverted. Using a two-step process of biometric scan (fingerprint) and employee swipe card, only employees registered in the system have access to the medication rooms. This initiative is currently in place at Malton Village with plans to implement to all LTC homes.

Currently, technologies used in SSD and LTC do not integrate with the broader health system. Leveraging integrated technology solutions will achieve operational efficiencies and improve services across the continuum of care. SSD and LTC are committed to collaborating with system partners to achieve a digitally enabled health system.

## Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

The state of good repair budgeted for 2023 to 2032 is \$64 million and \$17 million for development charges (DC) projects. For 2023, an estimated \$10.0 million in state-of-good repair capital projects ensures the Region's long term care homes meet service levels and maintain infrastructure.

Highlights of the major state of good repair projects for the 2023 Capital Budget include:

**Davis Centre:** Nurse call system replacement (\$300K), drain and concrete replacement (\$185K).

**Malton Village:** Cooling tower and chiller replacement, project includes electrifying equipment in support of climate change (\$3.6M).

**Sheridan Villa:** Replacing exterior caulking walls to secure the building envelope and mitigate leakage (\$630K), resilient flooring replacement (\$220K) and, exterior concrete replacement and repairs (\$200K).

**Tall Pines:** Cooling tower and chiller replacement and a comprehensive upgrade. Project includes electrifying equipment in support of climate change (additional funds of \$1.6M requested).

**Seniors Health and Wellness Village at Peel Manor (SHWV):** This is a redevelopment of the existing long term care home and new service hub to be completed and occupied in 2023.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2022 was \$49.0 million and the proposed budget for 2023 is \$47.0 million.

**Net Expenditures: \$47.0 million** (Total Expenditures: \$129.5 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	13,964	12,821	1,143	8.9%
Labour Costs	101,077	89,577	11,500	12.8%
Reserve Contributions	6,793	6,793	-	0%
Debt Charges	-	-	-	-
Grant Payments	-	-	-	-
Facility, IT, HR and other support costs	19,219	18,789	430	2.3%
Recoveries	(11,550)	(11,422)	128	1.1%
<b>Total Expenditures</b>	<b>129,503</b>	<b>116,558</b>	<b>12,945</b>	<b>11.1%</b>
Grants and Subsidies	58,552	45,143	13,409	29.7%
Supplementary Taxes	-	-	-	-
Fees and Service Charges	19,315	19,039	276	1.4%
Transfer from Development Charges	-	-	-	-
Contributions from Reserves	4,670	3,370	1,300	38.6%
<b>Total Revenues</b>	<b>(82,538)</b>	<b>(67,552)</b>	<b>14,985</b>	<b>22.2%</b>
<b>Total Net Expenditure</b>	<b>\$46,965</b>	<b>\$49,006</b>	<b>\$(2,041)</b>	<b>(4.2)%</b>

Note: May not add due to rounding

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>116,558</b>	<b>67,552</b>	<b>49,006</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs	2,962	242	2,720	
Goods and Services	1,572	-	1,572	
<b>Base Subsidy/Recoveries</b>				
Increase in Provincial funding		1,121	(1,121)	
<b>Other Pressures<sup>1</sup></b>				
Permanent wage enhancement for Personal Support Workers (PSW)	2,847	2,847	-	
<b>Base Budget Changes Subtotal</b>	<b>7,381</b>	<b>4,210</b>	<b>3,171</b>	
<b>Service Level Demand<sup>2</sup></b>				
Staffing to move towards 4-hours of care annual provincial target (37.5 FTEs, Council report resolution #2022-594)	3,856	9,688	(5,832)	
Maintenance and Operations team leads (2 FTE)	237	-	237	
Business Analyst to support provincially mandated staffing levels (1.0 FTE)	100	-	100	
Staffing to support the virtual Adult Day Services program (3.0 FTE)	283	-	283	
<b>Other Pressures<sup>3</sup></b>				
Staffing to support COVID-19 Response carried forward from 2022 (37 FTE, Council report resolution #2022-669)	-	-	-	
Temporary staffing and services to implement 1-year pilot for Adult Day Services and respite bed expansion starting July 1, 2023 funded from internal reserves including one-time implementation costs (Council report resolution #2021-397)	1,088	1,088		
<b>Service Level Changes Subtotal</b>	<b>5,564</b>	<b>10,776</b>	<b>(5,212)</b>	
<b>Total 2023 Budget Change</b>	<b>12,945</b>	<b>14,985</b>	<b>(2,041)</b>	
<b>2023 Proposed Budget</b>	<b>129,503</b>	<b>82,538</b>	<b>46,965</b>	<b>(4.2%)</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

### Base Budget - Other Pressures<sup>1</sup>

- In April 2022, the Province announced a permanent wage enhancement (\$3/hour) for personal support workers. This amount reflects estimated costs for a full year and is expected to be fully funded by the Province.

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

- 4 hours of care and Allied Health Professionals - As described in a Council Report titled “Ontario’s Fixing Long-Term Care Act, 2021 and Ontario Regulation 246/22” dated June 23, 2022, staffing and related costs of 37.4 FTE are included in the proposed budget for 2023, to meet the annual provincial target. The funding is expected in the amount of \$9.688 million which will fully cover the 2023 proposed staffing. The remaining amount will also cover the Region’s existing staffing to meet 2021/2022 provincial targets for all homes (except Tall Pines).
- Maintenance and Operations team lead – This role will support two LTC homes in order to consistently meet Ministry requirements and operational demands. The amount reflects the staffing costs for 2 FTEs for the role.
- Business Analyst - This position will support maintaining Ministry-mandated staffing levels and staffing plans across all five homes in alignment with three separate Collective Agreements. The amount reflects the staffing costs for 1 FTE for the role.
- Virtual Adult Day Services program – During ADS in-person program closures due to COVID-19, virtual recreation programs were developed and were very successful. Virtual programs are expected to reach 500+ registered and waitlisted clients, create better admission transitions, and support LTC residents during outbreak isolation. The amount reflects the costs for 03 FTE Adult Day Assistants at three homes and related services.

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

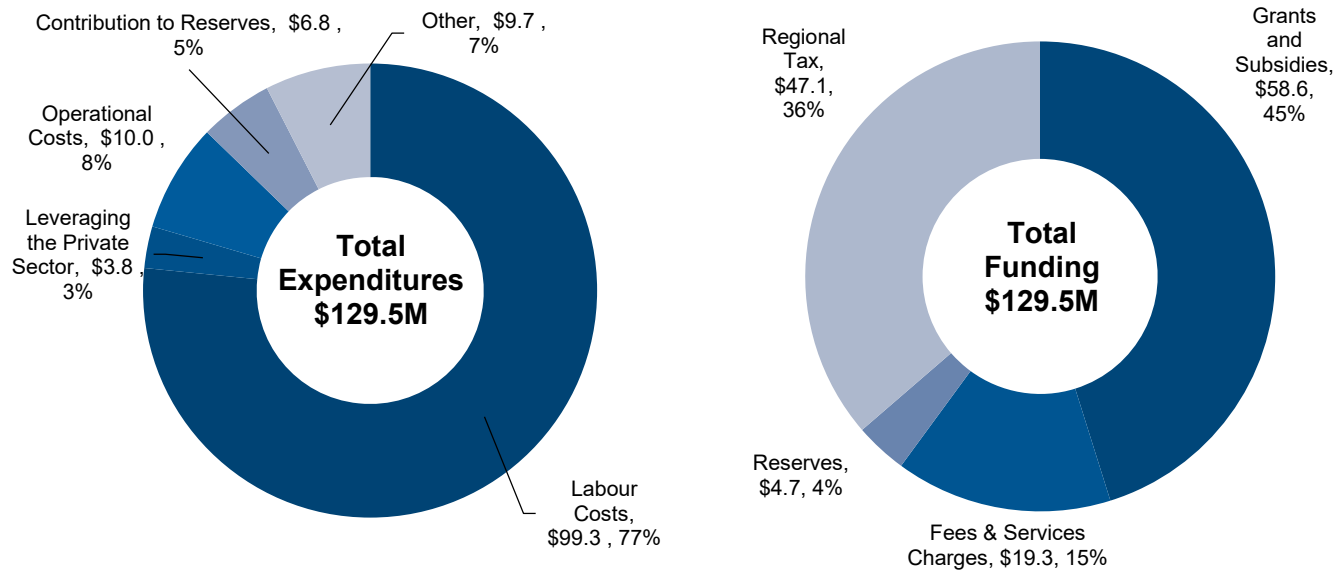
- COVID-related staffing – As described in a Council report titled “Health Services – Resourcing the Ongoing COVID-19 Response in 2023” dated July 7, 2022, 37 FTE staff are needed to continue to support COVID-19 response in 2023. The related staffing costs and related internal reserves funding is carried forward from 2022. Provincial funding for eligible expenses will be used if available in 2023 to offset the cost depending upon the amount of the funding.
- Expansion pilot – Due to delays experienced in the completion of Seniors Health and Wellness Village, the Adult Day Services and respite beds expansion as approved by Council report resolution #2021-397, the commencement of the 1-year expansion pilot and one-time implementation costs are shifted to July 1, 2023.

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
835.6	879.1	918.5	918.5	918.5

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 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 ADS. Details are currently unknown.
- System transformation across Community Support Services and ADS is underway in response to COVID-19. A hybrid ADS and Community Services model continues to evolve to provide in-person and virtual services to active and waitlisted clients and caregivers.
- The Province of Ontario recently announced significant changes to staffing for direct care and other areas of operations under the *Fixing Long-Term Care Act 2022*. There is uncertainty about the timing and extent of funding from the province. There is a risk the funding will not be provided to support implementation of the requirements. Service providers and LTC partners continue advocacy and lobbying efforts.
- Revision of Service Accountability Agreements to reflect changes in ADS and LTC service delivery is expected in 2022. Impact is currently unknown.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	116,558	129,503	11.1%	134,610	3.9%	137,161	1.9%	140,618	2.5%
<b>Total Revenue</b>	(67,552)	(82,538)	(22.2%)	(87,996)	(6.6%)	(89,163)	(1.3%)	(90,522)	(1.5%)
<b>Net Expenditure</b>	49,006	46,965	(4.2%)	46,614	(0.7%)	47,998	3.0%	50,096	4.4%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services
- 2024 forecast includes estimated staffing costs and related funding for 4 hours of care and Allied Health Professionals (Council report resolution #2022-594)
- 2024 forecast includes 2 FTEs for virtual Adult Day programming at Peel Manor and Davis Centre
- 2024 forecast includes the remaining portion after 2023 of staffing and services costs for 1-year Adult Day Service and respite bed expansion pilot at Seniors Health and Wellness Village commencing on July 1, 2023

# Proposed Capital Budget

**Capital Budget: \$10.0 million** (Ten Year Plan: \$143.2 million)

## 2023 Capital Budget Overview

The following table provides a summary of Seniors Services planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	53,756	10,016	63,772
<b>Total Expenditures</b>	<b>53,756</b>	<b>10,016</b>	<b>63,772</b>
<b># of Projects</b>	<b>73</b>	<b>5</b>	<b>78</b>

### Existing Capital Projects - \$53.8M

- \$35.7M Seniors Health and Wellness Village project
- \$3.2 M Peel Manor Facility Maintenance
- \$3.0 M Cooling/Chiller system project at Malton Village, Tall Pines, and Davis Centre
- \$1.9 M Beds, Lifts, or other equipment replacement for all five homes
- \$1.8 M Fire Panel/Elevator project at Sheridan Villa, Malton Village, Davis Centre, and Tall Pines



## 2023 Capital Budget - \$10.0M

### Key highlights:

- \$3.6M Replacing Chilled Water Pumps at Malton Village and Tall Pines
- \$1.9M Replacing Metasys Building Automation System (BAS) at Malton Village and Tall Pines
- \$1.3M Replacing Floor Vinyl Sheet/Aluminum Windows/Doors/Cabinets at Malton Village, Tall Pines, Sheridan Villa, and Davis Centre
- \$0.7M Tall Pines Chiller System
- \$0.6M Replacing Exterior Caulking Walls at Sheridan Villa
- \$0.5M LTC Maintenance to address unplanned fluctuations in the state of good repair projects
- \$0.3M Replacing Nurse-call System at Davis Centre
- \$0.2M Replacing Kitchen Appliances at Sheridan Villa, Malton and Tall Pines

*See Appendix I for details.*

## 2023 Budget Risks

- None

## Operating Impact of 2023 Capital Budget

- None

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$143.2M

### By Project Classification:

<b>State of Good Repair</b> <b>\$64M</b>	<b>DC Funded Growth</b> <b>\$17M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$62.2M</b>
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#### Key Highlights:

- \$64M Projects in State of Good Repair including
  - \$7.0M Replace Vinyl Floor tile/Polyflor Sheet Flooring at Davis Centre, Malton Village and Tall Pines
  - \$5.2M Replacement Kitchen Appliance at Malton Village and Tall Pines
  - \$5.3M Replacement of washroom walls and vanities at Malton Village and Tall Pines
  - \$5.0M for LTC Maintenance to address unplanned fluctuations in the state of good repair projects
  - \$4.0M Replacement Furnishings at Malton Village
  - \$3.6 M Replacement Chiller System at Malton Village
  - \$2.8M Replace Aluminum Windows and Roof at Sheridan Villa
  - \$2.2M Replacement of Fire Detection & Alarm Systems at Malton Village and Tall Pines
  - \$1.9M Replacement of Metasys Building Automation System (BAS) at Malton Village and Tall Pines
- \$17M DC Funded Growth – Placeholder for the development of New Long Term Care Home in 2032
- \$43M Non-DC Funded Growth - Placeholder for the development of New Long Term Care Home in 2032
- \$19.2M Other projects including
  - \$4M Replacement Furnishings at Malton Village
  - \$8.6M Replacement Kitchen Appliance at Malton Village, Tall Pines, Sheridan Villa, and Davis Centre
  - \$1.4M Painting at Sheridan Villa

See Appendix II for details.

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
235404	Sheridan Villa Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment to support direct care	1,343		1,343		
235405	Vera M Davis Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment to support direct care	1,490		1,490		
235406	Tall Pines Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment to support direct care	2,094		2,094		
235407	Malton Village Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment to support direct care	4,589		4,589		
235408	LTC Divisional Maintenance & Equipment	To budget for unplanned fluctuations experienced in budgeted SOGR projects in Long Term Care homes	500		500		
<b>Seniors Services</b>			<b>10,016</b>		<b>10,016</b>		

**Service: Seniors Services**

**2023 Ten Year Combined Capital Program (\$'000)**

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
235404	Sheridan Villa Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment to support direct care	1,343	872	170	902	2,518	8,614	14,419
235405	Vera M Davis Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment to support direct care	1,490	1,537	5	133	133	1,657	4,955
235406	Tall Pines Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment to support direct care	2,094	1,715	2,553	1,511	3,032	14,188	25,093
235407	Malton Village Maintenance & Equipment	To address state of good repair or improvements required for building infrastructure or equipment to support direct care	4,589	2,187	1,761	2,549	3,144	19,545	33,775
235408	LTC Divisional Maintenance & Equipment	To budget for unplanned fluctuations experienced in budgeted SOGR projects in Long Term Care homes	500	500	500	500	500	2,500	5,000
325402	Building (or Facility) for Development of New LTC Services	To address needs of growing frail senior population that new long term care services may need to be developed	0	0	0	0	0	60,000	60,000
<b>Seniors Services</b>			<b>10,016</b>	<b>6,811</b>	<b>4,989</b>	<b>5,595</b>	<b>9,327</b>	<b>106,504</b>	<b>143,242</b>

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Virtual Adult Day Services	Seniors Services Development	16	3.0	0.0	283,200	0
Enhance Seniors' Support and Services	Seniors Services Development	17	2.0	0.0	237,000	0
Enhance Seniors' Support and Services	Seniors Services Development	18	1.0	0.0	100,000	0
<b>TOTAL</b>			<b>6.0</b>	<b>0.0</b>	<b>620,200</b>	<b>0</b>

## Budget Request #: 16

Proposed Initiative	Department	Division	Service Area
Virtual Adult Day Services	Health Services	Seniors Services Development	Seniors Services

### Description of Budget Request

During Adult Day Service (ADS) in-person program closures due to COVID-19, virtual recreation programs were developed and are very successful. Ontario Health (OH) is not providing funding for virtual recreation programs. As in-person ADS programs resume, virtual programming will cease due to lack of funding. Virtual programs reach 500 plus registered and waitlisted clients, create better admission transitions, and support Long Term Care (LTC) residents during outbreak isolation. We are looking for the Region to fund sustained operation.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	283,200	198,000	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	283,200	198,000	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	283,200	198,000	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	3.0	2.0	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

The COVID-19 pandemic has given us the opportunity to expand our thinking around service delivery for Adult Day Services. With the current funding model, both in-person services and virtual services cannot both be maintained at a safe and optimal level. Funding this initiative will allow programs to continue to increase program capacity as we return to in-person programming, and also continue to provide virtual services and even expand virtual services moving forward.

## Details of Service Change

During the COVID-19 pandemic, in-person Adult Day Services temporarily closed. During this closure, a robust virtual recreation program delivery model was developed and implemented. It has proven to be very successful. This project will allow us to maintain and expand Virtual Adult Day Services program delivery as it is not currently funded by OH, and not sustainable as we increase our in-person capacity. Virtual Recreation programs have proven to provide support to clients that contribute to their ability to continue to live at home (73%) and help them maintain or improve their well-being (95%) and caregivers report that the virtual programming gives them an opportunity to have a break from their caregiving role (70%). Funding a cross-centre team to maintain the program will allow us to expand the virtual programming beyond our current clients (230) to all 500plus waitlisted clients which reduces anxiety around in-person program admission and increases access to services. We can also reduce barriers to participation by offering loaned tablets from our technology lending program which ensures access to the program is equitable. We will also offer services to LTC residents during periods of isolation due to outbreaks in the homes, which was piloted in February 2022 and had positive outcomes. Staff will also be able to support caregiver education which will increase attendance and participation. Caregiver supports and education is a part of the Seniors Supports and Services Term of Council Priorities.

## Service Impact

Outcomes for the project can be aligned with Performance Management Plans to ensure ownership and help drive success. Targets for enhanced service delivery can be reviewed monthly or quarterly with the ADS Supervisor team and the ADS Virtual team to develop plans for improvement where needed. During the temporary in-person program closures, the team has already trialed the program delivery method and it has been proven to be extremely successful, so there are no concerns with achieving the outcomes moving forward. A robust foundation is already set. Client and caregiver satisfaction surveys have already been adjusted to capture performance and trending data related to the service outcome for ADS but specifically related to virtual programming. In 2021, the results showed 95% of clients participating in the virtual program reported that the services they receive help them to maintain or improve their well-being; 73% of clients participating in the virtual program and 90% of caregivers reported that the virtual services they receive contribute to their ability to continue to live at home.

## Budget Request #: 17

Proposed Initiative	Department	Division	Service Area
Enhance Seniors' Support and Services	Health Services	Seniors Services Development	Seniors Services

### Description of Budget Request

The request is two full time employees for the position of Team Lead, Maintenance + Operations in Long Term Care (LTC), reporting to the Facility Services Supervisors. Each position will support two LTC homes in order to consistently meet Ministry requirements and the operational demands.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	237,000	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	237,000	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	237,000	-	-	-
Net Impact - Utility Rate	-	-	-	-

<b>FTEs</b>	2.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required



## Why Staff Recommend this Initiative

Environmental Services in LTC is highly regulated. Compliance with the Act in the areas of infection prevention and control practices and emergency response exercises will be realized with the addition of these positions.

Compliance with O.Reg. 588/17 Asset Management will also be realized with increased Asset Maturity scores and incorporation of climate change measures.

## Details of Service Change

These positions will support the current and increasing workload in the facility maintenance area including: oversight of preventative and demand maintenance, guiding in-house unionized maintenance staff and contracted vendors, liaising with Real Property Asset Management (RPAM) to support capital infrastructure projects, on-going utilization of Maximo work order management system and ensuring climate change initiatives are operationalized.

Capital projects managed by RPAM require in-depth involvement by the home during planning and implementation because site staff have intimate knowledge of the facility and will ultimately operationalize changes.

Four homes range in age from 18 to 51 years old and in 2022, 27 capital projects are approved totaling \$3.6 million which may be delayed due to capacity issues.

With Team Leads taking on these responsibilities, the Facility Services Supervisors can fully manage the Facility and Environmental Services teams at each home. These teams consist of housekeepers, laundry aides and maintenance staff with an average of 34 employees per home. As well, more rigor can be put towards Ministry requirements and the increased workload resulting from the Fixing the Long Term Care Homes Act. (e.g., increased infection prevention and control requirements, audits, training, and reporting).

## Service Impact

The division of responsibilities between the Facility Services Supervisors and the Team Leads will support achieving the outcomes. The Facility Services Supervisors work on average 40 hours/month overtime while trying to meet the demands of facility and environmental services.

Maintenance staff work overtime also to meet the demands (January - March 2022, maintenance incurred 30 hours/month at the Davis Centre). The overtime is not sustainable nor can be relied upon.

As well, they continue to struggle to ensure all mandated audits and inspections take place.

Staff in LTC's Practice, Innovation and Education will put processes in place to monitor measurements and results.

## Budget Request #: 18

Proposed Initiative	Department	Division	Service Area
Enhance Seniors' Support and Services	Health Services	Seniors Services Development	Seniors Services

### Description of Budget Request

The request is for 1 full time employee for the position of Long Term Care (LTC) Business Analyst reporting to the Centralized Business Support Unit (CBSU) Manager. This position will support with maintaining Ministry mandated staffing levels and staffing plans across all 5 homes in alignment with 3 separate Collective Agreements.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	100,000	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	100,000	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	100,000	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

### **Why Staff Recommend this Initiative**

Residents living in Long Term Care will receive consistent quality care and services through ensuring adherence to the Ministry mandated staffing levels within the Fixing Long Term Care Act. The LTC Business Analyst will work closely with the management in the homes providing them with data and analysis to support their scheduling decisions and frontline performance management. Frontline staff will benefit from more effective schedules with less open shifts which will help reduce grievances.

### **Details of Service Change**

Staffing is regulated by the Ministry of Long Term Care through the newly introduced Fixing Long Term Care Act. In order to be compliant and efficient, the LTC Business Analyst position is required for effective staffing analysis, maintenance of the master staffing plan for each home, proactive planning and forecasting resource needs, utilizing accurate data, industry trends and best practices. The LTC Business Analyst will also collect, analyze and evaluate resource data through the creation of an evaluation framework and dashboard. Reports will be generated for use by the LTC Director, home-level leadership team, and Manager, CBSU for effective decision-making, support recruitment and retention of scarce resources, and attendance support strategies.

### **Service Impact**

A dedicated LTC Business Analyst will perform regular analysis to ensure schedules are balanced with the correct mix of staffing, reduce instances of understaffing to maintain adequate levels of care and services, reduce grievances, and minimize overtime. This position will work directly with the homes' leadership teams to analyze vacation and sick time trends that will allow for more accurate vacation allotments, and provide the data required for attendance support and management at the home level. This position will support the transition and operationalizing the Enterprise Resource Planning (ERP) program in LTC.

# Public Health

2023–2026 Business Plan  
and 2023 Budget

Public Health .....	1
Executive Summary .....	3
Services we provide: .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results.....	7
Awards and Achievements .....	8
The 2023 – 2026 Business Plan Outlook .....	10
Planning for the Future .....	10
Finding Efficiencies.....	11
Transforming Our Business with Technology.....	12
Proposed Operating Budget .....	13
2023 Operating Budget Pressures .....	14
Staffing Resources to Achieve Level of Service.....	15
2023 Total Expenditures & Funding Source (In \$M).....	16
2023 Budget Risks .....	16
2024 – 2026 Operating Forecast.....	17
Proposed Capital Budget.....	18
2023 Capital Budget Overview .....	18
Proposed Capital Plan .....	20
By Project Classification:.....	20
Budget Requests .....	23

# Executive Summary

Mission: To keep people healthy and reduce their risk of becoming sick. Core public health functions are assessment and surveillance, health promotion and healthy policy development, health protection, disease prevention, and emergency management.

## Services we provide:

- Population health assessment and surveillance
- Infectious disease prevention, management and immunization
- Chronic disease and injury prevention
- Promotion of children’s healthy growth and development
- Protection from environmental hazards and other health risks
- Community safety and well-being planning and support

## Interesting facts about this service:

- Public Health service delivery is provincially and regionally mandated. The service is cost shared with the Province however funding has been frozen from 2018 to 2021, despite a rapidly growing and diverse population.
- Over two years, the Region has managed 180,000 confirmed COVID-19 cases, delivered over 3.4 million vaccines to residents and managed over 1,700 confirmed outbreaks while continuing to support the most critical functions in public health.
- An ongoing response to the COVID-19 pandemic challenges program remobilization and service backlog catchup, while also supporting employee wellbeing and transition of a large majority of staff who were redeployed.
- Mental health and addictions, family violence and systemic discrimination were also identified as areas of focus in the Community Safety and Well-being Plan by over 70 partners in Peel who continue to help guide implementation.

## Highlights of the Business Plan include:

- Planning for sustainability of the complex COVID-19 response, including immunization, as per provincial guidance.
- Remobilizing priority mandated programs and services that were paused or scaled down during the pandemic.
- Promoting employee psychological health and safety to build workforce capacity.
- Advancing the 2020-2029 Public Health priorities: effective public health; active living and healthy eating; mental wellbeing; reducing health-related impacts of climate change; and health equity.
- Expanding reach of Peel’s Community Safety and Well-being Plan as mandated by provincial legislation.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	37,786	41,044	43,609	46,407
Capital	350	350	550	550
Full Time Equivalents	756.1	756.1	756.1	756.1

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

Supporting people in Peel in living their healthiest possible life and contributing to the community with public health programs that are dynamic, inclusive and equitable.

### Mission

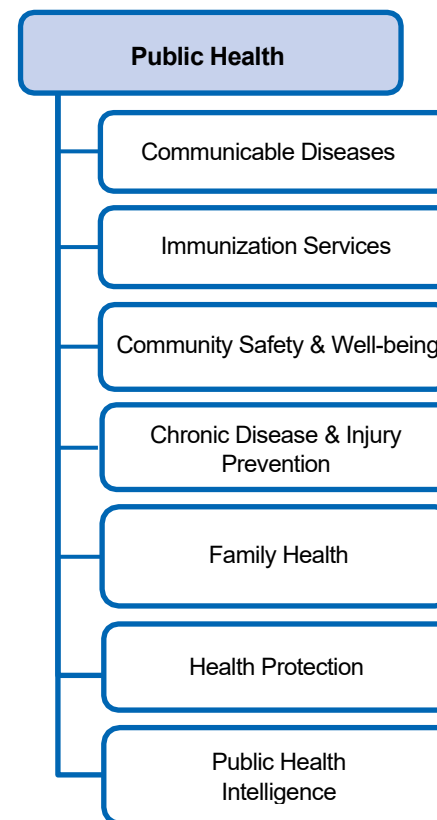
To keep people healthy and reduce their risk of becoming sick. Core public health functions are assessment and surveillance, health promotion and healthy policy development, health protection, disease prevention and emergency management.

### Goals of Service

1. Transition COVID-19 emergency operations and vaccination efforts into a sustainable response to support the prevention and control of COVID-19 for 2023 onwards.
2. Continue to remobilize mandated programs and services that were paused or significantly scaled down to respond during the pandemic.
3. Continue to promote employees' psychological health and safety to ensure employee engagement and build workforce capacity.
4. Continue to advance the approved 2020-2029 Public Health Strategic Plan priorities: practicing effective public health; enabling active living and healthy eating; promoting mental wellbeing; reducing health-related impacts of climate change; and advancing health equity.

5. Continue implementation of Peel's Community Safety and Well-being Plan with strategic policy and planning supports. The Plan is a four-year roadmap to make Peel a safer, more inclusive and connected community where all residents thrive.

### Service Delivery Model



# Service Levels and Trends

## Service Levels

The following public health service levels are provincially and regionally mandated:

**The Ontario Public Health Standards and Provincial Public Health Accountability Framework:** Set out the provincial requirements for all public health programs and services. The following are some of the ways in which Public Health works to make communities healthier:

- Preventing chronic diseases and promoting supportive environments where healthy behaviours are an easy choice.
- Protecting from negative health impacts through harm reduction programs and tobacco and cannabis policies.
- Protecting the community through inspections of food, drinking and recreational water, personal service settings and tobacco vendors.
- Improving oral health among children and senior residents.
- Promoting children’s mental and physical development from birth to school years.
- Assessing population health needs and enhancing public health emergency management planning.
- Protecting from contagious and potentially fatal diseases.

**Peel Public Health 2020-2029 Strategic Plan:** The Ontario Public Health Standards require Boards of Health to identify their priorities through a multi-year strategic plan. Building on the Region of Peel’s Community for Life plan, the 2020-2029 Public Health Strategic Plan was approved on October 24, 2019, with the following priorities:

- Practicing Effective Public Health;
- Enabling Active Living and Healthy Eating;
- Promoting Mental Wellbeing;
- Reducing Health-Related Impacts of Climate Change; and
- Advancing Health Equity.

Responding to the COVID-19 pandemic was added as an additional interim priority for 2021-2022.

**Community Safety Well-being Provincial Legislation:** As legislated under the *Police Services Act, 1990*, municipalities must prepare and adopt a Community Safety and Well-being Plan, guided by the Ministry of the Solicitor General’s Community Safety and Well-being Planning Framework. In October 2020, Regional Council adopted Peel’s Community Safety and Well-being Plan (2020-2024), which sets out how partners across different sectors can work together to make Peel a safer, more inclusive and connected community where all residents thrive.



## Trends

### Responding to COVID-19

To respond to future waves of COVID-19, Public Health continues to lead the rollout of the COVID-19 immunization strategy across Peel while maintaining case, contact and outbreak management in high-risk congregate settings. Adequate resources are needed to ensure Public Health is prepared to continue to respond to COVID-19, as well as other emerging diseases of public health significance. Limited resources pose a risk to ensuring a sustainable response capacity for ongoing future COVID-19 work.

### Remobilization of Peel Programs and Services

Remobilization of Public Health programs and services that were paused or scaled down to respond to COVID-19 is underway. Challenges to remobilization include addressing service catch-up for mandated public health programs, human resource constraints and maintaining capacity to respond to new waves of COVID-19 and related provincial public health measures.

### Mental Health, Healthy Eating and Active Living Disruptions

The COVID-19 pandemic disrupted daily life in different ways. To varying degrees, many people experienced increased exposure to risk factors that deteriorated mental well-being (e.g., substance use, isolation, lack of available services) and limited or decreased opportunities to engage in health promoting behaviours (e.g., outdoor physical activity, access to healthy food, social activities).



### Health Equity and Community Capacity

The impact of the pandemic on vulnerable communities reinforced the need to address systemic barriers that marginalize individuals and limit their access to services and supports. These barriers and inequities will not naturally resolve as the pandemic recedes. Sustaining and further building relationships through the Community Response Table, Community Safety and Well-being partners and others will support the progress made through COVID-19 vaccination programming in disrupting systems that create vulnerability and marginalize and co-designing new systems with partners to address community need.

### Reducing Health-Related Impacts of Climate Change

A changing climate is impacting human health and, in particular, vulnerable populations through: increasing temperature-related morbidity and mortality; intensifying the harmful effects of poor air quality; increasing the risk of injury and loss of life from extreme weather; increasing the risk of illness through food and water contamination, as well as vector-borne disease; increasing stress and harming mental health; and potentially displacing communities (e.g., due to flooding). Climate change has the potential to worsen health inequities.

### Provincial Underfunding and Growing Population Needs

A strong local public health service is needed to address the public health needs for a diverse growing population, sustain an adequate COVID-19 response, and keep the Peel community healthy. Historically, Public Health has consistently been underfunded by the Province, resulting in a strained workforce to deliver mandatory services for increasing population health needs. Provincial funding has remained almost stagnant since 2018, representing a deficit of almost \$9 million, excluding COVID-19 funding. Although Public Health is continuously finding and employing efficiencies to address this concern, adequate, predictable and sustainable funding is necessary to support the successful rebuilding and remobilization of a strong Public Health.

# Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region’s performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

**Business Process Measures:** Public Health tracks and monitors indicators on a regular basis to ensure top performance. The performance measures utilized in Public Health are well-aligned with the “Quadruple Aim” framework adopted by Health Services (as shown in Figure 1). This framework focuses on improving value for money, enhancing client and resident experience, enhancing employee experience, and improving population health outcomes considering health equity.

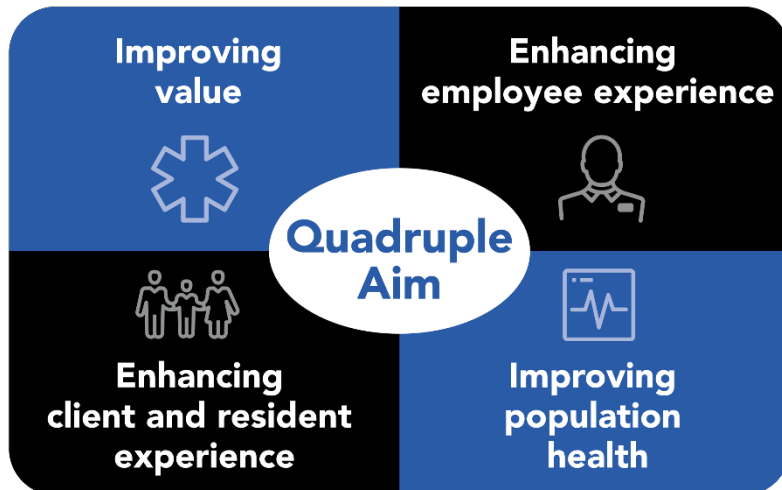


Figure 1: Quadruple Aim

There are several measures of health outcomes related to health protection and direct service delivery in Peel reported on the Region’s Community for Life dashboard, including the following:

**Number of children and seniors who received dental care:**

measures how many individuals received preventative services for dental conditions. The goal is to reduce risk of chronic diseases by reducing inequalities in access to dental care. In 2019, 101,000 children were screened and 9,300 received free preventative services. Over 6,400 low income seniors received free emergency or routine dental care in 2021.

**Number of visits to support infant feeding:** measures the amount of service and support provided to Peel families to nurture children’s mental and physical development. The goal is to provide free support to new mothers to help get babies off to the best start in life. In 2019, there were 7,412 home and clinic visits to support infant feeding in Peel.

**Percentage of food inspections that received a ‘green pass’:**

measures the proportion of food premises compliant with food safety regulations as per provincial legislation. The goal is to help protect the public against foodborne illness. In 2021, there were 6,072 food premises in Peel Region requiring inspection at least once per year.

**Number of vaccine doses administered through Region of Peel – Public Health clinics:**

supports vaccine coverage, which is important for infection prevention in the community. The goal is to attain an adequate level of coverage based on population needs. Since December 2020, through the mass vaccination program, Public Health provided leadership and oversight to over 3.4 million

doses of the COVID-19 vaccine to eligible residents and directly delivered over 1.5 million doses.



**Number of infectious disease cases managed:** assists in preventing further spread. The goal is to protect Peel residents from immediate risk of infectious diseases and outbreaks. In 2020 and 2021, in addition to COVID-19, Public Health managed 14,775 confirmed cases of other reportable infectious diseases.

Public Health, in partnership with others in Health Services, is exploring avenues to incorporate health equity in the performance measurement framework. Capturing and reviewing data that illustrates the sociodemographic characteristics of our community and those accessing services will help highlight groups that may be experiencing inequities. This will be essential to designing targeted interventions and improve how we are providing community and pre-hospital care to Peel's diverse population.

**Financial Measures:** the Ontario Public Health Standards mandate Public Health to provide annual service budget plans, quarterly financial reports and year-end attestations to the Ministry. These reports detail standard financial and program service indicators across public health units in Ontario.

## Awards and Achievements

### Awards

Mayor Bonnie Crombie honoured Peel Public Health's Medical Officer of Health with the **Key to the City of Mississauga (March 2022)** for Public Health's COVID-19 response.

Peel Public Health received Trillium Health Partners' **Patti Cochrane Partnership Award (August 2022)** for significant contributions in partnering with organizations that demonstrated benefits to the community.

### Achievements

#### COVID-19 Response

As of July 5, 2022, Public Health has managed over 200,000 confirmed and probable COVID-19 cases and over 1,700 confirmed outbreaks in institutional and community-based settings. The Public Health Call Centre has answered more than 120,000 calls from residents and businesses. Furthermore, from March 2020 to August 2022, over 13,500 health inspections were conducted for COVID-19 and routine operations in restaurants, personal service settings, recreational water facilities and other public spaces.

#### Vaccination

COVID-19 immunization efforts have been instrumental in responding to and protecting the Peel community from COVID-19. Since the program launch in December 2020:

- The Region has worked alongside local hospitals, 220 pharmacies and 90 primary care clinics to expand the health system capacity and improve system integration. Public Health has coordinated the effort across system partners to deliver approximately 3.5 million doses of vaccines in Peel, and directly delivered over 1.5 million doses.

- As of August 29, 2022, 93 per cent of Peel residents age 12 or older have received at least two doses. The Region worked with over 40 community partners to promote and host community COVID-19 vaccine clinics that service high priority populations.
- The Region worked closely with six lead agencies in the provincially-funded High Priority Communities Strategy (in which the Region is a system partner), who deployed over 118 community health ambassadors to provide targeted, culturally appropriate COVID-19 vaccination education, community outreach, appointment booking and clinic support.
- Of clients who received their vaccine or booster in Peel region, 87 per cent were satisfied or very satisfied with their overall appointment experience, according to the 2022 Region of Peel Client Satisfaction, Trust and Confidence survey. Respondents rated Peel Public Health clinics high with aspects relating to access and responsiveness. About three-quarters also felt that employees went the ‘extra mile’ to make sure they got what they needed from their appointment. Four in five visitors would choose to return to the location for their next booster.

Throughout the pandemic response, Public Health continued to deliver vital programs to protect the health of the community, including conducting health inspections for high risk settings, administering the Ontario Seniors Dental Care Program, providing harm reduction services and managing non-COVID-19 communicable diseases. In addition, the Region has contributed to addressing public health needs of refugees and displaced persons from northern communities.

## Community Safety and Well-Being

- Implementation of Peel’s Community Safety and Well-being Plan continued through 2021 and 2022 despite the impacts of the pandemic.
- On November 25, 2020, the Region and partners launched the first public awareness campaign on family and intimate partner violence. A second campaign was launched in November 2021 called *Break the Silence*. The campaign generated over 1.6 million impressions across social media channels and over 2.5 million estimated impressions through bus and shelter ads.

## Employee Well-Being

COVID-19 significantly impacted workforce stability and employee well-being due to extraordinary workload, recruitment and retention challenges, and harassment from the public. A range of initiatives were implemented to support all employees during the pandemic response.

- Almost 700 public health employees have participated in training courses to reduce compassion fatigue, mitigate trauma and learn to address harassment from the public. Regional leadership communicated clear expectations and processes with the public to prevent harassment of employees.
- Public Health leaders participated in a range of seminars and discussions to develop competencies, skills and knowledge to become more effective, inclusive and compassionate leaders during the pandemic response.
- A Health Services Culture and Wellbeing Advisory Group was formed in early 2022 and identified the following immediate priorities: leadership development, raising awareness and engagement with wellbeing initiatives, and promoting diversity, equity and inclusion tools and resources.

# The 2023 - 2026 Business Plan Outlook

## Planning for the Future

### COVID-19 Response

Uncertainty regarding the magnitude of future waves of COVID-19 requires Public Health to transform and transition complex COVID-19 emergency operations and integrate case, contact and outbreak management with regular infectious disease operations. Additionally, COVID-19 vaccination efforts will be integrated with routine vaccination services into stable and sustainable operations.

### Service Delivery

After more than two years of responding to the COVID-19 pandemic, a prioritized approach to remobilize public health programs and services is underway. Program remobilization is phased to maintain a flexible approach in balancing an ongoing response to COVID-19 with meeting community needs and optimizing human resource capacity and availability.

COVID-19 has significantly impacted workforce stability and employee well-being. Resources will continue to be provided to support employee recovery and psychological health and safety so that our workforce is not just energized, but also has the capacity to deliver engaged programs and services.

### 2020-2029 Public Health Strategic Plan

The 2020-2029 Strategic Priorities for the Future were released in January 2020. However, the COVID-19 pandemic required an extensive emergency response. In addition, prolonged resource constraints impacted realization of the priorities. The five priorities identified in the Strategic Plan include practicing effective public health, enabling active living and healthy eating, promoting mental wellbeing, reducing health-related impacts of climate change and advancing health equity.

### System Partnerships and Equity

The Community Safety and Well-being Plan is founded on the understanding that “quick fixes” will not address the systemic discrimination, barriers and other root causes which undermine community safety and well-being. Going forward, priority must be placed on building and sustaining effective cross-sectoral partnerships to create system alignment and improvements that will address inequities and improve community well-being. This will also support the Advancing Health Equity priority in the 2020-2029 Public Health Strategic Plan.



# Finding Efficiencies

## Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the immunization improvements completed include:

- Peel achieved a budget surplus for the COVID-19 immunization 2021 budget year. The total estimated savings of \$20.8M in cost avoidance from February 2021 to February 2022 were realized by the optimization of:
  - Vaccine throughput, \$12.5M (e.g., 7.5 to 10 doses per immunizer for adults, 5 to 8 doses per immunizer for pediatrics).
  - Staffing shifts, \$4.8M.
  - Appointment utilization to eliminate duplication and release available timeslots during peaks of dose 2 and 3 phases, \$3.7M.
  - Other activities including developing tools, such as optimized service delivery models (e.g., Hockey Hub Model), process reviews, clinic end-of-day reports, and clinic design.
- Additional cost avoidance of \$260K from employee time saved in COVID-19 school incident reporting as well as \$262K from employee time saved, reporting maintenance, data validation and related ancillary supplies distribution with the Regional Emergency Operations Centre's Logistics-Vaccination Supplies Inventory.

Prior to the pandemic, several continuous improvement initiatives (e.g., development of a quality improvement framework for Health

Services) were underway. These were paused in order to respond to COVID-19 and will resume as remobilization advances.

Going ahead, transition and transformation of COVID-19 immunization operations into an Immunization Services division by 2024 will result in human resource efficiencies. This will involve the integration of all COVID-19 and non-COVID-19 vaccination services, including routine school-based immunizations such as HPV, Hepatitis B and Meningococcal.

Consolidation of COVID-19 case, contact and outbreak management within the Communicable Diseases Division in 2023 will merge emergency operations into regular disease management practices. This integration will result in human resource efficiencies through shared leadership and expertise.

Given the finite nature of resources, Public Health has a history of cautiously balancing the requirements of service delivery planning with the need to maintain capacity to flexibly respond to community needs. Services have been further strained during the pandemic. Based on lessons learned from the pandemic, upcoming operational improvements to consider include:

- Building on the optimization of the Region's Customer Contact Centre, conducting an assessment of Public Health Call Centres to improve coordination and efficiency.
- Utilizing quality improvement processes to assess needs, build capacity and implement LEAN Six Sigma processes (e.g., within health inspection services).
- Adjusting activities, processes and priorities annually for the Healthy Babies Healthy Children program in order to match program activities and quality improvement initiatives to the 100 per cent funding received from the Ministry of Children, Community and Social Services, which has not increased since 2008.

# Transforming Our Business with Technology

Technology plays a critical role in the delivery of programs and services offered by Public Health. By upgrading existing technology systems and bringing new software online, Public Health will enable service delivery improvement and focus on increasing efficiencies for internal processes and for residents.

## Leveraging Technology to Improve Service Delivery:

**Service Transformation:** The Public Health website will undergo revitalization to better meet and support the community's needs. Public Health inspection processes are being improved with the replacement of legacy GIS hardware with mobile devices and web-based solution, Survey 123®, as well as replacement of forms with digital solutions such as MicroSoft Forms®. In addition, registration for Public Health food handler courses is being optimized with the implementation of BookItPeel, which allows customer self-service. Further, infectious disease investigations are being improved with a digitized management process. Additionally, a provincially-led initiative will replace the provincial surveillance system for infectious diseases with a cloud-based solution.

**Online Vaccine and Medication Order Project:** An online vaccine and medication portal will provide a 'one stop shop' for community partners to place an online vaccine order. This project will facilitate the ordering of routine, COVID-19 and influenza vaccines and in turn, build efficiencies with the ordering process, to allow facilities to receive orders in a timely manner and to provide excellent customer service.

**Electronic Medical Records:** The use of Electronic Medical Records is expected to improve efficiency in the capture and management of client and service delivery while ensuring that legislative requirements for access, security and privacy are met. Electronic Medical Records are also anticipated to provide added functions such as: eliminating duplicate charts across health clinics; facilitating client self-scheduling and proactive appointment alerts; increasing compliance with college-mandated client charting standards; providing point-of-sale and inventory management; capturing and facilitating billing; and providing detailed reporting and analytics. Electronic Medical Records will help to increase Public Health's capacity for data collection, analysis and reporting to enhance communications, provide another channel for surveillance, and facilitate performance management and program evaluations for improvement.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$35.6 million and the proposed budget for 2023 is \$37.8 million.

**Net Expenditures: \$37.8 million** (Total Expenditures: \$147.4 million)

Description \$'000	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	9,310	7,483	1,827	24.4%
Labour Costs	114,652	80,548	34,104	42.3%
Reserve Contributions	271	675	(404)	(59.8%)
Debt Charges				-
Grant Payments	7,477	4,231	3,246	76.7%
Facility, IT, HR and other support costs	19,770	19,140	630	3.3%
Recoveries	(4,040)	(3,622)	(418)	11.5%
<b>Total Expenditures</b>	<b>147,441</b>	<b>108,456</b>	<b>38,985</b>	<b>35.9%</b>
Grants and Subsidies	(66,462)	(69,812)	3,350	(4.8%)
Supplementary Taxes				-
Fees and Service Charges	(906)	(906)	0	0%
Transfer from Development Charges				-
Contributions from Reserves	(42,287)	(2,183)	(40,103)	1836.9%
<b>Total Revenues</b>	<b>(109,655)</b>	<b>(72,902)</b>	<b>(36,753)</b>	<b>50.4%</b>
<b>Total Net Expenditure</b>	<b>\$37,786</b>	<b>\$35,555</b>	<b>\$2,231</b>	<b>6.3%</b>



## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>108,456</b>	<b>72,902</b>	<b>35,555</b>	<b>%</b>
<b>Cost of Living/Inflation</b> Labour costs & Goods and Services	2,377	-	2,377	
<b>Base Subsidy/Recoveries<sup>1</sup></b> Increase in Provincial funding	(177)	362	(539)	
<b>Base Budget Changes Subtotal</b>	<b>2,200</b>	<b>362</b>	<b>1,838</b>	
<b>Service Level Demand<sup>2</sup></b> Three FTE's Community Safety Well-being	375	-	375	
BookitPeel transition for food handling course	19	-	19	
288-32 contract positions to respond to COVID-19 funded by reserves (2022-669)	27,302	27,302	-	
Supervised Consumption Services funded by reserves (2022-693)	3,305	3,305	-	
64 School-Focused Nurses - 100% Ministry funded	(3,712)	(3,712)	-	
<b>Service Level Changes Subtotal</b>	<b>27,289</b>	<b>26,895</b>	<b>393</b>	
<b>New Services<sup>3</sup></b> Ongoing support for COVID-19 Response, COVID Operations and Immunization Services (66 FTEs)	9,496	9,496	-	
<b>Total 2023 Budget Change</b>	<b>38,985</b>	<b>36,753</b>	<b>2,231</b>	
<b>2023 Proposed Budget</b>	<b>\$147,441</b>	<b>109,655</b>	<b>37,786</b>	<b>6.3%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

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

- 1% increase Mandatory Program funding, prorated in 2022, frozen since 2018.

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

- Request three permanent full-time Community Safety and Well-being specialists to work directly with partners at each action table for a total of \$375 thousand (Budget Request #19).
- BookitPeel transition for food handling course \$19 thousand per year (Budget Request 20).
- 288 + 32 contract positions continue to respond to COVID-19 mass vaccination program funded from Tax Stabilization reserve (Council Resolution #2022-669).
- Supervised Consumption Services in Peel, Interim implementation funding from Tax Rate Stabilization reserve for the first 2 years. Peel Public Health working with Moyo Health and Community Services. \$3,305 thousand in 2023 and \$2,542 in 2024 (Council Resolution #2022-693).

### New/Discontinued Service<sup>3</sup>

- Request 66 permanent full-time employees to support an ongoing COVID-19 response, COVID-19 Operations, and Immunizations Services (Budget Request 21) anticipated to be 100% externally funded by the Province (\$9,496 thousand).

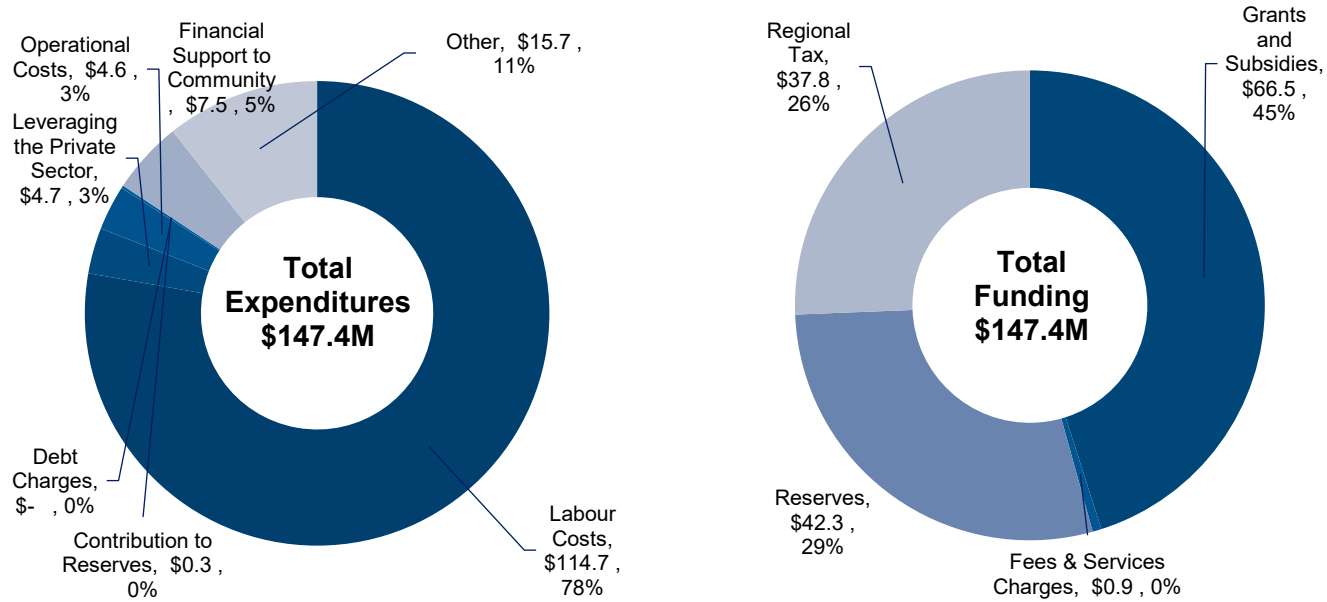
## Staffing Resources to Achieve Level of Service

### Staffing Resources to Achieve Current Public Health Service Levels

2022	2023	2024	2025	2026
687.1	756.1	756.1	756.1	756.1

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Risk of provincial changes to public health funding as part of public health modernization
- Risk of no sustainable provincial COVID-19 response funding
- Provincial funding does not account for population growth

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	108,456	147,441	35.9%	120,728	(18.1%)	120,993	0.2%	124,039	2.5%
<b>Total Revenue</b>	(72,902)	(109,655)	50.4%	(79,684)	(27.3%)	(77,384)	(2.9%)	(77,633)	0.3%
<b>Net Expenditure</b>	35,555	37,786	6.3%	41,044	8.6%	43,609	6.2%	46,407	6.4%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.
- 2024 forecast decreases as a result of the 32 and 288 temporary full-time employees whose contracts are expected to end in 2023 for the COVID-19 response (Council Resolution #2022-669).
- 2025 forecast decreases as a result of the Supervised Consumption Services in Peel is expected to be fully funded by the Ministry of Health (Council Resolution #2022-693).
- We have assumed based funding will not increase from 2023 levels for 2024 and the forecasted years. No confirmation of this funding will be received until mid-2023.

# Proposed Capital Budget

**Capital Budget: \$3.9 million** (Ten Year Plan: \$15 million)

## 2023 Capital Budget Overview

The following table provides a summary of Public Health’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	865	3,515	4,380
Non-DC Internal	2,867	350	3,217
<b>Total Expenditures</b>	<b>3,732</b>	<b>3,865</b>	<b>7,597</b>
<b># of Projects</b>	<b>3</b>	<b>5</b>	<b>8</b>

### Existing Capital Projects - \$3.7M

- \$1.4M Mobile Dental Clinic is for Ontario Seniors Dental Care Program funded by Ministry of Health was delayed in 2020 due to COVID-19; work started but was not completed by March 31, 2022. Budget increased \$515K funded through internal services
- \$0.9M Electronic Medical Records is ongoing in the implementation phase
- \$0.7M Public Health Clinics and Facilities Upgrade
- \$0.5M Public Health Information Management Improvements
- \$0.2M Public Health Clinics and Facilities for leasehold improvements

## 2023 Capital Budget - \$3.9M

### Key Highlights:

- \$3.5M Public Health Ontario Seniors Dental Care Program Clinic new operatories, Mississauga Central, Mississauga West and Brampton West (three facilities)
- \$0.3M Public Health Information Management Improvements
- \$0.1M Public Health clinics and facilities for leasehold Improvements

*See Appendix I for details.*

## 2023 Budget Risks

None

## Operating Impact of 2023 Capital Budget

None

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$15M

### By Project Classification:

<b>State of Good Repair</b> <b>\$11.5M</b>	<b>DC Funded Growth</b> <b>\$-</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$3.5M</b>
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#### Key Highlights:

- \$5.4M Public Health clinics and facilities for larger leasehold improvements
- \$3.5M Public Health Ontario Seniors Dental Care Program Clinic new operatories, Mississauga Central, Mississauga West and Brampton West (three facilities)
- \$2.6M Public Health clinics and facilities for leasehold improvements
- \$2.5M Public Health Information Management Improvements
- \$0.8M Mobile Dental Clinic bus replacement
- \$0.2M Needle exchange vans (two) replacement costs

*See Appendix II for details.*

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
235306	Public Health Information Management Improvements	Public Health Information Improvements	250		250		
235308	Public Health Clinics and Facilities - Leasehold Improvements	Fund for leasehold improvements for clinics	100		100		
235309	MCCHC Dental Clinic Upgrade	Fund for leasing public health clinics related to growth	1,172			1,172	
235310	MWCHC Dental Clinic Upgrade	Fund for leasing public health clinics related to growth	1,172			1,172	
235311	BWCHC Dental Clinic Upgrade	Fund for leasing public health clinics related to growth	1,172			1,172	
<b>Public Health</b>			<b>3,865</b>		<b>350</b>	<b>3,515</b>	



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
235306	Public Health Information Management Improvements	Public Health Information Improvements	250	250	250	250	250	1,250	2,500
235308	Public Health Clinics and Facilities - Leasehold Improvements	Fund for leasehold improvements for clinics	100	100	300	300	300	1,500	2,600
235309	MCCHC Dental Clinic Upgrade	Fund for leasing public health clinics related to growth	1,172	0	0	0	0	0	1,172
235310	MWCHC Dental Clinic Upgrade	Fund for leasing public health clinics related to growth	1,172	0	0	0	0	0	1,172
235311	BWCHC Dental Clinic Upgrade	Fund for leasing public health clinics related to growth	1,172	0	0	0	0	0	1,172
245307	Public Health Clinics and Facilities	Fundfor leasing public health clinics related to growth	0	1,800	0	0	0	3,600	5,400
275304	Mobile Dental Clinic (Bus)	Mobile Dental Clinic (Bus)	0	0	0	0	750	0	750
285305	Needle Exchange Vans	Needle Exchange Vans Replacement	0	0	0	0	0	260	260
<b>Public Health</b>			<b>3,865</b>	<b>2,150</b>	<b>550</b>	<b>550</b>	<b>1,300</b>	<b>6,610</b>	<b>15,025</b>

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Community Safety and Well-Being Enhancement	Strategic Policy, Planning and Initiatives	19	3.0	0.0	375,195	0
Replace “Workbench” application with the BookItPeel solution	Public Health	20	0.0	0.0	19,500	0
COVID-19 response (COVID Operations and Immunization Services)	Public Health	21	66.0	0.0	0*	0
<b>TOTAL</b>			<b>69.0</b>	<b>0.0</b>	<b>394,695</b>	<b>0</b>

\*The new ongoing COVID-19 Response/ Immunization Program is expected to be fully funded by the Province and is temporarily funded through a draw from the Tax Rate Stabilization Reserve.

## Budget Request #: 19

Proposed Initiative	Department	Division	Service Area
Community Safety and Well-Being Enhancement	Health Services	Strategic Policy, Planning and Initiatives	Public Health

### Description of Budget Request

Delivery of community safety and well-being is beyond the capacity of the Region alone. In developing Peel’s Community Safety and Well-Being (CSWB) Plan 2020-2024, the Region built trust and goodwill with community partners. These partners offer expertise and relationships to reach residents and enable community-driven action. Investing in 3 new full-time equivalents (FTE) provides visible and committed leadership, which enables broader, cost-effective impact through collective action.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	375,195	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	375,195	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	375,195	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	3.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Addresses the need for action on CSWB priorities and the request to reduce burden on community leaders and provide additional support for implementation efforts and outcomes.

Addresses the legislative requirements under the Police Services Act, s.145-149

Aligned with council direction and support for CSWB.

## Details of Service Change

Community partners have provided clear feedback that their capacity is increasingly stretched. They are asking for more hands-on involvement from the Region to sustain the CSWB effort and adapt implementation to changing social and economic conditions.

While progress is being made in key areas within the CSWB Plan, a number of goals and strategies have seen little or no activity and no expectation of any increase in outputs in the next year. The 3 new FTEs are needed to work directly with partners at each action table to move the operational work forward and demonstrate ongoing impact to the community by the end of 2024.

The existing team of 5 will continue to focus on backbone support for this collective effort across over 30 partners and 6 tables, ensuring the core elements of the legislative mandate are met through planning, coordination, monitoring and reporting. Efficiencies are also created by current CSWB staff supporting other health system/health department initiatives and regional priorities including Community Response Table, Ontario Health Teams, Peel Situation Table and health equity planning.

As we approach the renewal of the CSWB 4-year cycle in 2024, the 3 new staff will allow the Region to continue advancing priorities directly with the community, while the existing team members focus on development of the next iteration of the plan which may involve new areas of focus that will need to be scoped, researched and built up alongside community partners.

## Service Impact

The new team members' work will increase the Action Tables' ability to respond to community needs. For example:

- Youth programs: Staff will work with youth-serving organizations to foster supportive environments and help youth to form connections and develop skills which are strong determinants of mental wellness. They will develop a plan to build new initiatives or expand existing ones.
- Advocacy for investment in front-line services for victims of family violence: Staff will work with providers to identify gaps and co-design a coordinated advocacy plan to address issues like shelter capacity and unreasonable wait times for women who are fleeing abusive situations.
- Systemic Discrimination Action - Data Collection: Building on the work started last year through the disaggregated workforce census tool, staff will work with community member agencies to increase uptake of the tool through communications strategies, organizing and presenting webinars and other direct client-focused tactics.
- In addition, the 3 staff will increase the reach of CSWB planning framework and goals by connecting with additional community partners and networks beyond the Action Tables.

## Budget Request #: 20

Proposed Initiative	Department	Division	Service Area
Replace “Workbench” application with the BookItPeel solution	Health Services	Public Health	Public Health

### Description of Budget Request

In August 2022, Health Protection and IT is seeking approval to replace Workbench (contract expired end of July, 2022) with the Corporate BookItPeel solution for the registration for safe food handling course through the IT and BTSSB Review Board. IT will cover the 2022 implementation costs and there are no operating costs in 2022 as the course is not offered due to COVID-19. Public Health (Health Protection) is seeking approval to increase the 2023 operating budget for the use of Corporate BookItPeel.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	19,500	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	19,500	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	19,500	-	-	-
Net Impact - Utility Rate	-	-	-	-

<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Individuals will be able to register, pay, withdraw and receive a refund on-line, at any time for the safe food handling course. Efficiencies for Regional staff (Access Peel, Tier 1/Tier 2 contact centres, Health Protection staff) will be created as requests to process course payments, complete phone registrations or answer refund questions will decrease. The project also eliminates the need staff to maintain spreadsheets tracking registrants, their payment status, exam result, etc.

## Details of Service Change

Prior to the pandemic, Health Protection used Workbench to book clients into the safe food handler training course and associated home study exam. The courses/exam have been suspended for the last 2 years, but will be available in 2023. Workbench has limitations resulting in an inefficient process for registrants and Regional staff. Among the several challenges and limitations, there are two key requirements wanted for the food handler course and exam registration solution going forward, neither of which can be provided by Workbench.

These requirements are:

- Ability to screen clients and then allow them to book their desired course or exam directly on our website via a client facing portal. With Workbench, clients have to call in to the Region (the Customer Contact Center) to register. Health coordinators perform eligibility screening and create/update appointments in Workbench.
- Workbench doesn't have a feature to process payments for the course and exam. Clients need to visit AccessPeel to arrange payment before having their food handler training course/exam booked with the Region.

The contract with Workbench expired on July 31st, 2022. Workbench has limited functionality and Health Protection is seeking approval in 2022 to replace Workbench with the Corporate BookItPeel solution.

## Service Impact

Increased efficiency:

The solution will allow clients to register, pay, withdraw and receive a refund for the safe food handling course directly on the Region's website. This will reduce the time that Regional staff spend on these activities.

Increased Client Satisfaction:

The solution will increase client satisfaction as it will enable clients to register, pay, withdraw and receive a refund at any time, rather than wait to call the Region during business hours. The solution also allows the individual to pay online as opposed to coming to AccessPeel.

Improved Reporting:

The solution will allow for more accurate and easier to read reports than those available with Workbench. Due to the limitations with Workbench, the Health Protection division currently has to maintain separate excel spreadsheets for the safe food handling course.

## Budget Request #: 21

Proposed Initiative	Department	Division	Service Area
COVID-19 response (COVID Operations and Immunization Services)	Health Services	Public Health	Public Health

### Description of Budget Request

With the continued unpredictability of COVID-19 (including new variants and future waves), there is ongoing pressure for Public Health to control COVID-19 in our community. Ongoing case, contact and outbreak management is necessary to control transmission. Coordinated vaccination efforts are also required to prevent future cases, including potential future public health emergencies. Additional staffing resources remain critical to achieving these goals.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	9,496,445	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	9,496,445	-	-	-
Reserves (tax stabilization)	9,496,445	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	9,496,445	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-

<b>FTEs</b>	66.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

With the continued unpredictability of COVID-19 (including new variants and future waves), there is ongoing pressure for Public Health to control COVID-19 in our community. Ongoing case, contact and outbreak management is necessary to control transmission. Coordinated vaccination efforts are needed to prevent future cases, and Public Health must remain prepared for future public health emergencies. Additional staffing resources remain critical to achieving these goals.

## Details of Service Change

As the scale and scope of our collective response demobilizes, new additional functions related to COVID-19 operations and immunization services must continue in a permanent capacity.

This includes net new roles and responsibilities to:

- manage ongoing COVID-19 outbreaks and meet expanded vaccination requirements in high-risk congregate settings
- enhance surveillance to anticipate future waves and support active response
- subsume new immunization responsibilities related to COVID-19
- integrate COVID-19 vaccinations alongside pre-pandemic immunization roles and responsibilities (e.g., routine school immunizations, influenza), and
- ensure ongoing COVID-19 planning and recovery efforts are planned and implemented in partnership with key health system partners, community partners and including the support required to respond to questions from the community, ensure the multiple clinic sites will run efficiently and effectively from a logistics and technology perspective, the community is aware of what's happening and to ensure that Peel is in compliance with any legislation and funding requirements.

The requested resources will support stabilization and operationalization of Peel Public Health's COVID-19 response starting in 2023 and ensure that it will run as smoothly as the community has come to expect from Peel.

## Service Impact

New permanent staffing resources (66 FTEs) will support the achievement of outcomes through the management and mitigation of COVID-19 outbreaks, ensuring continued access to COVID-19 vaccines and ensuring support from shared business services to mobilize efforts. Resources allocated to support ongoing COVID-19 outbreaks will work directly with high-risk congregate settings, providing education and clinical expertise around infection control practices. Permanent roles for Immunization Services will ensure continued access to COVID-19 vaccines in Peel through direct service delivery (i.e., continued provision of community-based clinics), managing vaccine logistics for external providers, as well as improving overall system capacity by leading integrated planning with other services providers such as pharmacy and primary care. New staffing resources will also serve to increase vaccination uptake and coverage and reduce health inequities in Peel through direct engagement, education and co-design of community clinics in high priority communities and with at-risk populations.



# Income Support

2023–2026 Business Plan  
and 2023 Budget

Income Support Services .....	1
Executive Summary .....	3
Services we provide: .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Service .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	7
Awards and Achievements .....	8
The 2023 -2026 Business Plan Outlook .....	9
Planning for the Future .....	9
Finding Efficiencies .....	10
Proposed Operating Budget .....	11
2023 Operating Budget Pressures .....	12
Staffing Resources to Achieve Level of Service .....	13
2023 Total Expenditures & Funding Source (In \$M) .....	13
2023 Budget Risks .....	14
2024 – 2026 Operating Forecast .....	14

# Executive Summary

Mission: To provide income and stability supports to Peel residents to enable self-sufficiency and improved quality of life.

## Services we provide:

- Helping Peel residents navigate and access income and community supports and services
- Application and assessment services for Ontario Works, Child Care Fee Subsidy and Housing Services programs
- Ongoing case management and stability support services for social assistance clients to help them to move toward employment
- Ontario Works program oversight, and accountability

## Interesting facts about this service:

- Approximately 23,000 Peel residents (1.6% of our population) receive Ontario Works assistance
- Throughout the pandemic, the Ontario Works caseload in Peel decreased by approximately 30% as many clients received federal pandemic benefits which were higher than Ontario Works benefits
- 100% of Ontario Works benefit costs are paid by the province and rates have not increased since 2018
- In 2022, the maximum monthly Ontario Works benefit for basic needs and shelter for a single person is \$733, less than a third of Peel’s Living Wage (the wage a worker needs to cover their basic needs and community participation)
- Ontario Works benefits paid to Peel clients is projected to increase to more than \$156M in 2023
- The province has made changes to social assistance including moving employment services to Employment Ontario and shifting Peel’s focus to providing stability support services to help clients become employment-ready

## Highlights of the Business Plan:

- Steady growth of the 2022 Ontario Works caseloads due to the ending of federal pandemic benefits and the addition of Ontario Disability Support Program non-disabled adult clients
- Increasingly complex client barriers to employment such as mental health challenges and addictions
- Realigning the service delivery model and staff roles to improve efficiency and service experience
- Creating more equitable opportunities for clients through inclusive, modernized services and better access to digital solutions
- Ensuring Peel’s needs are well represented as the province designs a new Social Assistance Renewal Plan (also known as Social Assistance Transformation) by participating in client, employee, and community partner engagement
- Greater program accountability by doing audits to make sure program rules and requirements are being followed
- Ensuring staff are trained and supported to provide services that achieve successful client outcomes

Net Investment (\$000s)	2023	2024	2025	2026
Operating	27,275	29,002	30,515	32,071
Capital	-	-	-	-
Full Time Equivalents	372.8	372.8	372.8	372.8

# Core Service

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

To help lift Peel residents out of poverty by supporting them to take steps towards employment, greater independence, and an improved quality of life.

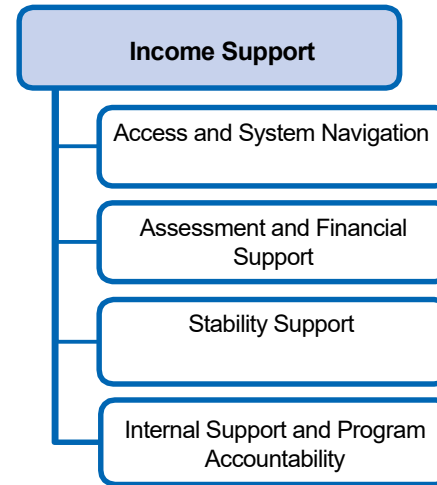
### Mission

To provide income and stability supports to Peel residents to enable self-sufficiency and improved quality of life.

### Goals of Service

1. Modernize our services to meet evolving community needs and system changes
2. Provide responsive, efficient, and inclusive services to Peel residents
3. Strengthen system planning through increased partnerships and influencing system change
4. Promote and maintain an engaged and enabled workforce

### Service Delivery Model



# Service Levels and Trends

## Service Levels

Income Support Services provide centralized assessment services for Human Services programs and is the delivery agent for the provincial Ontario Works (OW) program in Peel. The 2021 service levels and trends are summarized below.

**Access and System Navigation:** We are the first point of contact to provide system navigation to Peel residents. The in-person reception was closed to the public due to the pandemic but has since reopened with an average of 600 client interactions monthly. Interactions will continue to increase as in-person client appointments resume.

**Assessment and Financial Support:** We triage and assess applications for Child Care Fee Subsidy, Housing Services, and Income Support programs such as emergency assistance, funeral support, Ontario Works, and discretionary benefits for the Ontario Disability Support Program (ODSP). In 2021, over 23,000 applications were reviewed for Human Services and Income Support programs.

**Stability Support:** We provide intensive case management support to social assistance clients and help them navigate and access programs and services in the community. This allows residents to take steps towards employment, greater independence, and an improved quality of life.

In 2021, an average of 11,500 Peel households accessed stability support services monthly.

The OW program has undergone significant, provincially-directed transformation over the last two years, including social assistance employment supports moving from the Region to Employment Ontario and our focus shifting to stability support services. In 2021, following this change, we referred 6,500 social assistance clients referred to Employment Ontario for job search assistance.

**Internal Support and Accountability:** Provides internal support and enables program accountability. Quarterly audits are conducted to ensure program compliance and to support continuous improvement. In 2021, over 1,500 file audits were completed; 15% of the average OW caseload is projected to be reviewed annually.

## Trends

The population in Peel is diverse and continues to evolve, requiring varied supports and services to meet unique needs. The following trends demonstrating impacts to Peel residents requiring income and stability support services because of political, economic, demographic, and social factors, have been observed.

### Sector:

The provincial government is transforming the social assistance system in Ontario. The goal is to realign responsibilities and create a more responsive system that helps people get back on their feet. Regional caseworkers provide assistance in helping clients get the supports they need, including mental health and addiction counselling, financial literacy, housing, and childcare. However, many services are not readily available, and waitlists can be long. The future success of this transformation will rely on sufficient funding for staff and for the community services clients need.

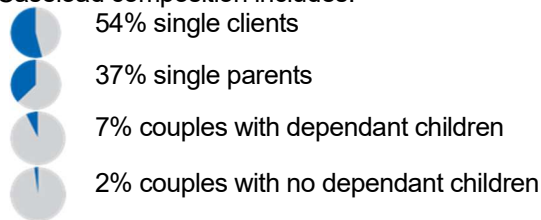
### Service Delivery:

In 2021, our services continued to be delivered digitally to accommodate pandemic restrictions and to increase service options for clients. Digital services will continue to be aligned with provincial program direction and identified community need.

### Client and Caseload:

The OW caseload composition has remained consistent with single clients making up the majority of clients served. Youth clients make up 9% of clients across all case types. On average 1.03% of the caseload (110 clients) exit OW each month and move to employment.

Caseload composition includes:



During the pandemic, the OW caseload decreased as clients were eligible to receive federal benefits. As clients are returning to us they continue to have complex needs and barriers to gaining employment.

Top five client barriers include:

1. Caregiving responsibilities
2. Mental health
3. Financial
4. Education
5. English as a second language

Given the long-lasting impact that the pandemic has had, mental health is expected to be an ongoing and significant barrier.

In 2022, caseloads are increasing due to the ending of federal benefits and other factors. This trend is anticipated to continue given the uncertain and unpredictable economic environment and it is expected that by 2024 caseloads will surpass pre-pandemic levels. As a result, a wide range of services and support will be required to meet residents' growing and increasingly complex needs. As the need for service grows, additional staff will be required to accommodate increased service demands.

Another relevant trend impacting Income Support Services is the significant rise in the cost of living over the past two years. However, the OW benefit rates have not changed since 2018. This trend, combined with growing and increasingly complex caseloads may mean that additional funding is required in future years.



*Figure 1 Providing ongoing case management and stability support to social assistance recipients*

## Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

**Program Measures:** As a delivery agent for the OW program we have provincially mandated performance measures. The measurements determine the effectiveness of the program in providing stability support and moving clients towards employment readiness and self-sufficiency.

Income Support service measures include an 80% target for the completion of timely reviews to ensure ongoing program eligibility and client participation. In 2021, we maintained a 92% monthly average for eligibility reviews completed within the required 24-month period and an average 70% of cases remained on track with their participation reviews.

New program measurements and local targets were finalized by the province in October 2021 and preliminary results will be reported at the end of the 2022 calendar year.

New measurements will include data on:

- Clients who have a plan to help them become employment ready and self sufficient
- Clients who have successfully achieved the goals in their plan
- Clients who have been referred to employment services

Quarterly audits are also completed with a compliance target of 80%. Audits are conducted to:

- Assess program effectiveness
- Monitor operational performance
- Evaluate program compliance with legislation and statutory requirements

**Client Measures:** The development of an ongoing client engagement plan supports a collaborative, 'Working with You' culture for program design and delivery.

In 2021, we engaged with social assistance recipients to gather feedback regarding their digital service experience; a total of 3,144 responses were received.



80% of respondents were satisfied with digital services

84% of respondents stated they would continue to use digital services in the future

Plans are underway to ensure continued client engagement as it guides which services most effectively support clients.

**Employee Measures:** The development of an employee engagement, communication and training plan promotes an engaged and enabled workforce and strengthens divisional culture through inclusivity and a shared vision.

Providing staff with appropriate training, tools, and resources to effectively support clients and manage their role responsibilities.

# Awards and Achievements

## Awards

The Ontario Municipal Social Services Association (OMSSA) awarded Peel the 2022 Local Municipal Champion Award to our Youth Caseworker teams who provide support to youth 14-29 and to families providing temporary care to children in Peel. This award recognizes the great work done in advancing excellence in human services integration and service system management by teams from municipalities across the province.

The dedication and model of care demonstrated by Peel's Youth Caseworker Teams has contributed to integration through enhanced case management supports, and working in partnership with community agencies, housing providers, health services, school boards, trusteeship programs, and others to provide wrap around care and support to youth in need.

## Achievements

Transformation: Peel was an early adopter of the Province's Social Assistance Renewal Plan which included acting as a prototype and pilot site for:

The shift of social assistance employment services with Employment Ontario

Centralizing and automating service delivery by implementing a risk-based intake and eligibility review system

The employment project for youth with disabilities.

In 2021, the Income Support OW program successfully transitioned to its new service delivery model and led over ten engagement opportunities with clients, community agencies and staff to inform the province's design of the new social assistance system.

We also worked collaboratively with provincial, community and internal partners to support clients and transformation initiatives. Success was demonstrated in the transition of over 11,000 clients to the new service model within a six-month period while onboarding new clients and maintaining service level requirements.

Influencing System Change: Income Support Services took an active role influencing system planning and policy direction to sustain funding and programming through representation at OMSSA (Ontario Municipal Social Services Association), Provincial-Municipal Human Services Collaborative, Peel Poverty Reduction System Table, and the Employment Income Network.

Oversight and Accountability: We implemented the audit strategy to promote responsive program stewardship.

In 2021, we also successfully launched an integrated performance dashboard to strengthen planning and decision-making with evidence-based performance outcomes. The dashboard identifies service workload impacts, outcomes, and budget expenditures.

Enabling Technology and Digital Solutions: To improve digital access, we provided 376 computers to OW clients, helping them stay connected, building capacity for self-sufficiency and improving their employment and educational prospects.



# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Service Delivery

Income Support Services aligns with the “Living” focus area of the Strategic Plan by ensuring that the lives of Peel residents are improved in their time of need, with access to appropriate supports and services at every stage of life.

The province’s vision for social assistance will be completed in phases. We will continue to support the future design and implementation of the provincial Social Assistance Renewal Plan, collaborating for improved, sustainable, and inclusive social assistance programs for Peel residents.

### Workforce Enablement

Income Support Services will implement strategies aligned with strategic and operational priorities, to manage change, support staff health, succession planning, growth, and development. Staff will receive the appropriate tools, training, and resources to enable them to provide stability support services through a diverse, equitable, and inclusive lens.

### Expanding Digital Delivery Solutions

The availability of modern, digital solutions allows more opportunities to change the way we deliver service. We will implement new digital solutions to:

- Increase access to support and services
- Reinforce service modernization
- Find operational efficiencies

We will also dedicate benefits and increase community partnerships to support client access to digital literacy programs, affordable monthly internet plans, and hardware.

### Community Engagement:

Helping community agencies to understand the barriers that clients face through partnerships and participating with community tables.

# Finding Efficiencies

## Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Income Support Services' Continuous Improvement initiatives include:

- Realigning the service delivery model and staff roles to improve service experience
- Formalizing a service performance framework
- Implementing modern, cost-effective, digital solutions to optimize operational efficiencies, and strengthen program planning, decision making and service improvements
- Enforcing responsible program stewardship through the administration of ongoing compliance audits (15% of the annual OW caseload) and the completion of follow-up items to satisfy compliance requirements
- Engaging with key stakeholders to collaboratively inform and design inclusive client services.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$26.4 million and the proposed budget for 2023 is \$27.3 million

## Net Expenditures: \$27.3 million (Total Expenditures: \$213.0 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	2,370	2,583	(213)	(8.3) %
Labour Costs	39,891	38,925	966	2.5 %
Reserve Contributions				-
Debt Charges				-
Grant Payments	158,909	155,319	3,590	2.3 %
Facility, IT, HR and other support costs	21,989	22,203	(214)	(1.0) %
Recoveries	(10,206)	(10,555)	348	(3.3) %
<b>Total Expenditures</b>	<b>212,953</b>	<b>208,475</b>	<b>4,478</b>	<b>2.1%</b>
Grants and Subsidies	(185,678)	(182,087)	(3,590)	2.0%
Supplementary Taxes				-
Fees and Service Charges				-
Transfer from Development Charges				-
Contributions from Reserves				-
<b>Total Revenues</b>	<b>(185,678)</b>	<b>(182,087)</b>	<b>(3,591)</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>\$27,275</b>	<b>26,388</b>	<b>887</b>	<b>3.4%</b>

Note: May not add up due to rounding.

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>208,475</b>	<b>182,087</b>	<b>26,388</b>	<b>%</b>
<b>Cost of Living/Inflation<sup>1</sup></b> Labour costs and Goods and services	1,072	-	1,072	
<b>Cost Mitigation<sup>2</sup></b> Cost Containment	(185)	-	(185)	
<b>Base Budget Changes Subtotal</b>	<b>887</b>		<b>887</b>	
<b>Service Level Demand<sup>3</sup></b> <ul style="list-style-type: none"> <li>Ontario Works Benefit increase due to change in monthly caseload (increase from 14,525 to 14,837)</li> </ul>	3,591	3,591	-	
<b>Service Level Changes Subtotal</b>	<b>3,591</b>	<b>3,591</b>	<b>-</b>	
<b>Total 2023 Budget Change</b>	<b>4,478</b>	<b>3,591</b>	<b>887</b>	
<b>2023 Proposed Budget</b>	<b>\$212,953</b>	<b>185,678</b>	<b>27,275</b>	<b>3.4%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

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

- Cost of Living increase for staffing costs is \$866K, and the impact for 5 Integrated Business Support Division (IBSD) FTE (Full Time Equivalent) transfer is \$206K

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

- Miscellaneous savings of \$185K resulting from the ongoing review of budgets; these reductions will not impact service levels

#### Service Level Demand<sup>3</sup>

- 2023 average monthly budgeted caseload increased from 2022 budget of 14,525 to 14,837. Benefit costs are fully funded by the province so no net impact on the budget due to the caseload change

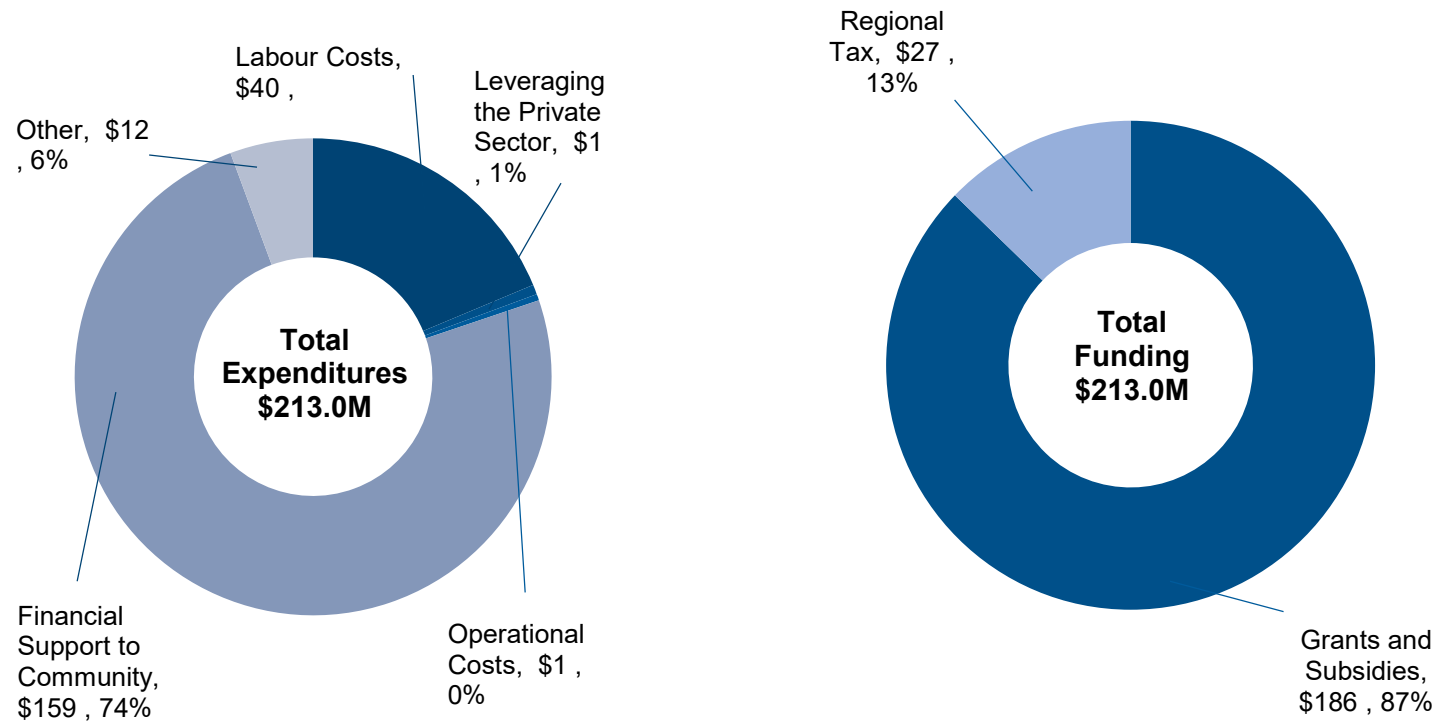
- Cost per caseload rates reflects no change. Province has not increased the rates since 2018
- 2023 budget assumes no funding changes

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
372.8	372.8	372.8	372.8	372.8

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- 2023 funding will remain at the 2022 levels. The province is currently reviewing the existing funding formula.
- Uncertainty in caseload numbers due to economic uncertainty

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	208,475	212,953	2.1%	241,564	13.4%	258,489	7.0%	269,055	4.1%
<b>Total Revenue</b>	(182,087)	(185,678)	2.0%	(212,562)	14.5%	(227,974)	7.3%	(236,983)	4.0%
<b>Net Expenditure</b>	26,388	27,275	3.4%	29,002	6.3%	30,515	5.2%	32,071	5.1%

Note: May not add up due to rounding

- In 2024
  - Caseload is increased to 17,424, no net impact
  - The net increase is driven by cost of living, inflation rate 3.3%
- In 2025
  - Caseload is increased to 18,840, no net impact
  - The net increase is driven by cost of living, inflation rate 2.8%
- In 2026
  - Caseload is increased to 19,774, no net impact
  - The net increase is driven by cost of living, inflation rate 2.8%
- Cost per case remains unchanged in the forecast
- Ontario Works administration funding and stabilization supports are held at the 2022 actual funding amount for the next four years
- Staffing levels were kept flat for next four years, but if the caseload increases as projected, additional staff may be required to maintain service quality

# Early Years and Child Care

2023 – 2026 Business Plan  
and 2023 Budget

Early Years and Child Care Services.....	1
Executive Summary .....	3
Services We Provide .....	3
Interesting Facts about this Service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Service Levels.....	5
Performance Measures and Results.....	6
Awards and Achievements .....	8
The 2023-2026 Business Plan Outlook .....	9
Planning for the Future .....	9
Finding Efficiencies.....	11
Transforming Our Business with Technology.....	12
Maintaining our Infrastructure .....	13
Proposed Operating Budget.....	14
2023 Operating Budget Pressures .....	15
Staffing Resources to Achieve Level of Service.....	16
2023 Total Expenditures & Funding Source (In \$M).....	17
2023 Budget Risks .....	17
2024 – 2026 Operating Forecast.....	18
Proposed Capital Budget.....	19
2023 Capital Budget Overview .....	19
Proposed Capital Plan .....	21
By Project Classification.....	21



# Executive Summary

Mission: To build and support an Early Years and Child Care system that is responsive to current and future needs of children and families in Peel.

## Services We Provide:

Early Years and Child Care Services does not directly operate licensed child care programs or EarlyON programs. We work with service providers to fund programs and to ensure families have access to them.

**Licensed Child Care:** We support child care providers so that families and children can access inclusive, affordable, accountable, high quality and accessible child care.

**EarlyON Program:** We provide free programs that help families with children six years and younger to grow and learn, and we connect families with early childhood professionals who can answer questions about child development.

**Child Care Subsidy:** We provide money and support so that families with lower incomes can afford licensed child care.

**Special Needs Resourcing:** We support children with special needs to thrive in licensed child care.

## Interesting Facts about this Service:

- Peel has some of the most expensive child care costs in Canada. Before 2022, the average monthly cost for a family with two children was almost \$2,560.
- The Canada-Wide Early Learning and Child Care plan will significantly improve the affordability of child care by reducing fees for children six years and younger by 50% in 2023 to an average of \$10 a day by 2025.
- Early Years and Child Care projected 2023 revenues of \$398M is 45.3% higher than 2022 and is expected to grow by half a billion dollars by 2024, making it one of the largest program budgets in Peel.

- To meet the expected demand and avoid a waitlist, Peel Region will need to create approximately 40,000 more licensed child care spaces in the next four years.
- The child care sector will need to hire more than 2,200 Early Childhood Educators to meet current and future demand for child care resulting from the Canada-Wide Early Learning and Child Care plan.
- Families earning less than \$50,000 a year still cannot afford \$10-a-day child care, and families with children ages 6-12 who do not qualify for the Canada-Wide Early Learning and Child Care Plan will need ongoing financial support to afford licensed child care.

## Highlights of the Business Plan:

- The current shortage of qualified Early Childhood Educators will negatively impact families. A comprehensive workforce strategy will support the child care sector to attract, hire and keep qualified staff to address the current staffing shortage. If this issue is not addressed there will be a waitlist.
- Racism, unconscious biases, and different cultures exist in many systems and can impact families who access programs. We are taking steps to ensure that EarlyON programs, policies and practices reflect the diverse needs in Peel.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	21,206	21,704	22,141	22,590
Capital	125	1,992	740	934
Full Time Equivalents	123.5	123.5	123.5	123.5

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

Families have access to inclusive, affordable, accountable, high quality, accessible Early Years and Child Care services.

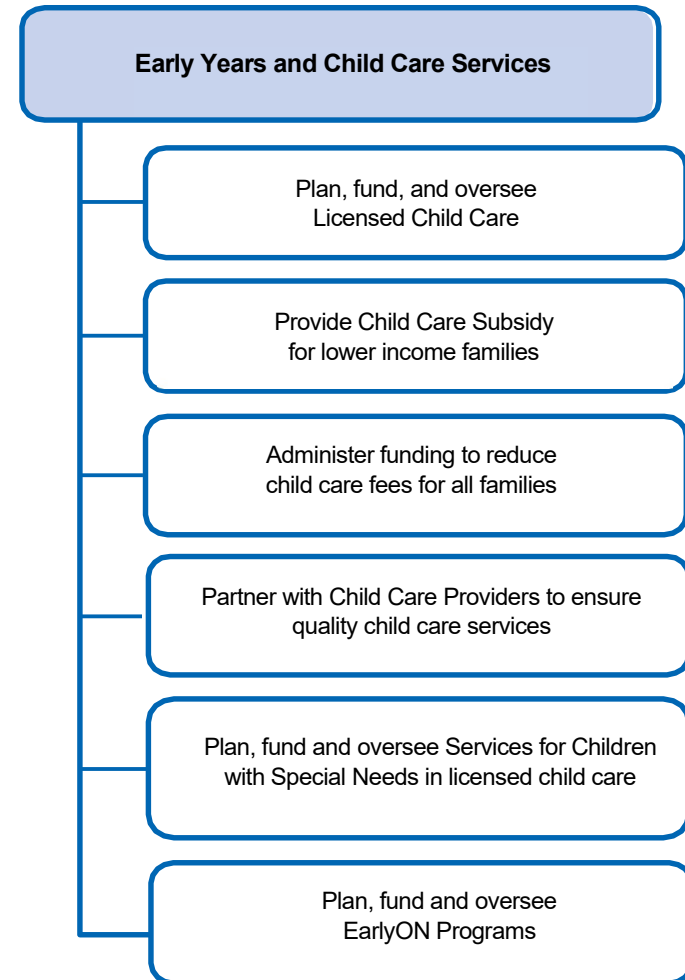
### Mission

To build and support an Early Years and Child Care system that is responsive to current and future needs of children and families in Peel.

### Goals of Service

1. Inclusive: Early Years and Child Care programs are welcoming and inclusive of all children and families.
2. Affordable: Public funds are used to improve the affordability of licensed child care.
3. Accountable: Early Years and Child Care system management is future-oriented, responsive, and accountable.
4. High Quality: Service providers continuously improve Early Years and Child Care program quality.
5. Accessible: Families have access to Early Years and Child Care programs that meet their specific needs. Families have access to accurate and up-to-date information about Early Years and Child Care programs.

### Service Delivery Model



# Service Levels and Trends

## Service Levels

In 2021, Early Years and Child Care Services delivered the following services:

**Licensed Child Care:** Provided funding, advice, and oversight to 191 providers who operate more than 47,000 licensed child care spaces. Early Childhood Educators were supported with learning and development opportunities to ensure families with children 12 years and younger can access quality child care

**EarlyON:** Provided funding and oversight to EarlyON providers so they can offer more than 1,000 hours of EarlyON programming each week. Over 17,000 children and their families participate in EarlyON programs across Peel. These programs help children six years and younger and their caregivers to grow, learn and connect with each other and their community. EarlyON also connects families with Early Childhood professionals who can answer questions about their child's development.

**Child Care Subsidy:** Supported more than 8,000 children to access affordable licensed child care. There is currently no wait list for families who need help to pay for licensed child care.

**Special Needs Resourcing:** Supported over 2,400 children with special needs to fully participate in licensed child care programs.

## Trends

Peel has some of the most expensive child care costs in Canada where before 2022 the average monthly cost for a family with two children was almost \$2,560.

The Canada-Wide Early Learning and Child Care affordability plan has already reduced child care fees for children six years and younger by 50 per cent and the goal is to deliver an average of \$10-a-day child care across Ontario by 2025. This is welcomed news for many Peel families. However, the new plan only applies to children six years and younger. Families earning less than \$50,000 a year still cannot afford \$10-a-day child care, and families with children ages 6-12 who do not qualify for this initiative will need ongoing financial support to afford licensed child care. To continue to support families, provincial funding will need to adapt to this trend.

In Peel, the shortage of Early Childhood Educators was made worse by the pandemic. In 2020, we saw a 63 per cent reduction in staff compared to 2019. This means that the sector needs more than 2,200 staff in licensed child care centres to return to pre-pandemic levels. In addition, even more staff will be needed to meet the growing demand. The Workforce Strategy that the Region introduced in 2022 is an essential initiative to support, grow and attract a diverse workforce to address current staff shortages and meet current and future child care needs.

Over the past 20 years, Peel has become one of Canada's most diverse municipalities; more than half of the population was not born in Canada. Peel's Early Years and Child Care sector strives to reflect the community's rich diversity. To align with the Region of Peel's commitment to address systemic discrimination and ensure that programs, policies, and services are inclusive and supportive of all residents, Early Years and Child Care Services is taking steps to ensure that programs, policies, and practices reflect the diversity and needs of Peel communities. This includes data collection, community engagement, training, and implementing action plans and measurement systems that hold service providers accountable for offering welcoming and inclusive programs and services.

## Performance Measures and Results

The Region's performance measures help assess how well we are doing at achieving our goals and where we need to improve. The results also inform decision-making and strengthen accountability. The Region's five-year Early Years and Child Care Services System Plan describes how we will achieve our goals and how our success will be measured.

### Financial Measures:

Early Years and Child Care Services provided over \$151.8M in funding to support the viability of approximately 90% of licensed child care programs in Peel in 2021.

- In addition \$800K was invested to provide professional development opportunities to over 3,600 Early Years and Child Care professionals to support quality programs for children and their families.
- Over \$13.5M was invested in the delivery of EarlyON services to deliver quality supports for families.

### Customer Measures:

Early Years and Child Care Services regularly measures how well Peel is meeting families' needs. This includes surveys and focus groups that inform planning for programs and services. In 2021 a small subset of families was surveyed. Here's what they said:

- 64 per cent of families reported having a positive experience at licensed child care programs
- 73 per cent of families reported having a positive experience at their EarlyON programs.

In addition, surveys that collected the opinions of Peel residents showed the following:

- In the spring of 2022, 64 per cent of respondents were familiar with the child care services in Peel
- In the fall of 2021, 82 per cent of respondents agreed that the Region should spend at least the same or more on child care services.

To ensure Early Years and Child Care programs continue to meet the needs of children and their families, we will continue to engage with residents who use our services to learn from their experiences with programs and policies, and the impact these have on their families.

### Employee Measures:

In 2022, the Region of Peel conducted an organization-wide employee survey. Here are some highlights from the Early Years and Child Care Services team:

- 90 per cent said they are proud to work for the Region of Peel
- 92 per cent said they have the flexibility they need
- 85 per cent said they are provided with clear leadership and expectations.

The Early Years and Child Care Services team will continue to create a workplace that values diverse experiences and supports professional growth while balancing staff needs and business expectations.



*Quality licensed child care supports children's brain development, readiness for school, and lifelong success.*

**Business Process Measures:**

Peel's Child Care Subsidy program is continuously improving the process for families who apply for financial help to pay for child care.

Recent improvements include reducing document requirements to make the program more accessible and the introduction of an application portal for secure document upload and automation of manual processes. This resulted in

- 85 per cent of families being able to access services more quickly
- Families who need an appointment during peak times can get one within 10 calendar days instead of 30 calendar days.
- More than 17 hours of manual work saved each month so staff could redirect that time to supporting families.

Early Years and Child Care Services has automated numerous processes within its GovGrants technology resulting in business process improvements such as:

- Over 200 service providers can now manage their funding applications and reporting requirements online and communicate easily with Regional staff. This saves time and means that providers can access their funding faster, so families get services sooner.
- A new online referral portal that makes it more convenient for families to request special needs supports directly for children with special needs who are in licensed child care.

# Awards and Achievements

## Awards

In 2022, Early Years and Child Care Services used provincial and federal funding to design and implement an innovative Workforce Strategy to address the shortage of qualified educators in the early years and child care sector. The strategy includes new ways to attract, hire and keep staff along with opportunities for them to enjoy better working conditions. The Region is partnering with select Greater Toronto Area colleges to offer fast-track Early Childhood Education programs and tuition grants for residents. This will help to produce more qualified educators to fill current shortages and meet current and future demands. This innovative work has resulted in the Region winning the 2022 Ontario Municipal Social Services Association (OMSSA) for a Local Municipal Champion Award.

## Achievements

Over the past year, the Early Years and Child Care Services team has made significant achievements in improving accessibility, affordability, and inclusiveness of children’s services in Peel.

### Improving Accessibility

The Peel Infant-Parent Program (PIPP) helps parents and caregivers understand their young child’s needs, behaviour, and development. In 2021, this program was integrated into the EarlyON services so families can access help more easily. Two EarlyON locations in Brampton and one in Mississauga now deliver this important program to families across Peel.

### Improving Affordability

The new Canada-Wide Early Learning and Child Care plan has reduced child care fees for children six years and younger.

Although the new plan is in place, Early Years and Child Care Services continues to improve support to help lower-income families pay for child care costs, ensuring that child care is accessible and affordable to vulnerable families across Peel.

### Improving Inclusiveness

Racism, unconscious biases, and beliefs about different cultures exist in many systems and can impact families who access programs. To address this, Early Years and Child Care Services has made it a priority to better understand Diversity, Equity, and Inclusion (DEI) practices and apply them in the sector. EarlyON is the first service to undertake this important work which will allow programs to reflect and adapt to the needs of the communities they serve.



*Safe and affordable licensed child care is important for families as many parents rely on child care to be able to go to work or school.*



# The 2023-2026 Business Plan Outlook

## Planning for the Future

### Canada-Wide Early Learning and Child Care Plan 2023-2025

In 2022, the new Canada-Wide Early Learning and Child Care funding reduced child care fees by 50 per cent for families with children six years and younger. More reductions will happen over the next three years with a goal to reach an average of \$10-a-day child care across Ontario by 2025.

Implementing the Canada-Wide Early Learning and Child Care plan in Peel will require enough:

- Provincial funding for Peel, where child care costs more
- Capital funding to create more child care spaces
- Early Childhood Educators to meet current and future demand for child care
- Funding and priority access for low-income families.

Regional Council continues to advocate to provincial and federal governments for these requirements to ensure Peel families have access to affordable child care.

The Canada-Wide Early Learning and Child Care plan is expected to result in a significant increase in demand. To meet this demand Peel will need approximately 40,000 more spaces for children six years and younger over the next four years. To avoid a shortage the Region is working with local municipalities, school boards and child care providers to find opportunities to increase licensed child care spaces.

### Workforce Strategy

Early Childhood Educators and other Early Years staff across Ontario have been feeling undervalued and underpaid. In Peel, Early Years and Child Care Services is addressing this issue with a comprehensive workforce strategy to attract, hire and keep qualified staff within the sector. The work includes creating long-term strategies to:

- Value those who work in Early Years and Child Care through public recognition and increasing the professionalism of the workforce
- Help child care service providers to attract qualified staff
- Nurture the workforce through providing professional learning opportunities and improved working conditions
- Strengthen local partnerships with other levels of government and community agencies to grow the workforce

Child care programs need qualified staff to meet the growing demand. To continue to address the child care staffing shortage and avoid waitlists for families who wish to access affordable child care, we will need ongoing provincial funding.

## Supporting Quality and Inclusiveness in Programs

High-quality Child Care and Early Years programs benefit children by providing enriching early learning experiences that promote future well-being. Early Years and Child Care Services works with service providers to continuously improve the experiences of families and children who use these programs and services. Over the next four years the Region will continue to support quality early learning experiences for children by implementing:

- A new quality enhancement program that will support child care providers to continuously improve the quality of care they deliver to ensure that children have access to healthy, safe, welcoming, and nurturing spaces.
- A comprehensive Diversity Equity and Inclusion (DEI) strategy to ensure all programs and services are inclusive and welcoming for Peel's diverse population.

We will continue to engage with residents to understand their experiences using the services we provide, as well as the impact on their children and families. We will use this information to inform and enhance our work within the sector.



*A growing child care sector needs a growing skilled workforce.*



# Finding Efficiencies

## Continuous Improvement

The goal of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of projects and improvements completed include:

- **Special Needs Resourcing** – Early Years and Child Care Services asked service providers for their input on how to better deliver special needs services for families. Based on clear feedback from service providers who asked for more flexibility, we no longer deliver this service through a third party. The savings from this change were redirected to child care providers so they could hire more staff to deliver the same service more efficiently. This improvement gave providers the supports they needed to welcome and better support children with special needs in a timely manner.
- **Child Care Subsidy** – Early Years and Child Care Services has streamlined the child care subsidy program and updated policies to better support families. Improvements include revising policies to make it easier for parents who are temporary or part-time workers to access child care subsidy and making it possible to update the amount parents have to pay if their income decreases before their regularly scheduled annual review. Families who leave child care and want to reapply can now reapply to the program after one month instead of six. This makes it much easier for families to access child care during changing and uncertain times.

- **EarlyON programs** – With the rising demand for and cost of delivering EarlyON programs, we found innovative ways to cut costs while ensuring that there was no negative impact on programs or families. EarlyON moved programs from costly commercial spaces to centrally located schools and municipal buildings. We also increased online programs that families found to be more convenient during the pandemic. The savings were reinvested to add more program hours and improve wages to attract and keep staff. By bringing families into these types of community spaces, this model helped create community hubs. Families made stronger connections to their local schools, libraries, and community centres.



*EarlyON Child and Family Centres offer engaging experiences for families with young children to learn, play and grow.*

# Transforming Our Business with Technology

## GovGrants Technology

GovGrants technology is an innovative, cloud-based technology solution that allows service providers to manage their contracts, funding applications and reporting requirements using an online tool.

Through this integrated system, more than 500 licensed child care and EarlyON providers, as well as agencies that serve children with special needs, can apply for funding, update information, and communicate directly with Early Years and Child Care Services staff. This reduces administrative costs while improving productivity with fewer manual processes and more accountability for Peel. In 2021, there were 1,151 grants valued at \$160.6M issued through GovGrants to over 200 different agencies in Peel.

GovGrants also supports Early Years and Child Care Services to access data on providers and to help us all work more efficiently. It automates and streamlines many manual processes, such as applying for funding and developing and implementing contracts. This creates greater cost savings, productivity, and oversight for the Region. Automated features also eliminate manual cheque processing and increase accountability. In May 2022, \$3.7M was automatically recovered from 68 providers, all without having to process a single cheque.

## Ontario Child Care Management System (OCCMS)

Early Years and Child Care Services is updating the Online Child Care Management System online portal to allow families who receive child care subsidy to better manage their records. This includes updating and accessing information online at their convenience and communicating directly with Regional staff. The improvements will end the need to fax and email documents. This will result in less paperwork and shorter processing times for families while making it easier for them to see the status of their application.

## Maintaining our Infrastructure

The Region leases several spaces in buildings to help service providers to deliver affordable child care to families. These facilities are being leased from 2019-2024. They are Brampton West, Chinguacousy, Collegedale, Ernest Majury and Streetsville.

The 2023 Capital Budget includes \$25,000 for each of the five properties for a total of \$125,000. This investment ensures that these buildings are properly and safely maintained and running smoothly in a reasonable state of good repair.



*The Region of Peel leases facilities to service providers to ensure safe licensed child care is accessible to families across the region.*

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$23.4 million and the proposed budget for 2023 is \$21.2 million

**Net Expenditures: \$21.2 million** (Total Expenditures: \$420.0 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	977	968	8	0.9%
Labour Costs	15,285	15,012	273	1.8%
Reserve Contributions	191	173	17	10.0%
Debt Charges	-	-	-	-
Grant Payments	401,570	280,141	121,429	43.3%
Facility, IT, HR and other support costs	8,545	7,387	1,159	15.7%
Recoveries	(6,564)	(5,786)	(778)	13.4%
<b>Total Expenditures</b>	<b>420,004</b>	<b>297,895</b>	<b>122,109</b>	<b>41.0%</b>
Grants and Subsidies	(398,403)	(274,158)	(124,246)	45.3%
Supplementary Taxes	-	-	-	-
Fees and Service Charges	(395)	(349)	(46)	13.2%
Transfer from Development Charges				-
Contributions from Reserves				0%
<b>Total Revenues</b>	<b>(398,798)</b>	<b>(274,506)</b>	<b>(124,292)</b>	<b>45.3%</b>
<b>Total Net Expenditure</b>	<b>\$21,206</b>	<b>23,389</b>	<b>(2,183)</b>	<b>(9.3%)</b>

Note: May not add up due rounding

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>297,895</b>	<b>274,506</b>	<b>23,389</b>	<b>%</b>
<b>Annualization<sup>1</sup></b>				
Early Learning and Child Care (ELCC)-Federal Funded	935	935	-	
EarlyON Child and Family Centres–Federal Funded portion	294	294	-	
<b>Cost of Living/ Inflation<sup>2</sup></b>				
Labour & Goods and Services	646	-	646	
<b>Base Subsidy/Recoveries<sup>3</sup></b>				
Reallocation of existing budget to offset inflation	(646)	-	(646)	
Leased Day Care Centres	46	46	-	
<b>Cost Mitigation<sup>4</sup></b>				
Cost containment	(12)	-	(12)	
<b>Other Pressures<sup>5</sup></b>				
One-time grants to support COVID-19	(2,170)	-	(2,170)	
<b>Base Budget Changes Subtotal</b>	<b>(907)</b>	<b>1,275</b>	<b>(2,183)</b>	
<b>Service Level Demand</b>				
• Canada-Wide Early Learning and Child Care	131,643	131,643	-	
• Child Care and Early Years Workforce Funding	(8,627)	(8,627)	-	
<b>Service Level Changes Subtotal</b>	<b>123,016</b>	<b>123,016</b>	<b>-</b>	
<b>New/Discontinued Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2023 Budget Change</b>	<b>122,109</b>	<b>124,292</b>	<b>(2,183)</b>	
<b>2023 Proposed Budget</b>	<b>\$420,004</b>	<b>398,798</b>	<b>21,206</b>	<b>(9.3)%</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

### Annualization<sup>1</sup>

- Annualization for Early Learning and Child Care (ELCC), and EarlyON Child and Family Centres-Federal portion. Agreements were renewed for another four years starting April 2022 and will end on March 31,2025

### Cost of Living/Inflation<sup>2</sup>

- Cost of living increase in staffing costs

### Base Subsidy/Recoveries<sup>3</sup>

- Reallocation of \$0.6M within existing funds to offset inflation
- Increase in property rental revenue due to YMCA expanding their rental space in Kennedy Road facility, offset by increase in contribution to working fund reserves

### Cost Mitigation<sup>4</sup>

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

### Other Pressures<sup>5</sup>

- One-time COVID-19 grants reduction to providers that was funded from the Region of Peel

### Service Level Demand

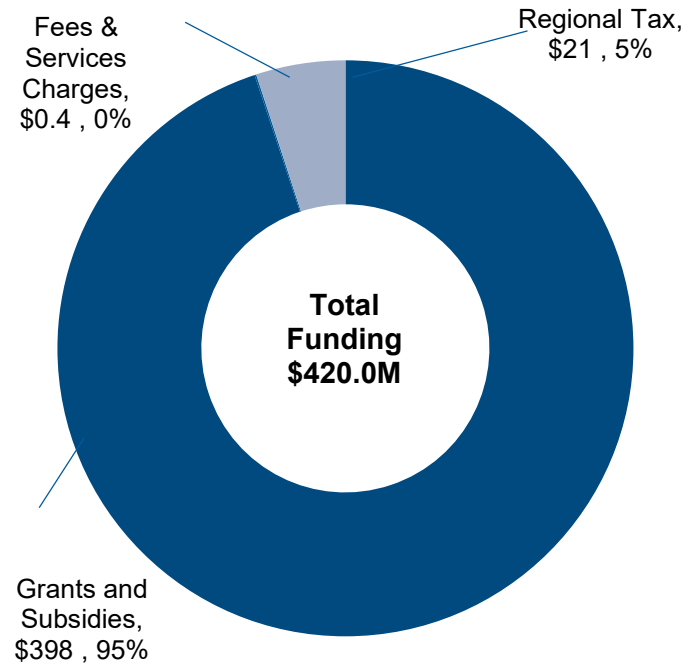
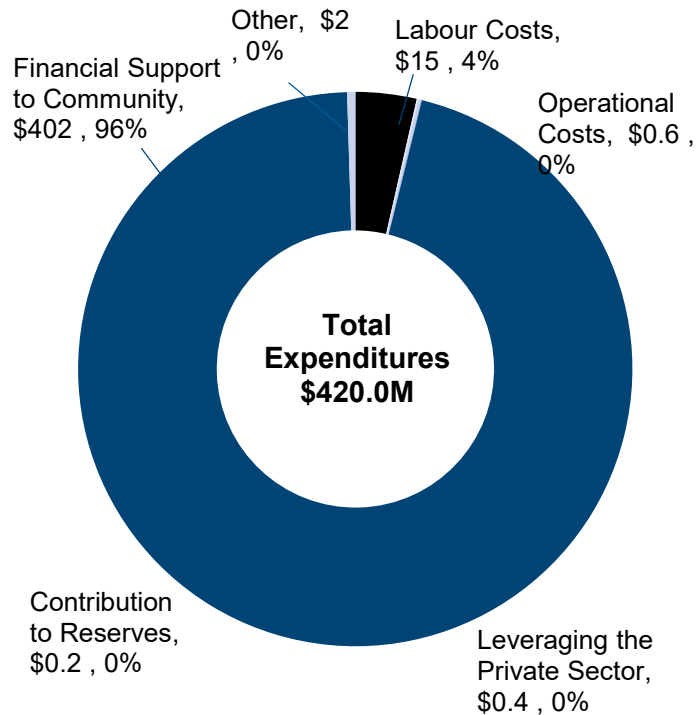
- Funding increase in Canada-Wide Early Learning and Child Care (CWELCC) to reduce fee subsidy by additional 25%, and enhance wages for Early Childhood Educators (ECEs)
- One-time Child Care and Early Year Workforce Federal funding reduction, program will be completed in 2023 with net zero impact

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
123.5	123.5	123.5	123.5	123.5

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Additional resource pressures in preparing for the potential implementation of the Canada-Wide Early Learning and Child Care Plan

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	297,895	420,004	41.0%	526,957	25.5%	537,882	2.1%	548,929	2.1%
<b>Total Revenue</b>	(274,506)	(398,798)	45.3%	(505,253)	26.7%	(515,741)	2.1%	(526,339)	2.1%
<b>Net Expenditure</b>	23,389	21,206	(9.3%)	21,704	2.3%	22,141	2.0%	22,590	2.0%

Note: May not add up due to rounding

- In 2024
  - Increase in CWELLC to move child care fees towards an average of \$10-a-day
  - Reduce \$2.9M balance of one-time Child Care and Early Year Workforce Federal funding
- In 2025 the forecast only reflects inflationary changes
- In 2026 the forecast only reflects inflationary changes



# Proposed Capital Budget

**Capital Budget: \$0.1 million** (Ten Year Plan: \$9.1 million)

## 2023 Capital Budget Overview

The following table provides a summary of Early Years and Child Care’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	1,055	125	1,180
<b>Total Expenditures</b>	<b>1,055</b>	<b>125</b>	<b>1,180</b>
<b># of Projects</b>	<b>3</b>	<b>1</b>	<b>4</b>

## Existing Capital Projects - \$1.1M

- \$0.9 million for Early Learning and Child Care for GovGrants, an enterprise technology system
- \$0.2 million for Child Care facilities repairs capital projects (Brampton West, Chinguacousy, Collegeside, Ernest Majury and Streetsville)

## 2023 Capital Budget - \$0.1M

### Key highlights:

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

See Appendix I for details.

## 2023 Budget Risks

- None

## Operating Impact of 2023 Capital Budget

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

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$9.1M

### By Project Classification:

<b>State of Good Repair</b> <b>\$9.1M</b>	<b>DC Funded Growth</b> <b>\$-M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$-M</b>
--	--	--

#### Key Highlights:

- \$9.1 million for Child Care facilities state of good repair capital projects

*See Appendix II for details.*

**Appendix I**

**Service : Early Years and Child Care**

**2023 Financing Sources and Funding Status (\$'000)**

<b>2023</b>				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<u>Project</u>	<u>Name</u>	<u>Description</u>		
230302	Renovations to Child Care Centre	Child Care Centre Renovations	125	125
Early Years and Child Care			125	125

Appendix II

Service: Early Years and Child Care

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<u>Project</u>	<u>Name</u>	<u>Description</u>							
230302	Renovations to Child Care Centre	Child Care Centre Renovations	125	1,992	740	934	1,021	4,277	9,089
Early Years and Child Care			125	1,992	740	934	1,021	4,277	9,089

# Information & Technology

2023–2026 Business Plan  
and 2023 Budget

Information & Technology .....	1
Executive Summary .....	3
Services we provide: .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	6
Awards and Achievements .....	7
The 2023 -2026 Business Plan Outlook .....	8
Planning for the Future .....	8
Finding Efficiencies.....	9
Transforming Our Business with Technology .....	10
Maintaining our Infrastructure.....	11
Proposed Operating Budget .....	12
2023 Operating Budget Pressures .....	13
Staffing Resources to Achieve Level of Service .....	14
2023 Gross Expenditures & Funding Source (In \$M).....	15
2023 Budget Risks .....	15
2024 – 2026 Operating Forecast.....	16
Proposed Capital Budget.....	17
2023 Capital Budget Overview .....	17
Proposed Capital Plan .....	19
By Project Classification: .....	19
Budget Requests .....	22

# Executive Summary

Mission: To create an enhanced digital experience by supporting the adoption of digital practices with secure, reliable, and modern technologies.

## Services we provide:

- **IT Strategy and Enterprise Architecture:** Align strategic IT plans with business objectives
- **IT Solution Delivery:** Design, develop, validate and deploy IT solutions
- **Infrastructure Management:** Plan, direct, and coordinate the design, installation, and connectivity of computer and network systems, as well hosted and on premises servers
- **IT Service Management:** Provide timely and effective response to user requests and resolution
- **Data and Content Management:** Optimize the value of data assets and enhance filing, finding and sharing of content
- **Cybersecurity:** Operations, structure and processes essential to preventing, detecting, and responding to threatening events

## Interesting facts about this service:

- Over the last 12 months, 4,600 emails containing viruses and 5,400 emails including malicious URLs were stopped and 11 unsuccessful system breaches detected
- The Public Sector Network (PSN) is a state-of-the-art fibre network co-owned by the Region of Peel, Mississauga, Brampton, and Caledon. With over 800 kilometres of fibre - the distance of almost 1,450 CN towers stacked on top of each other - the PSN enabled Regional business to continue with minimal interruption during the recent Rogers nationwide outage.

## Highlights of the Business Plan include:

- Delivery of digital services that provide an enjoyable user experience and offer sound business improvement benefits including a new updated website, the expansion of online service capabilities, and the end-to-end digitization of 27 priority services.
- Investments in technology modernization to replace our current portfolio of financial and human resources systems which are currently end-of-life.
- Continued modernization of our digital infrastructure and reduction of technical debt by shifting to digital platforms and phasing out legacy solutions.
- Maintaining service levels by making operational investments to improve customer service and enhance security.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	20,330	20,834	21,369	21,897
Capital	22,431	22,989	16,022	17,086
Full Time Equivalents	184.0	190.0	193.0	194.0



# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

Enabling digital government through technology

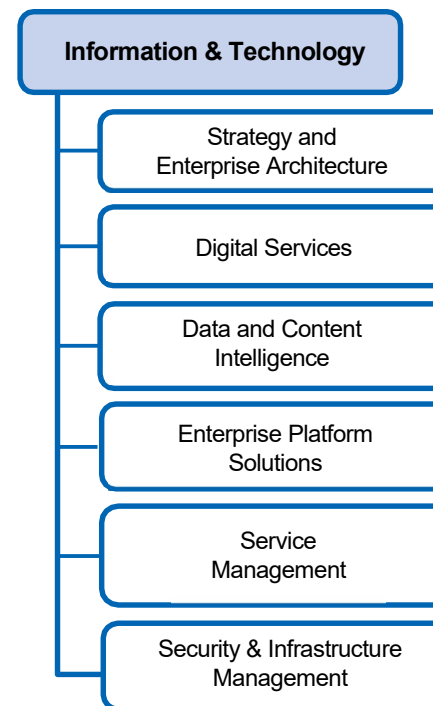
### Mission

To create an enhanced digital experience by supporting the adoption of digital practices with secure, reliable, and modern technologies

### Goals of Service

1. Deliver a unified, end-to-end digital experience developed from the customer's point of view, accessible anywhere, anytime, and from any device
2. Connect siloed and underutilized data by embedding it into service and operations to enable action-oriented decisions
3. Implement technology infrastructure that balances security and privacy needs with the ability to flex capacity according to demand
4. Create training programs to focus on digital competencies and develop talent models to access in-demand skills
5. Implement and digitize processes that produce improved outcomes and free up resources for higher-value actions

### Service Delivery Model



## Service Levels and Trends

The Information Technology Service Area is responsible for the planning, management and effective delivery of IT solutions and services that support the Region's goals and objectives.

### Service Levels

**IT Strategy and Enterprise Architecture:** Align strategic IT plans with business objectives by creating and maintaining a coherent set of principles, methods, and models that are used in the design and implementation of the organization's business processes, information systems, and infrastructure.

**IT Solution Delivery:** Design, develop, validate and deploy IT solutions that effectively address the organization's business requirements and opportunities.

**Application Management:** Manage the organization's suite of applications through their lifecycle, ensuring they deliver value to the business relative to their cost.

**Infrastructure Management:** Plan, direct, and coordinate the design, installation, and connectivity of computer and network systems, as well as hosted and on premises servers and storage to ensure the stable operation of the organization's IT assets.

**Data and Content Management:** Optimize the value of data assets for internal and external use, and enhance the filing, finding and sharing of content

**IT Service Management:** Provide timely and effective response to user requests and resolution of all types of incidents. Restore normal service; record and fulfill user requests; and record, investigate, diagnose, escalate, and resolve incidents.

**Cybersecurity:** Advancement of cybersecurity operations and the structure and processes essential to preventing, detecting, and responding to threatening events.

### Trends

The Region implemented significant digital advancements and intensified those efforts in response to the needs and external drivers that surfaced during the COVID-19 pandemic. Even with all the progress, more work is required to make it easier for residents to interact with the Region of Peel. Advances in digital technology are transforming the way people live, work and interact with one another, and they expect their government to provide services that meet their evolving expectations when they need them and through the medium they choose to access them (digital or otherwise). This will require modern, integrated systems and an enterprise-wide approach to continue to address the challenges of digital modernization and the risks of our aging IT systems to provide long-term benefits to all the people and businesses we serve, including Region of Peel employees.

# Performance Measures and Results

The Region of Peel is committed to delivering Information Technology services economically and efficiently. IT performance measures are used to assess how well the Region is doing at achieving its technology goals and where we need to improve operations. The results also inform decision-making and strengthen accountability. Below are the measures tracked to assess the performance of the Information Technology Services grouped into four key areas: Financial, Customer, Employee and Business Process.

## Financial Measures

**Benefit Realization Indicators:** These are measures of the business value that IT projects are expected to deliver to the organization. Examples of expected benefits include: Increased revenue; Cost savings; Improved financial return on investment; and Reduced technical debt. For example, over \$5 Million in annual savings are generated through the Public Sector Fibre Network

## Customer Measures

**Number of users of the Region of Peel Open Data Portal and the number of downloads from the Open Data Portal:** This measures the uptake of the publicly available data sets that can be used for application development or reports. This metric demonstrates the Region's effort to enhance transparency and promote data sharing while reducing staff time to fulfill data requests. Since the beginning of this year, there have been over 40 million API hits in the Open Data Site resulting in almost 3,000 downloads by over 22,000 users.

Other Customer Measures include: Improved user experience; Increased client satisfaction; and Improved service levels.

## Employee Measures

**Percent of employees agreeing that they have the tools and technology they need to do their job well:** This shows how the Region's workforce modernization strategy is working. It's also an indicator of the Region's workforce enablement. Since the pandemic,

80 percent of office-based workforce have been enabled to work remotely. From a recent employee survey conducted in May 2022, 74 percent of Region of Peel employees affirmed that they have the tools and technology they need to do their jobs well.

**Percent of employees agreeing that they are equally or more productive working since the start of the pandemic:** This demonstrates the effectiveness of the Region's technology infrastructure. It's also an indicator of employee productivity. Based on a survey of Peel employees in January 2021, 85 percent affirmed that they were equally or more productive working since the start of the pandemic than they were before.

## Business Process Measures

**IT Help Desk First Call Resolution (FCR):** This is the percentage of calls that are resolved in one phone call. It measures the ability to resolve customer issues on the first attempt, with no follow-up needed. FCR is a measure of how effectively IT help desk conducts its business and is a function of the complexity and types of transactions handled, the experience of IT service agents, the quality of agent training, and tools such as knowledge management and remote control. It's an indicator of service efficiency. 72 percent of IT help desk calls/tickets were resolved on the first attempt with no follow-up needed. This is well above the industry average of about 60%.

Other Business Process metrics include:

- The number of service requests and business cases reviewed by the IT Governance Boards, which demonstrate the volume of client requests and decision-making handled by the Boards. For example, a total number of 129 Business Cases have been reviewed by the IT Governance Boards since 2020.
- System stability indicators such as email threat prevention metrics and Incidences of major security events, which demonstrates the effectiveness of the Region's cybersecurity program. For example, over 50 percent of email messages coming into the Regional network are blocked due to email SPAM, viruses and other threats.

# Awards and Achievements

## Awards

### **Innovation in GIS Award presented to the Peel Data Centre at the BeSpatial/Urisa Ontario Annual Conference on May 3, 2022**

This award is presented to individuals or organizations who demonstrate innovation in a geospatial and information related application including analytics, technology, visualization, or smart initiatives. Staff won this award for their work on the Region of Peel's innovative Census Information Hub which is a central location for Census data in Peel. Census data helps residents and stakeholders with making informed decisions which impact their daily lives.

### **ICMG Architectural Excellence Award**

Region of Peel won top awards at the ICMG Enterprise & Digital Architecture Ratings & Awards competition. The Region won for "Best Digital Architecture in Local Government" and in the "Enterprise Architecture" category. These awards recognize The Region of Peel as a worldwide leader in creating digital solutions for delivering services to residents and businesses.

## Achievements

### **Salesforce Case Study**

The Region of Peel was showcased by Salesforce as a case study, highlighting our achievements in service delivery through the delivery of over 36 different applications that included digitizing, streamlining, and modernizing everything from individual forms to geospatial mapping integrations and workforce productivity tools.

## **Covid-19 Response**

IT has been a critical component of the Region's response to COVID-19. This includes providing the public with ease of access to relevant information and providing our employees with the tool and resources to work effectively and safely.

Highlight of achievements completed include:

- *Covid-19 in Peel Dashboard*  
Publicly available online dashboard that provides an overview of key topics and trends of COVID-19 data in Peel.
- *Employee Screening Tool*  
Provided employees the ability to complete the Covid-19 self-screening questionnaire through web or mobile channels prior to entering Regional facilities
- *Remote workforce*  
Equipped employees with collaboration tools and remote connectivity to applications and resources, which has enabled 80% of the office-based workforce to work remotely
- *Online Services*  
Multiple online services for residents, including self-service scheduling of vaccination appointments for non-schedule clinics, a virtual assistant to quickly access COVID related information, as well as online applications to request vaccinations for home bound residents, register out-of-province vaccination records and for apply for vaccination exemptions.

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Digital Government

Resident expectations are constantly shifting as they're looking for increasingly personalized and seamless experiences. A truly digital government is designed and operated to take advantage of data and technology to create, optimize and transform digital government services. To help meet these changing expectations, the IT Service Area will be delivering on key strategic initiatives over the next few years to accelerate the transition to a digital government.

### Remediating Technical Debt

To deliver better digital services, we need to continue to modernize our IT infrastructure and systems. IT has made progress in this area by investing in modern, secure cloud-based solutions and by continuing to partner with different parts of the organization to modernize applications.

Strengthening the overall health of the Region's application portfolio by phasing out legacy solutions that are divergent from architectural best practices and present challenges to digital modernization will maximize the effectiveness and value of our technology. To advance this focal point, the IT Service Area has established an Application Portfolio Sustainment program to de-risk the technology environment by assessing the inventory of software assets and identifying an effective approach to rationalize and modernize the application portfolio.

### Service Delivery

A successful digital government is committed to continuously improving service delivery. To enable this service delivery model requires moving away from IT systems that are designed and built independently from one another to a model that relies on common components to deliver common business capabilities. This shift will allow government services to be more accessible, flexible and deliver a consistent user experience, as these services will be supported by digital platforms that provide the agility and flexibility to deliver consistent service delivery quality across the organization. Our Platform Rationalization and Integration strategy will allow us to build on our core enterprise platforms and is supported by established IT policy and technical standards that are embedded into our IT governance framework. The results of our Digital Services Team service delivery pilot in collaboration with Public Works will also inform the methods by which our staff work can work most effectively with our internal clients; and identify key skill sets required for our work force of the future.

### Intergovernmental Partnership to Improve Digital Infrastructure and Address the Digital Divide

The digital divide is the gap between households who have reliable and affordable access to digital technologies and internet that meets the minimum standard for high speed, and those who do not. The Region of Peel together with its GTHA municipal partners are advocating for key policy, legislative and regulatory changes, as well as investments in broadband that could be made by the provincial and federal governments to address residents' inability to access high-speed internet that impairs their ability to participate in the economy, receive essential services such as education and healthcare, and participate fully in their communities.

# Finding Efficiencies

## Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of improvements completed include:

**Call Back Technology:** Implemented call back capabilities that resulted in avoiding hiring additional staff to maintain service levels with COVID-19 inquiries that lead to \$364K in cost avoidance.

**Virtual Collaboration:** Improved virtual communication and collaboration capabilities for staff, Council and other stakeholders by implementing new technologies that are easy to use and keeps people and teams connected anytime, anywhere.

**Dashboards:** Created dashboards to support staff with real-time decision making and provide the public with trends and topics related to Covid-19 data.

**IT Self-Service for Employees:** Replaced legacy system to improve reliability and promote self-service for employees to submit, access, approve and track their tickets.

**Census Information Hub:** Improved the ease of understanding and access to information by allowing users to explore the data in greater depth and download data for their own analysis.

## IT Governance

The IT Service Area manages a large portfolio of IT projects and has established an IT Governance system that provides a set of processes for collecting, assessing, ranking, monitoring, and managing all potential projects. The goal is to support both operational managers and higher-level decision makers in the selection, prioritization, planning, scheduling, and management of projects to maximize value for the organization.

The management of the IT portfolio continues to mature and has translated into:

- Clear definitions of the roles, responsibilities, and accountability of everyone involved
- Compliance to legal, regulatory, and policy standards and requirements.
- Improved cohesion and alignment across teams and stakeholders  
Enhanced visibility to the project activity thanks to clear reporting
- Greater organizational flexibility and responsiveness, as the governance system also provides guidelines regarding the adaptation of the process to changing needs or requirements

# Transforming Our Business with Technology

## **Deliver a unified, end-to-end digital experience:**

### *Advancing Digital Service Delivery Program*

Digitalization of services that meet client needs, are easy to use, and provide an enjoyable user experience and offer sound business improvement benefits. The delivery of digital services will result in a significant improvement in customer experience, replace duplicate applications with a core standard application and result in cost savings by automating business processes and shifting client inquiries from higher-cost channels (mail, in-person, phone, email) to lower-cost, digital self-service.

## **Maximize employee and technological capabilities:**

**Project Ecosystem:** An integrated business and technology modernization approach to improve the effectiveness of the organization and mitigate the risk of the current portfolio of business applications that comprise the Enterprise Resource Planning (ERP) suite and are at end-of-life. The new modern ERP will impact a variety of areas across the Region of Peel and Peel Regional Police organizations, primarily focussing on Human Resources, Finance and Procurement to reduce the administrative burden on the workforce, drive out inefficiencies in current processes, standardize processes, improve the effectiveness of the organization and mitigate the risk of current systems obsolescence.

**Robotic Process Automation:** A technology that automates highly manual, repetitive, rule-based processes that handle huge volumes of data. Automating these types of repetitive, high-volume tasks, will deliver measurable benefits such as cost reduction, greater accuracy, delivery speed and will free-up staff to focus on solving problems, improving processes, conducting analysis and other value-added tasks resulting in higher employee engagement.

**Workforce Enablement Program:** Enable and empower employees to work securely and productively with the right cost-effective technology from any location. Providing mobile access to data and applications will support staff to deliver better services to the public and provide operational resilience and business continuity during times of disruption.

**E-Signature:** Enable both internal and external users to electronically sign and approve legally binding documents and agreements. The e-signature solution will improve document archiving, accessibility and compliance, as well as increase staff productivity and internal efficiencies.

**Electronic Medical Record:** Increase Public Health's capacity for data collection, use, analysis and reporting to enhance internal and external communication, provide another channel for public health surveillance, and facilitate performance management and program evaluation for the purposes of program improvement.



## Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing technology and security risks associated with outdated infrastructure.

Highlights of the major infrastructure repair projects for the 2023 Capital Budget include:

**Council Chambers AV Technology:** Upgrade of Web conference software to facilitate integration between Council Chamber hardware and the conferencing software for improved hybrid conferencing experience for all stakeholders.

**Computer Hardware and Software Asset Management:**

Implementation of new functionality for the management of IT hardware and software assets. These new capabilities will provide the ability to track and manage the full lifecycle of assets, as well as optimize manual processes and improve the reliability and accuracy of IT asset information.

**Replace and Reduce Printer Fleet:** Reduction in the number of printers to significantly reduce paper usage and adapt to a workforce that is mostly remote or hybrid resulting in printers being underutilized.



**Voice Modernization:** To enable all Regional employees with the capability to call out and receive calls from outside parties by leveraging the Region's Microsoft 365 platform to replace the current legacy telephony solution.

**Continuous Computer Replacement:** Onboard a new hardware and services vendor and establishes new processes and procedures to support and facilitate operationalizing Computer Replacement on a continuous basis.



# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The budget for 2022 was \$19.0 million and the proposed budget for 2023 is \$20.3 million

## Net Expenditures: \$20.3 million (Total Expenditures: \$21.0 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	16,429	14,636	1,793	12.2%
Labour Costs	25,149	23,690	1,460	6.2%
Reserve Contributions	11,734	12,234	(500)	(4.1%)
Debt Charges	0	0	0	-
Grant Payments	0	0	0	0%
Facility, IT, HR and other support costs	4,888	4,532	356	7.8%
Recoveries	(37,203)	(35,224)	(1,979)	5.6%
<b>Total Expenditures</b>	<b>20,998</b>	<b>19,869</b>	<b>1,129</b>	<b>5.7%</b>
Grants and Subsidies	0	0	0	0%
Supplementary Taxes	0	0	0	0%
Fees and Service Charges	(395)	(395)	0	0%
Transfer from Development Charges	0	0	0	-
Contributions from Reserves	(273)	(427)	154	(36.1%)
<b>Total Revenues</b>	<b>(667)</b>	<b>(821)</b>	<b>154</b>	<b>(18.8)%</b>
<b>Total Net Expenditure</b>	<b>\$20,330</b>	<b>19,048</b>	<b>1,283</b>	<b>6.7%</b>

Note: May not add due to rounding.

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>19,869</b>	<b>821</b>	<b>19,048</b>	<b>%</b>
<b>Annualization<sup>1</sup></b>				
Council Chambers Technology Support				
• Incorporation of salaries for 4 FTE into base budget	326	(154)	480	
• Allocation of costs to program	(480)	-	(480)	
<b>Cost of Living/Inflation</b>				
Labour costs	650	-	650	
Goods and services	402	-	402	
<b>Base Subsidy/Recoveries</b>				
Updated allocation to Tax and Utility services and Peel Living	(1,500)	-	(1,500)	
<b>Cost Mitigation</b>				
• Savings from continuous improvement initiatives	(10)	-	(10)	
• Efficiencies from the ongoing review of budgets	(500)	-	(500)	
<b>Other Pressures<sup>2</sup></b>				
• Software licences and support	1,307	-	1,307	
• Operating impact of capital: software licences and support	450	-	450	
<b>Base Budget Changes Subtotal</b>	<b>645</b>	<b>(154)</b>	<b>799</b>	
<b>Service Level Demand</b>				
• Budget Request #22 - Increased Demand of IT Security Capacity	258	-	258	
• Budget Request #23 - Capacity Required to Meet Current Service Levels for IT Operations Services	226	-	226	
<b>Service Level Changes Subtotal</b>	<b>484</b>	<b>-</b>	<b>484</b>	
<b>Total 2023 Budget Change</b>	<b>1,129</b>	<b>(154)</b>	<b>1,282</b>	
<b>2023 Proposed Budget</b>	<b>20,998</b>	<b>667</b>	<b>20,330</b>	<b>6.7%</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

### Annualization<sup>1</sup>

- On May 26, 2022, Regional Council passed a resolution (Resolution Number 2022-475) to upgrade technology support for Council Chambers. This included the approval of four additional FTE whose costs during 2022 were funded by rate stabilization reserves. In 2023, the cost of these four additional FTE is allocated to Legislative Services.

### Other Pressures<sup>2</sup>

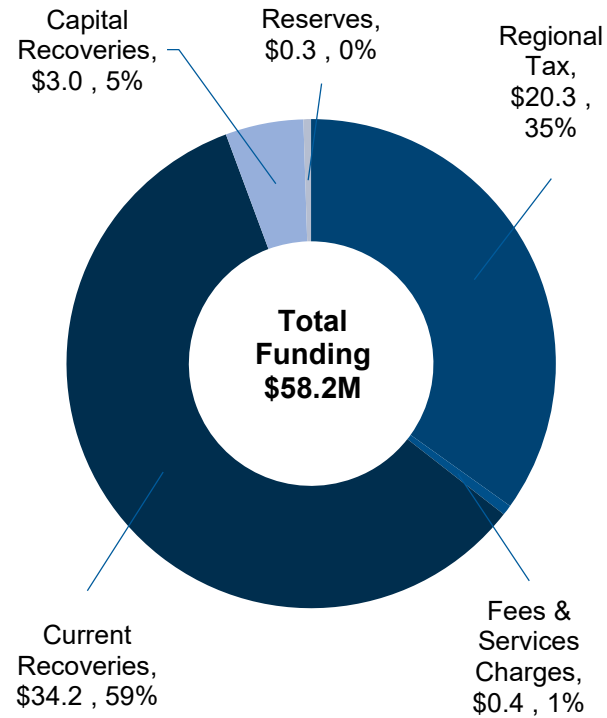
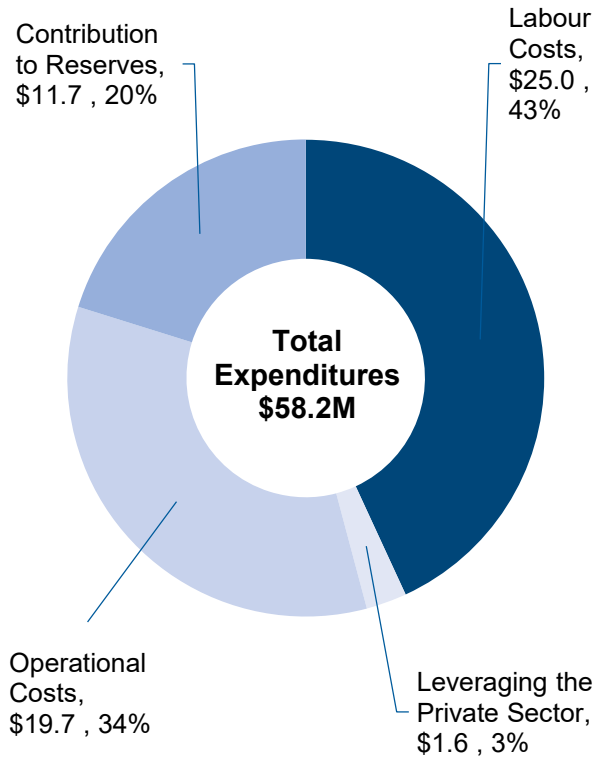
- Increase in costs are the result of expanded use of technology due to COVID 19 response, remote work requirements, digital advancements in key services across the organization, and cost pressures caused by inflation.

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
182.0	184.0	190.0	193.0	194.0

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Gross Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	19,869	20,998	5.7%	21,511	2.4%	22,054	2.5%	22,591	2.4%
<b>Total Revenue</b>	(821)	(667)	(18.8%)	(677)	1.5%	(685)	1.2%	(693)	1.2%
<b>Net Expenditure</b>	19,048	20,330	6.7%	20,834	2.5%	21,369	2.6%	21,897	2.5%

Note: May not add up due to rounding

- It is anticipated that new technology platforms implemented through the capital program will result in additional operating costs such as licenses. A marker of \$750,000 for these costs has been included in each of the forecast years.
- The outlook years include 10 additional permanent positions:
  - The Application Portfolio Sustainability program – conversion of 4 contract staff to FTE in 2024
  - The Advancing Digital Strategy Delivery program – conversion of 2 contract staff to FTE in 2024
  - The Advancing Digital Strategy Delivery program's Integration Competency Center – 2 new FTE in 2025
  - Infrastructure, Architecture and Security – 1 FTE in 2025, 1 FTE in 2026
  - Implementation of the ERP is anticipated to result in FTE changes, but which can't be estimated at this point
- Incremental pressures have been offset by additional recoveries from other Regional services or the capital program.

# Proposed Capital Budget

**Capital Budget: \$22.4 million (Ten Year Plan: \$161.4 million)**

## 2023 Capital Budget Overview

The following table provides a summary of Information & Technology Service’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	580	4,000	4,580
Non-DC Internal	46,249	18,431	64,680
<b>Total Expenditures</b>	<b>46,829</b>	<b>22,431</b>	<b>69,260</b>
<b># of Projects</b>	<b>41</b>	<b>5</b>	<b>46</b>

## Existing Capital Projects - \$46.8M

### Key highlights:

- \$12.1M for the Workforce Enablement Program of lifecycle replacement of Regional computers
- \$8.6M for the Application Portfolio Sustainability program to maintain existing applications in a state of good repair

- \$2.9M for the replacement of network infrastructure
- \$2.8M for Regional contributions to the Public Sector Network
- \$2.7M for Network & Telephone Infrastructure Enhancement (growth related network costs)
- \$2.2M for the Enterprise Resource Planning implementation which will replace the Region's human resources and financial systems

## 2023 Capital Budget - \$22.4M

### Key highlights:

- \$10.8M for ERP Implementation which will replace the Region's human resources and financial systems
- \$5.0M for Digital Service Delivery – to implement the roadmap delivered from the Advancing Digital Service Delivery project
- \$4.3M for the Workforce Enablement Program of lifecycle replacement of Regional computers

*See Appendix I for details.*

## 2023 Budget Risks

Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 5.0% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.

## Operating Impact of 2023 Capital Budget

- The use of updated technology will allow for more efficient and effective operations.
- It is anticipated that new technology platforms will result in additional operating costs such as licenses. A marker of \$750,000 for these costs has been included in each of the forecast years.

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$161.4M

### By Project Classification:

<b>State of Good Repair</b> <b>\$89.1M</b>	<b>DC Funded Growth</b> <b>\$0.0M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$72.3M</b>
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#### Key Highlights:

- \$44.8M for the Workforce Enablement Program of lifecycle replacement of Regional computers
- \$32.0M for Digital Service Delivery – to implement the roadmap delivered from the Advancing Digital Service Delivery project
- \$18.0M for the Application Portfolio Sustainability program to maintain existing applications in a state of good repair
- \$17.1M for ERP Implementation which will replace the Region’s human resources and financial systems
- \$16.6M for the replacement of network infrastructure
- \$15.6M for Network & Telephone Infrastructure Enhancement (growth related network costs)

See Appendix II for details.



Service : Information & Technology

Appendix I

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
187116	ERP Implementation	This project will fund costs associated with replacing the existing HRMS & Financial Systems.	10,768		6,768	4,000	
237514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system.	891		891		
237533	Data Centre Infrastructure	Data Centre / Application Improvements.	292		292		
237550	Workforce Enablement Program	Desktop/Laptop Replacement	4,350		4,350		
237591	Network & Telephone Infrastructure Enhancement	Growth related network costs.	1,129		1,129		
237612	Digital Service Delivery	Capital funding to implement the roadmap delivered from the Advancing Digital Service Delivery project	5,000		5,000		
Information & Technology			22,431		18,431	4,000	

Appendix II

Service: Information & Technology

2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<u>Project</u>	<u>Name</u>	<u>Description</u>							
187116	ERP Implementation	This project will fund costs associated with replacing the existing HRMS & Financial Systems.	10,768	6,332	0	0	0	0	17,100
237125	Corporate Information Management	Funding for the deployment of Information Management Technology throughout the Region.	0	1,390	695	695	695	3,475	6,950
237514	Network Infrastructure Replacement	Replacement of existing network servers, network infrastructure and telephone system replacement.	891	1,167	1,306	2,144	1,986	9,102	16,596
237533	Data Centre Infrastructure	Data Centre / Application Improvements.	292	322	354	389	428	989	2,773
237550	Workforce Enablement Program	Desktop/Laptop Replacement	4,350	4,370	4,380	4,400	4,420	22,860	44,780
237591	Network & Telephone Infrastructure Enhancement	Growth related network costs.	1,129	1,343	1,155	1,253	1,363	9,389	15,632
237602	PSN Capital	Regional contribution to PSN System.	0	1,066	1,132	1,205	1,286	2,846	7,535
237609	Application Portfolio Sustainment Program	To remediate technical obsolescence and risk and to maintain an appropriate State of Good Repair of the existing technology applications portfolio.	0	2,000	2,000	2,000	2,000	10,000	18,000
237612	Digital Service Delivery	Capital funding to implement the roadmap delivered from the Advancing Digital Service Delivery project	5,000	5,000	5,000	5,000	2,000	10,000	32,000
Information & Technology			22,431	22,989	16,022	17,086	14,177	68,661	161,366

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Increased Demand of IT Security Capacity	IT Operations	22	2.0	0	258,235	0
Capacity Required to Meet Current Service Levels for IT Operations Services	IT Operations	23	0.0	0	225,758	0
<b>TOTAL</b>			<b>2.0</b>	<b>0.0</b>	<b>483,993</b>	<b>0</b>

## Budget Request #: 22

Proposed Initiative	Department	Division	Service Area
Increased Demand of IT Security Capacity	Corporate Services	IT Operations	Information & Technology

### Description of Budget Request

We are seeking 2 additional full time equivalent to address the workload of the IT Security team. The increase is a result of additional scrutiny required to ensure security is embedded in new solutions; for new project implementation; ensuring security compliance; addressing security risks identified through various audits; reviewing current threats and implementing mitigation controls as well as the ongoing maintenance of the existing security infrastructure.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	258,235	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	258,235	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	258,235	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	2.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

### **Why Staff Recommend this Initiative**

With the rise in cyber-crimes additional security oversight is required to protect the Region's technology infrastructure and assets. Increased resources to address the additional workload in the Security team. Without adequate staffing levels the team resources will not be available for new projects and will remain mostly reactive in its response to security threats, addressing compliance issues and providing support.

### **Details of Service Change**

Digital transformation, cloud computing and a sophisticated threat landscape as well as remote work amplifies the need for skilled cyber security resources. These changes require the IT Security team to be engaged in the planning and implementation of projects and the ongoing support needed to ensure that information assets are protected. Currently there is 1 overfill resource in this team, the additional resources will ensure security advisories are closely monitored and controls are put in place to remediate or mitigate issues in a timely manner. Staff will also be able work with other teams to address security compliance risks and audit recommendations. A more detailed briefing can be provided to Council in-camera.

### **Service Impact**

Skilled security resources are required to be available to provide advice/consultation on security best practices to ensure systems are protected and the appropriate defense systems are in place to protect the confidentiality, availability and integrity of data/systems. Staff are needed to be available to be assigned to new projects, and to ensure that systems are maintained, and security vulnerabilities are identified and addressed to mitigate cyber attacks. The availability of resources is required to respond to incidents swiftly when they occur.

## Budget Request #: 23

Proposed Initiative	Department	Division	Service Area
Capacity Required to Meet Current Service Levels for IT Operations Services	Corporate Services	IT Operations	Information & Technology

### Description of Budget Request

We are seeking four 12-month co-op students to supplement fulltime staff in IT (Information & Technology) Service Delivery. The growth in employee and end user devices has resulted in increased incidents and service requests which requires more support staff. This team provides IT support to the Region's staff ranging from technical support to troubleshooting technical issues, maintaining end user devices and the network infrastructure. The additional resources will help to sustain the defined service levels.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	225,758	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	225,758	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	225,758	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

### **Why Staff Recommend this Initiative**

The increased workload in IT due to the growth in the organization and the number of devices/infrastructure to support. The additional students allows for more timely response to incidents/requests and problem resolution. This has proven to be an effective way of managing organizational growth and meet the current service demands.

### **Details of Service Change**

Incidents and service requests are submitted by staff through the use of an on-line portal, phone calls, emails or walk-ins. The additional Co-op students will result in more technical resources available to supplement the full-time employees which helps to maintain the defined service levels. As the number of devices in the corporation has increased significantly, additional resources are required to provide technical support to staff as well as the support/maintenance of the network infrastructure. Confirming these 4 overfill additional resources will maintain the service levels by taking telephone calls which lower caller abandonment rate, faster ticket assignments to other teams, faster resolution to technology issues, improved turn-around when configuring new end user devices (computers, smartphones etc.), resolving network connectivity issues etc. This will also result in less service level breaches and the completion of tickets within the defined service level.

### **Service Impact**

The additional technical resources will be available to supplement full time employees required to continue to meet the current defined service levels in IT Operations. This will help to sustain the current response to staff requests and incidents and provide a more timely resolution to technology issues. Having the additional co-op students will enable the other full-time resources to be available for new projects and initiatives and more in depth technical demanding support requirements.

# Community Investment

2023–2026 Business Plan  
and 2023 Budget



Community Investment .....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	6
Achievements .....	7
The 2023 -2026 Business Plan Outlook .....	8
Planning for the Future .....	8
Finding Efficiencies.....	9
Transforming Our Business with Technology .....	9
Proposed Operating Budget .....	10
2023 Operating Budget Pressures .....	11
Staffing Resources to Achieve Level of Service .....	11
2023 Total Expenditures & Funding Source (In \$M) .....	12
2023 Budget Risks .....	12
2024 – 2026 Operating Forecast.....	13
Proposed Capital Budget.....	14
2023 Capital Budget Overview.....	14
Proposed Capital Plan .....	15
By Project Classification: .....	15
Budget Requests .....	18

# Executive Summary

Mission: Community Investment enables the Community and internal Region of Peel partners to effectively plan and implement equitable solutions that contribute to improved outcomes for Peel’s vulnerable populations.

## Services we provide:

- Leading the Peel Poverty Reduction Strategy (2018-2028) to mitigate the effects of poverty and reduce its prevalence among residents in Peel
- Funding Peel not-for-profits and community agencies, that reach vulnerable residents, to deliver quality programs and services
- Implementing the Anti-Human Sex Trafficking Program that prevents and reduces victimization through awareness campaigns and helps survivors recover their dignity and well-being by connecting them with dedicated services
- Delivering the Affordable Transit Program to improve access to transportation for low-income individuals in Brampton and Mississauga
- Developing community partnerships to continually adapt service delivery to meet the evolving needs of residents in Peel

## Interesting facts about this service:

- 111,925 or 7.8% of the population in Peel lives in poverty, including 28,680 or 9.7% children between 0-17 years of age (Census 2021)
- 1.5 million service interactions were accessed by Peel residents through agencies funded by the Community Investment Program in 2021
- A two-year pilot (2022-2023) has granted 18 Peel food providers with \$4 million to advance emergency food security in Peel
- In nine months, 67 victims, survivors, and those at risk of being sex trafficked accessed support services provided through the Anti-Human Sex trafficking program - the first municipal program of its kind
- 11% of agencies funded through the Community Investment Program are Black-led, serving, or focused or Indigenous-led, informed, benefiting, and/or partnering

## Highlights of the Business Plan include:

- Refresh the Poverty Reduction Strategy, develop a youth action plan and focus on strengthening food security effort
- Implement a balanced, equitable funding approach that supports Black-led, serving and/or focused and Indigenous-led, informed, benefiting and/or partnering agencies
- The Region’s Anti-Human Sex Trafficking program will continue to support awareness and coordination of services to victims, survivors, and those at risk of sex trafficking
- Increase accessibility to transit subsidies for low-income individuals in Brampton and Mississauga, to reduce transportation barriers to essential services and supports
- Channel community intelligence and community voices to play an active role in the development of regional evidence-informed decision making

Net Investment (\$000s)	2023	2024	2025	2026
Operating	14,853	15,021	15,717	16,051
Capital	400	-	-	-
Full Time Equivalents	32.3	32.3	32.3	32.3

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

- **System-Level planning** – To support planning and strategy development that addresses system-level issues and contributes to the shared objectives of the Peel community and Regional partners
- **Invest in Communities** – To provide funding and build capacity in Peel’s not-for-profit ecosystem to enhance service delivery for Peel’s vulnerable populations
- **Community Intelligence** – Provide community and regional partners with information and tools to identify needs, strategically plan and inform decision making
- **Community Coordination** – To address social issues in Peel through relationship building and coordination with community and internal partners by identifying opportunities, aligning resources, and maximizing system efficiencies

### Mission

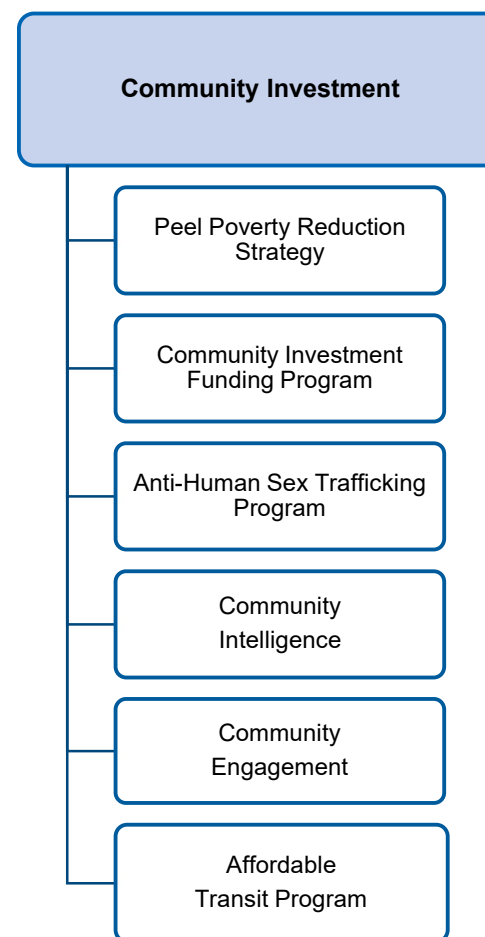
Community Investment enables the Community and internal Region of Peel partners to effectively plan and implement equitable solutions that contribute to improved outcomes for Peel’s vulnerable populations.

### Goals of Service

1. Reduce and mitigate poverty in Peel through the coordination and implementation of the Peel Poverty Reduction Strategy
2. Build capacity of Peel’s not-for-profit sector to address the persistent and emerging needs of Peel’s vulnerable populations through direct funding
3. Prevent Anti-Human Sex Trafficking in Peel through increased awareness, education, service excellence and system-level coordination

4. Address the needs of vulnerable residents through community intelligence and coordinated partnership development with not-for-profits and community agencies
5. Create an empowered employee culture through recognition and development to enhance the division’s ability to address the challenges faced by people and communities in Peel

### Service Delivery Model



# Service Levels and Trends

## Service Levels

The management of Community Investment is accomplished through initiatives summarized below:

**Poverty Reduction & Mitigation:** Refresh the Peel Poverty Reduction Strategy to address ongoing and emerging challenges faced by 111,925 or 7.8% of the population living in poverty including 28,680 or 9.7% of children 0-17 according to Census 2021, as well as those experiencing more recent challenges with affordability and obtaining necessities.

**Community Investment Grant Program:** Implement a balanced, equitable funding approach that supports Black-led, serving and/or focused and Indigenous-led, informed, benefiting and/or partnering agencies.

**Anti-Human Sex Trafficking:** Increase awareness and coordinated access for dedicated and dignified services to victims, survivors, and those at-risk of sex trafficking in Peel.

**Community Engagement:** Applying an equity lens, facilitate the collection of community intelligence, improved coordination, collective decision-making, and improved service delivery with community agencies and residents

**Affordable Transit:** Explore opportunities to increase accessibility to transit subsidies and reduce barriers to essential services and supports for low-income individuals in Brampton and Mississauga

## Trends

The COVID-19 pandemic highlighted barriers, emerging issues and systems gaps that had a disproportionate impact on equity deserving groups. The Region will continue to apply lessons learned over the last two years to refresh the Poverty Reduction Strategy, develop a youth action plan, and focus on strengthening food security efforts across Peel.

In 2022, Peel not-for-profits and community agencies are facing unprecedented high rates of inflation; deepening financial precarity; and a staffing and volunteer crisis. Requests for Community Investment grants in 2022 totaled over nineteen million dollars, which is 84% over the approved yearly total budget. With rising costs, the demand in Peel for food, housing, and social service supports will continue to strain the social service ecosystem through 2023 to 2026. The Region's Community Investment Program continues to fund and support the not-for-profit sector to provide essential programs and services to vulnerable residents during the restorative and maintenance phases of the pandemic.

The increased need for access to services and housing for victims and survivors in Peel was amplified during the pandemic especially for women and gender-diverse residents who face additional challenges such as increased economic insecurity and a rise in the incidences of intimate partner violence and human sex trafficking. The Region's Anti-Human Sex Trafficking program will continue to support awareness and coordination of services to victims, survivors, and those at risk of sex trafficking.

The Region of Peel is home to one of the most diverse populations in Canada. According to 2021 census data, immigrants (recent and established) accounted for 51.4% of Peel's population of 1.45 million residents. Between January 2018 and September 2022 113,700 recent immigrants settled in Peel. It is expected that approximately 32,000 new permanent residents will arrive in 2023 and 33,500 in 2024. Peel region also attracts temporary residents who come with a work permit, a study permit for post-secondary education, or due to conflict in their home countries. In 2019, Peel welcomed 12,100 international students who were granted first year study permits to attend designated learning institutions. In 2022, Ontario received the largest portion of the over 56,000 Ukrainians with Canada-Ukraine Authorization for Emergency Travel visas; with indications that a significant segment will stay in the Greater Toronto Area. The Region will continue to partner with the Peel Newcomer Strategy Group, settlement and community agencies to better understand and respond to the needs of newcomers, immigrants, international students, and refugees.

# Performance Measures and Results

Community Investment aligns with the Region of Peel's Community Investment Service Outcome: *Community groups in need have support to deliver services to Peel residents*. The Region of Peel is committed to delivering services economically and efficiently. The Region's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

## Financial Measure

- **Total grants allocated:** Total Community Investment Program grants allocated per year to Peel residents through programs and services. In 2021, \$7.0 million was allocated through 158 contracts.
- **Percent of funding to new agencies:** Total Community Investment Program funding provided to new community agencies with a target of 20% every year. In 2021, 15% was provided to new agencies.
- **Percent of funding to equity-seeking groups:** Total Community Investment Program funding provided to Black-led, serving, mandated (B3); Indigenous led, informed, benefitting or partnering (I4); and or other racialized agencies, with a target of 10% each year. In 2021, 11% of funding was provided to B3, I4 and racialized agencies.
- **Total enrollments in the Affordable Transit Program:** Total number of eligible residents enrolled in the Affordable Transit Program annually. In 2021, 2,274 residents were enrolled and able to purchase monthly discounted passes.

## Customer Measure

- **Client Satisfaction – GovGrants:** Total client satisfaction of Peel not-for-profits and community agencies who applied or were funded through the online Community Investment portal, GovGrants, with a yearly target of 60%. In 2021, 66% and in 2022 58% surveyed responded positively.
- **Client Satisfaction – Team Support:** Total client satisfaction of the Community Investment Program team response to resolve GovGrants issues in a timely manner. In 2021, 80% and in 2022 82% surveyed responded positively.

## Business Process Measure

- **Total number served – nCourage Hub:** Total number of victims, survivors, and individuals at-risk that obtained services through the Anti-Human Sex Trafficking nCourage Hub annually. In 2021, 67 victims, survivors, and individuals at-risk were served.
- **Total housed – Safe and Transition Houses:** Total number of victims, survivors, and individuals at-risk housed in the Anti-Human Sex Trafficking Safe and Transitional houses annually. In 2021 the safe house supported 11 clients and the transitional house supported 6 clients.
- **Training frontline staff:** Total number of Regional frontline staff to receive virtual training on Human Sex Trafficking Awareness with an annual target of 50%. In 2021, 64% trained.
- **Total lived experience consultations:** Total number of regional consultations that the Lived Experience members participated in to improve services and mitigate the impacts of poverty. In 2020 six; in 2021 four; and in 2022 three consultations were completed.

## Achievements

Peel Region Council endorsed the Anti-Human Sex Trafficking program, the first of its kind in Ontario.

Community Investment realigned funding to adapt and support 44 Peel not-for-profits and community agencies to address the impacts of unbudgeted COVID-19 expenses.

Poverty Reduction's Lived Experience Members provided input and recommendations for proposed program changes, intended to mitigate or reduce the impact of poverty, through consultations with Public Health, Community Access (Ontario Works), Early Years & Child Care Services, Housing and Homelessness, and Public Works.

Provided leadership to the Peel Newcomer Strategy Resettlement Working Committee to support and facilitate Afghan refugees' resettlement in Peel.

Supported Ukraine Nationals with immediate access to affordable transit; access to temporary shelter; and streamlined one point of contact for employment, housing, and settlement services.

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Mitigating Poverty

Poverty will continue to be an important and evolving issue in Peel. In order to ensure the Peel Poverty Reduction Strategy is evidence based, strategic and driven in partnership with community, gaps and opportunities analysis will be undertaken to shape a refreshed strategy that is responsive and agile for Peel region.

### Service Delivery

Future investment in providing grants to the not-for-profit ecosystem will be required to address the disproportionate impacts and demand in Peel and further the Regions human services, social and economic strategies, and key policies. The Region will work with the community to build the capacity of the not-for-profit sector and establish a relationship-centered, barrier-free, granting practice that is accessible and equitable.

The Region will continue to combat and advocate to raise the profile and levers of Provincial, Federal, and private funding for Human Sex Trafficking in Peel. Continued collaboration with the community and social service sector will be essential to provide an equitable, sustainable, coordinated approach to streamline supports and housing to reduce the negative impacts for victims, survivors and the larger community.

### Connecting with Communities

The work of not-for-profits and community agencies will remain critical in the delivery of services in Peel through 2023 to 2026. It will be significant to channel community intelligence and community voices to play an active role in the development of evidence informed decision making to drive accountability, develop public policy, increase economic strength, and stabilize communities. The Region will continue to advocate for the co-creation and application of a diversity, equity, inclusion, and intersectional lens with community, to address barriers for racialized, Black, Indigenous and South Asian not-for-profits and community agencies serving vulnerable residents in Peel (i.e., development of a diversity equity and intersectional lens for Poverty Reduction and Mitigation).

## Finding Efficiencies

### Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects include:

- **Peel Poverty Reduction Strategy Research Project:** Undertaking a Peel Region System Mapping research project in partnership with University of Toronto and United Way GT, funded through the Social Sciences Humanities Research Council, to better understand the system gaps and barriers that impact people living in poverty and inform improved services and supports.
- **Community Investment Grant Cycle:** Decrease the grant cycle time through the modernization of the grant allocation process to distribute funding to community agencies in a faster and more efficient manner.
- **Non-Profit Organizations Capacity Instrument:** Identify agency surplus funds to reinvest to new funded agencies and or regional and community priorities.

## Transforming Our Business with Technology

### GovGrants Technology

Community Partnerships launched a new technology, GovGrants, an online granting portal to automate and streamline the funding application process, contract management, funding payment schedules, and reporting. This new technology provides Peel not-for-profits and community agencies a one-stop portal to apply, manage, store, and reconcile agency information and contracts within a shorter timeline, with the capability of leveraging granting outcomes for additional funding.



# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net budget for 2022 was \$14.8 million and the proposed budget for 2023 is \$14.9 million

## Net Expenditures: \$14.9 million (Total Expenditures: \$17.9 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	298	284	14	4.9%
Labour Costs	4,213	4,231	(18)	(0.4)%
Reserve Contributions	-	-	-	-
Debt Charges	-	-	-	-
Grant Payments	12,523	12,523	0	0%
Facility, IT, HR and other support costs	1,741	1,762	(21)	(1.2)%
Recoveries	(891)	(923)	32	(3.5)%
<b>Total Expenditures</b>	<b>17,883</b>	<b>17,877</b>	<b>6</b>	<b>0%</b>
Grants and Subsidies	(730)	(730)	0	0%
Supplementary Taxes	-	-	-	-
Fees and Service Charges	-	-	-	-
Transfer from Development Charges	-	-	-	-
Contributions from Reserves	(2,300)	(2,300)	0	0%
<b>Total Revenues</b>	<b>(3,030)</b>	<b>(3,030)</b>	<b>0</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>\$14,853</b>	<b>\$14,847</b>	<b>\$6</b>	<b>0%</b>

Note: May not add up due to rounding

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>17,877</b>	<b>3,030</b>	<b>14,847</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs	21	-	21	
Goods and services	(3)	-	(3)	
<b>Cost Mitigation<sup>1</sup></b>				
Cost Containment	(12)	-	(12)	
<b>Base Budget Changes Subtotal</b>	<b>6</b>	<b>-</b>	<b>6</b>	
<b>Service Level Demand<sup>2</sup></b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Service Level Changes Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2023 Budget Change</b>	<b>6</b>	<b>-</b>	<b>6</b>	
<b>2023 Proposed Budget</b>	<b>\$17,883</b>	<b>3,030</b>	<b>14,853</b>	<b>0.04%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

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

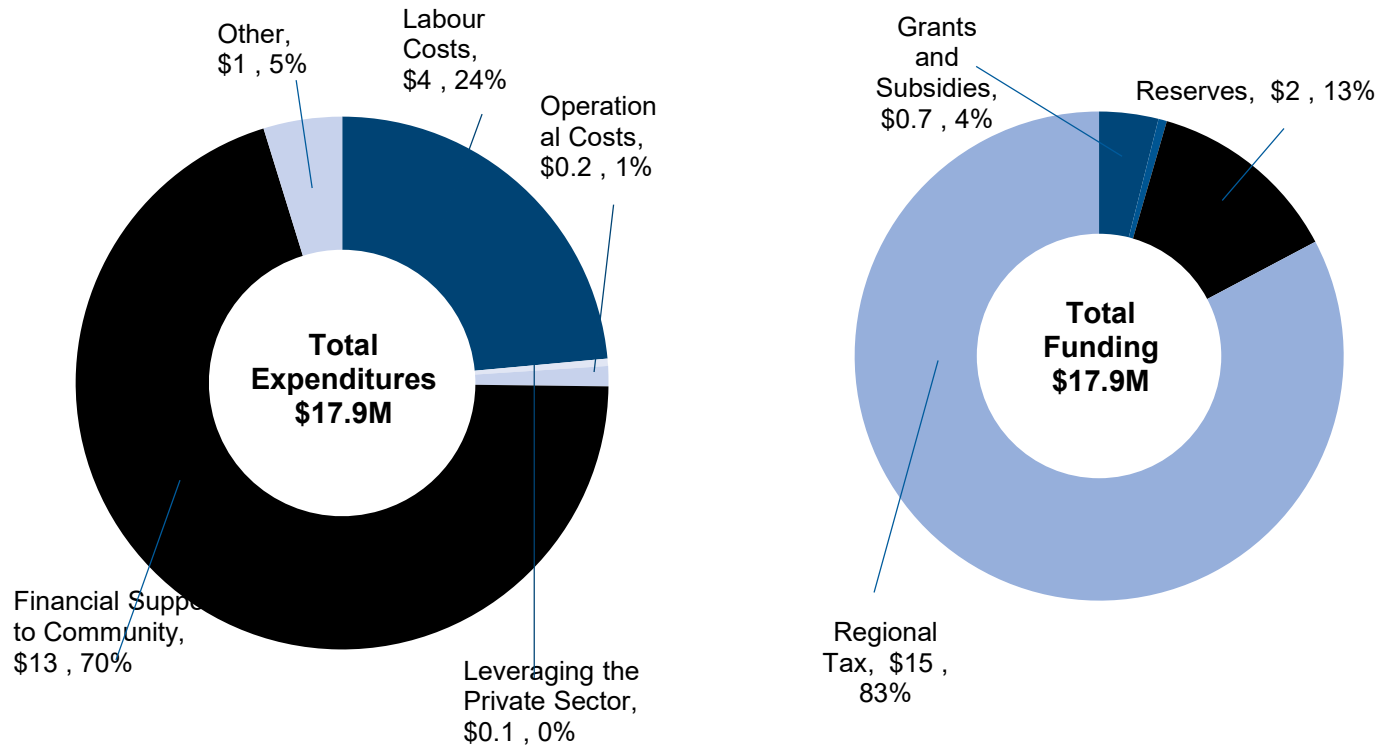
- Miscellaneous savings of \$12 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.

### Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
32.3	32.3	32.3	32.3	32.3

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 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.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	17,877	17,883	0.0%	15,752	(11.9) %	15,899	0.9%	16,051	1.0%
<b>Total Revenue</b>	(3,030)	(3,030)	0.0%	(730)	(75.9) %	(183)	(75.0) %	0	100%
<b>Net Expenditure</b>	14,846	14,853	0.0%	15,021	1.1%	15,717	4.6%	16,051	2.1%

Note: May not add up due to rounding

- Anti-Human Sex Trafficking program budget moved to Housing Services in 2022. Phase in of Tax impact and reserve draw as ministry funding ends in 2025. Total program will be fully tax supported by 2026.
- Anti-Human Sex Trafficking Hub provincial funding ending in March 2025, program to become permanent 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

# Proposed Capital Budget

**Capital Budget: \$0.4 million** (Ten Year Plan: \$0.4 million)

## 2023 Capital Budget Overview

The following table provides a summary of Community Investment’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	4,000	400	4,400
<b>Total Expenditures</b>	<b>4,000</b>	<b>400</b>	<b>4,400</b>
<b># of Projects</b>	<b>1</b>	<b>1</b>	<b>2</b>

## Existing Capital Projects - \$4.0M

\$4.0 million for City of Brampton towards Community Hubs

## 2023 Capital Budget - \$0.4M

### Key highlights:

- \$0.4 million for Community Investment Partnership Grants Management – modernization of GovGrants technology system funding tool

See Appendix I for details.

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$0.4M

### By Project Classification:

<b>State of Good Repair</b> \$-M	<b>DC Funded Growth</b> \$-M	<b>Non-DC Funded Growth &amp; Other</b> \$0.4M
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#### Key Highlights:

- \$0.4 million in 2023 for Community Investment Partnership Grants Management – modernization of GovGrants technology system funding tool

*See Appendix II for details.*

**2023 Financing Sources and Funding Status (\$'000)**

<b>2023</b>				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<b><u>Project</u></b>	<b><u>Name</u></b>	<b><u>Description</u></b>		
230305	CIP Grants Management	Replace existing Smart Simple Solution	400	400
Community Investment			400	400

2023 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2023	2024	2025	2026	2027	Yrs 6-10	Gross
230305	CIP Grants Management	Replace existing Smart Simple Solution	400	0	0	0	0	0	400
Community Investment			400	0	0	0	0	0	400



# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
GovGrants Modernization	Social Development, Planning & Partnerships	24	0.0	0.0	0	400,000
<b>TOTAL</b>			<b>0.0</b>	<b>0.0</b>	<b>0</b>	<b>400,000</b>

## Budget Request #: 24

Proposed Initiative	Department	Division	Service Area
GovGrants Modernization	Human Services	Social Development, Planning & Partnerships	Community Investment

### Description of Budget Request

To complete the modernization and service enhancements of the GovGrants resource enterprise solution. This system is used to support the Community Investment Grants Program, which provides funding to not-for-profits and community agencies in Peel for programs and services to vulnerable populations.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	400,000
Reserves (Tax Rate Stabilization)	400,000
Development Charges	-
External Funding	-
Debt	-
<b>Total Funding</b>	400,000

## Why Staff Recommend this Initiative

Over 3 years, the Community Investment program has increased its reach and contracts to the Peel not-for-profit sector by 44%. This was achieved by increasing equitable funding to Black-led, serving, mandated (B3); Indigenous led, informed, benefitting or partnering (I4); and other racialized agencies, and realigning funding to support increased demand faced by Peel not-for-profits and community agencies post COVID-19.

## Details of Service Change

The GovGrants enhancements will allow Community Investment to complete the technology product backlog items by:

- 1) Increasing functionality of the tool that will develop a process to change the Service Provider Primary Users (SPI); updates and sharing settings; create a process to reassign tasks and update the ownership of records; update the primary contact at the head office or site.
- 2) Increasing flexibility to provide the ability to select payment records to issue in the event an award was on hold or activated late for the client.
- 3) Enhancing and implementing additional granting reporting for leadership.

## Service Impact

With the modernization of the online granting portal, GovGrants, the funding application process, contract management, funding payment schedules, and reporting have been streamlined. The additional enhancements will provide Peel not-for-profits and community agencies a flexible, one-stop, online portal to apply, manage, store, and reconcile agency information and contracts within a shorter timeline, with the capability of leveraging granting outcomes for additional funding.

Functionalities to be built in GovGrants can be shared across divisions like Early Years and Child Care Services (EYCCS) and Social Development, Planning and Partnership (SDPP) while maintaining data integrity. Enterprise Architects from Corporate Services were consulted during the setup of the GovGrants system, to ensure data integrity and alignment with regional standards.

# Business Services

2023–2026 Business Plan  
and 2023 Budget

Business Services .....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	6
Performance Measures and Results .....	8
Awards and Achievements .....	9
The 2023 -2026 Business Plan Outlook .....	11
Planning for the Future .....	11
Finding Efficiencies .....	13
Transforming Our Business with Technology .....	14
Maintaining our Infrastructure .....	14
Proposed Operating Budget .....	15
2023 Operating Budget Pressures .....	16
Staffing Resources to Achieve Level of Service .....	17
2023 Gross Expenditures & Funding Source (In \$M) .....	18
2023 Budget Risks .....	18
2024 – 2026 Operating Forecast .....	19
Proposed Capital Budget .....	20
2023 Capital Budget Overview .....	20
Proposed Capital Plan .....	22
By Project Classification: .....	22
Budget Requests .....	25

# Executive Summary

Mission: Provide trusted, cost-effective, and responsive business support across the organization so Peel Region services achieve the outcomes that matter most to residents and businesses.

## Services we provide:

Business Services is made up of nine teams that provide shared services to the entire organization. This value creating partnership enables reliable supports to Peel Region services so they can focus on what matters most – getting the job done for our community. Business Services consists of: Culture and Inclusion, Climate Change and Energy Management, Finance, Human Resources, Communications, Procurement, Legal Services, Internal Audit, and Corporate Strategy.

## Interesting facts about this service:

- Managed \$3.1 billion in working capital, reserve and reserve funds achieving an annualized 4-year investment return of 2.77% outperforming the industry benchmark while achieving a “Triple A” credit rating for 27 years in a row
- In 2021, oversaw 2,764 new employee recruitments representing an 87% rise from 2019 as workforce capacity was needed to support COVID19 response and community vaccination programs
- In 2022, expanded social media reach to 120,000 followers and successful campaigns reached upwards of 2.4 million people and Peel Region became the number one municipal YouTube channel in Canada with 18 million lifetime views
- In 2021, conducted 766 procurements of goods and services with a value totalling over \$1.3 billion

## Highlights of the Business Plan include:

- Accelerating climate action to manage \$36 billion in assets for climate risk and to reduce corporate greenhouse gas emissions
- Developing Peel Region’s Diversity, Equity and Inclusion Strategy, Indigenous Truth and Reconciliation Action Plan, Observance and Recognition Policy, as well as increasing socio-demographic data collection to inform inclusive services
- Addressing labour market challenges through attraction and retention strategies that focus on diversity hiring practices
- Advancing Peel Region’s digital service strategy
- Supporting mental health and well-being for employees
- Implementing a new Enterprise Resource Planning (ERP) system that will boost the efficiency of core business processes

Net Investment (\$000s)	2023	2024	2025	2026
Operating	13,140	17,010	13,002	9,361
Capital	4,275	3,400	4,400	3,400
Full Time Equivalents	531.0	533.0	533.0	533.0

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

To enable the delivery of excellent Peel Region services.

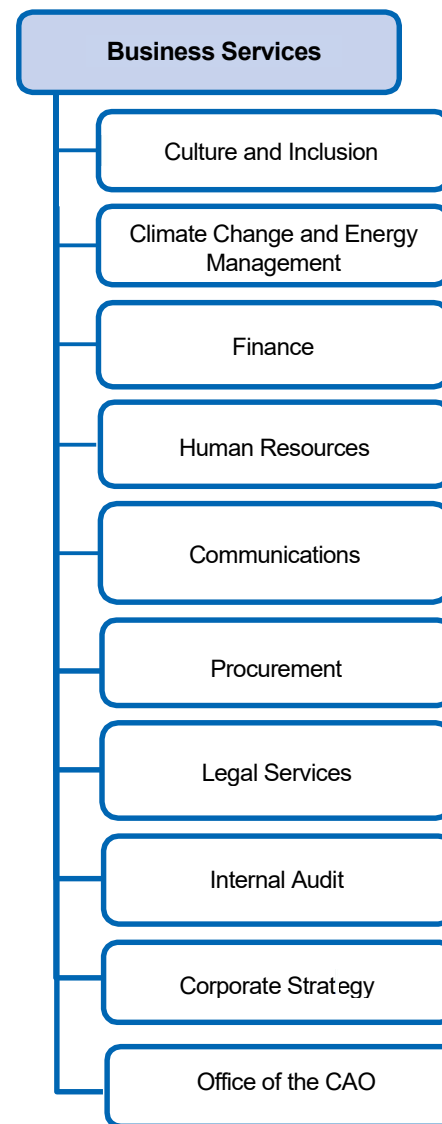
### Mission

Provide trusted, cost-effective, and responsive business support across the organization so Peel Region services achieve the outcomes that matter most to residents and businesses.

### Goals of Service

1. Ensure that residents and business have the information they need and channel of their choice to access Peel Region services
2. Ensure accessibility, diversity, equity and inclusion is embodied in our workforce and services so they reflect the community we serve
3. Embed a climate change lens across all services to reduce our carbon footprint and create a climate ready municipality
4. Develop, deliver, and administer corporate-wide policies, by-laws, and processes that ensure compliance with legislation, regulations, and quality professional standards
5. Enable workforce strategies that attract and retain healthy and engaged employees in today's competitive labour market
6. Drive sustainable business value and risk management through financial, legal, audit, and strategic continuous improvement advice

### Service Delivery Model



**Culture and Inclusion.** Provides supports that enable accessibility, diversity, equity and inclusion to be embraced and practiced in the workplace and embedded in services provided to residents and businesses.

**Climate Change and Energy Management.** Provides the expertise and capacity to transition Peel Region services to meet the outcomes of the Climate Change Master Plan.

**Finance.** Provides strategic financial advice and support to Peel Region services and Peel Housing Corporation (Peel Living) that ensure the long-term financial sustainability of Regional services. This includes financial planning, budgeting, analysis, reporting and accounting, in addition to insurance services, treasury management, and enterprise asset management.

**Human Resources.** Provides recruitment, payroll, benefits, safety and wellness, professional development, and policy and labour related services that support a healthy and engaged workforce.

**Communications.** Provides strategic communications advice that keep residents and businesses informed of Peel Region services. This includes the multi-channel Customer Contact offering service by phone, email, social media and in-person interactions.

**Procurement.** Procures all goods and services on behalf of the organization, including Peel Housing Corporation (Peel Living) and the Peel Regional Police Services Board, as well as administers the P-Card and vendor performance management programs.

**Legal Services.** Provides expert and proactive legal advice and services, including representation at court and tribunal hearings, completion of agreements and real estate transactions, and the prevention and management of claims and disputes.

**Internal Audit.** Situated within the Office of the Chief Administrative Officer (CAO), provides objective and independent assessment of risk management practices as well as value-add advice and assurance services.

**Corporate Strategy.** Coordinates organizational alignment to Peel Region's Strategic Plan, business performance and project management standards as well as the Continuous Improvement (LEAN) Program.



# Service Levels and Trends

## Service Levels

The delivery of Business Services is carried out through organization wide supports that are informed by the following service levels and targets.

**Climate Change Master Plan.** Delivering on 20 actions and 66 activities from the plan to manage \$36 billion in assets for climate risk and reduce corporate greenhouse gas emissions by 45% below 2010 levels by 2030.

**Creating a robust workforce.** Placing 1,900 employees in job vacancies, delivering comprehensive wellness initiatives and mental health resources, as well as the negotiation of four collective agreements.

**Communicating and engaging with the community.** Providing residents and business with up-to-date information via Peel Region's website, Peelregion.ca, with a reach of 21 million views, 120,000 social media followers, and 25,367 Twitter posts.

**Financial planning and reporting.** Supporting the development and monitoring of the \$2.7 billion operating budget, \$1.1 billion capital budget, including budget documentation.

**Overseeing funding sources.** Aiding federally and provincially funded services in the planning, management, and reporting of almost \$700 million of funding from upper levels of government.

## Trends

### Fostering diversity, equity and inclusion

The need for diversity, equity and inclusion to be woven into Peel Region's practices as an employer and in service to the community is growing stronger. This includes increased knowledge and support for our workforce, a renewed relationship with Indigenous communities, as well as redesigning service delivery with an inclusive lens.

### Growing risks to mental health and wellbeing

One in five Canadians experience mental health issues every year. Peel Region's workforce will require continued investment in wellness and mental health supports.

### Tackling the climate emergency

The climate emergency has serious environmental and socio-economic implications for Peel Region services, our residents, and businesses. Acting now requires bold steps to manage the impact of increasingly severe weather episodes, deeply reduce greenhouse gas emissions and foster a rapid transition to low carbon energy use.

### Navigating legislative uncertainty

Peel Region continues to experience a rapidly changing legislative environment as all levels of government determine what support will be needed in a post-COVID-19 world. The change of existing legislation and introduction of new regulatory requirements creates increasingly complex challenges for Business Services.

### Mounting inflationary and supply chain pressures

Inflation for operating and capital expenditures has increased costs significantly over the last year with heightened inflation expected to continue into 2023. Supply chain challenges and market volatility have also impacted Peel Region's ability to buy goods, adding increased complexity to procurements and contracting matters. This has also resulted in the need to develop a new Procurement Bylaw that will maximize value for money, modernize procurement practices and respond to market and supply chain challenges facing Peel Region's \$1.3 billion annual procurement program.



### Greater multi-channel service options

Residents and businesses are looking for information and the ability to conveniently access services through digital channels as well as conventional preferences like phone calls. A mix of service options to suit all resident preferences will be needed.



Access Peel at 7120 Hurontario Street.

## Performance Measures and Results

Peel Region is committed to delivering services economically and efficiently. The following performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

**Budget Variance.** The variance between the year-end operating results (surplus or deficit) compared to the overall net operating budget. The target is to manage the variance between plus or minus 3% of the overall net operating budget. This performance measure was achieved for the year end December 31, 2021, with a budget variance of 2.5%

**Request for Proposal (RFP) Cycle Time:** The target is to complete the RFP procurement processes within 71 days from the time of receipt of completed specifications to the date of RFP award. This performance measure was exceeded in 2021 with an average RFP cycle time of 62 days.

**Call Answer Standard:** The target is a handle time of 60% of calls resolved within 60 seconds. The performance measure was not achieved in 2022 with 42% handle time for 332,517 calls in 2022. This result is being driven by increased call times and complexity, including more calls stemming from COVID-19 related inquiries.

**Workforce measures:** The target average time to fill vacancies so that services are not affected is 51 calendar days. While this target was achieved in 2021, it is increasingly challenging to fill vacancies due to the current job market trends and increased competition for talent.

**Greenhouse Gas Reductions:** The target is 45% reduction of corporate greenhouse gas emissions below 2010 levels by 2030. This performance measure is reported annually with 2021 results indicating that Peel Region will not meet the 2030 target unless significantly more emissions reductions are achieved each year. Peel is currently 32 per cent below baseline emissions. There are approximately 17,000 tCO<sub>2</sub>e to still reduce, assuming no new emissions are added.

# Awards and Achievements

## Awards

International Association of Business Communications (IABC) recognized Peel Region’s Communication team with a **Gold Quill Award of Merit** for their communications and media campaign for the May 2021 “Doses after Dark!” overnight COVID-19 vaccination clinic. This was Canada’s first overnight clinic and set a Peel Region record for the most vaccines administered in a single clinic.

National Institute of Government Procurement (NIGP) recognized Peel Region’s Procurement team with its **Outstanding Agency Accreditation Achievement Award** for the fifth consecutive term. This award recognizes excellence in public procurement and Peel Region is one of only two Canadian government agencies with this accredited distinction.

For the 27<sup>th</sup> consecutive year, Peel Region’s credit rating has been affirmed as “**Triple A**” by independent external evaluators (Moody’s Investors Service and S&P Global).

This is the highest credit rating a municipal government can achieve for its financial planning and management practices.



## Achievements

**Delivering Critical Vaccines.** Hired over 2,000 temporary employees to manage over 180,000 COVID19 cases, oversee nine mass vaccination clinics, as well as community clinics that collectively delivered over 3.3 million vaccines across the municipality.

**Navigating the COVID19 Emergency.** Supported Peel Region’s emergency response by preparing legal instruments to enable and enforce local public health measures, Orders of Peel Region’s Medical Officer of Health, and delivery of the mass vaccination program.

**Keeping Employees Safe.** Completed 128 COVID19 occupational health risk assessments and developed 21 new workplace protocols.

**Responsive Customer Service.** Rapidly set up a new cloud-based Public Information Centre in just five days to address a surge in COVID19 calls from residents and businesses.

**Building a Future Forward Workforce.** Established new corporate policies to support flexible work, improve mental health supports, and strengthening health and safety resources to protect employees and the community from COVID19.

**Promoting Equity and Accessibility in the Workplace.** Refreshed the Respectful Workplace policy, new Inclusive Organizational Development Framework, updated AODA Compliance Training, and approval of a Multi-Year Accessibility Plan.

**Strengthening Community Partnerships.** Established partnerships with the Discover Ability Network, Black North Initiative and Pride support groups.

**Continuous Improvement.** Supported the completion of 31 continuous improvement initiatives across the organization generating \$5.3 million in joint cost savings and avoidance.

**Electrifying Peel Region's Vehicles.** Advancing the Green Fleet Strategy with 134 new hybrid vehicles along with the installation of 80 electric vehicle charging stations.

**Achieving Collective Agreements.** Completed seven successful collective agreements with union groups after a lengthy pause due to the pandemic.

**Acquisition of Railway Lands for Trail Use.** Completed the negotiation and closing of the "Railway to Trailway" transaction involving the acquisition of 51km of the former Orangeville-Brampton Railway corridor for conversion and use as a future trail connecting all three local municipalities within Peel Region.

**Net Zero Emissions Buildings.** Established a corporate policy and standard for constructing new buildings to meet net zero emissions that will help achieve Peel Region's 2030 climate change target.



Solar panels on a green roof at the Heart Lake Community Recycling Centre



# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### People and Culture

The expectations of today's workforce have changed. Employees are seeking greater flexibility and expect their employer to be inclusive, and supportive of their wellbeing. Mounting attrition trends combined with an aging workforce is creating an ultra-competitive labour market. To be considered an employer of choice, employers are focussing on the physical and mental health of their people, leadership, technology enablement, employee engagement and key social and environmental issues.

To respond to these changes, investments in key areas are needed:

- Continuing to implement the Diversity, Equity and Inclusion recommendations from the 2020 Workforce Census to foster an inclusive workplace where employees feel they belong.
- Advancing the Region's Psychological Health, Safety and Wellness Framework to strengthen organizational resiliency and capacity for improved well-being, which has been extraordinarily impacted due to the Region's prolonged pandemic response.
- Launching an inclusive succession management framework focused on identifying critical roles, skills, and experience within the organization, along with the talent to fill these positions.
- Modernizing the total rewards offerings for employees to ensure Peel Region can attract the talent it needs in a competitive labour market.

- Modernizing enterprise-wide human capital management technology with an emphasis on cloud-based systems.

### Climate Change

The climate emergency is the single most important threat to our planet. Peel Region's 2021 corporate GHG emissions inventory is 32 per cent below 2010 levels – leaving 17,000 tonnes of CO2 equivalent (tCO2e) to still be addressed, plus any new emissions that are created. Critical investments are needed to meet the 2030 GHG emissions reduction target of 45 per cent below 2010 levels.



Electrical Vehicle (EV) charging at Regional Headquarters (10 Peel Centre Dr.)

To safeguard future generations against more frequent and severe extreme weather episodes, protect vulnerable public assets and urgently transition away from carbon fuels, key investments are needed:

- Accelerating the 20 actions and 66 activities outlined in Peel Region's Climate Change Master Plan. As of 2022, 85% of these actions are in progress, however, Peel Region is trailing behind its plan for measurable greenhouse gas reductions.
- Implementing the Net Zero Emissions Building Standard to reduce emissions associated with Region-owned buildings and provide leadership to the community to tackle these emission sources.
- Improving the understanding of climate change risk, its impacts on Regional services and assets as well as quantifying the cost to build resilient infrastructure and safeguard the community.
- Avoiding new or reducing existing GHG emissions by adding a 10% increment to new affordable housing Works-In-Progress and to the following substantial redevelopment and expansions projects so they all meet the Region's Net Zero Emission Standard.
- Advancing the greening of our fleet through 2 new projects: Zero Emission Waste Collection Vehicle Pilot Project and enhancing EV Charging Infrastructure
- Fighting climate change also means investing in our employees, with new roles expected to embed climate action into the delivery of services and the sharing of perspectives:
  - Systems Specialist Supporting Paramedic Services
  - Indigenous Engagement Advisor

## Service Delivery

The demands of omni-channel service delivery, community engagement and importance of keeping residents and businesses up to date with the latest developments in their community are intensifying. In 2022, call volumes to the Customer Contact Centre climbed to unprecedented levels. Driven by both the pandemic as well as complex call requirements, the average handle time per call is now more than 4:43 minutes.

To manage the pressure of call volumes, social media channels, website, chat and email requests from a growing Peel Region community, key investments are needed:

- Advancing new digital services that continue to move simple, routine transactions to self-service methods that offset call volume growth.
- Managing multiple online channels that are experiencing a surge in usage and now represent the basic expectations of digitally connected community.



# Finding Efficiencies

## Continuous Improvement

The goal of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The organization-wide program continues to mature each year, promoting LEAN practices alongside an array of initiatives aimed at strengthening service quality, employee engagement, cost savings and avoidance.

Highlights of the improvements completed include:

**Enterprise Asset Management (PPE (Personal Protective Equipment) & IPAC (Infection Prevention and Control) Materials Management).** Incorporates material management functionality for PPE and IPAC into IBM Maximo which improved the ability to track over \$3 million in inventory. It also provided the ability to forecast needs and set up pre-order triggers and quantities automatically.

**Legal Services (Digital File Management).** Transitions from paper files to digital files where possible. This resulted in a cost savings of \$25K from reduced paper use and supplies for physical files, as well as a cost avoidance of \$16K from staff time saved.

**Corporate Finance (DC (Development Charges) Application Updates).** Upgrades outdated software to reduce risk, streamline data entry and financial reporting, and improved retrieval of data and reporting of DC revenue activity from the local area municipalities. This also allows for accurate and complete collections and reporting of DC payment data. Increased data integrity resulted in reduced risk and improved customer service.

**Sustainable Procurement.** Implementation of Peel Region's Sustainable Procurement Policy, starting with the roll-out of the Supply Chain Diversity program in 2022. This will use Peel Region's buying power to achieve environmental, economic, and social benefits for the community by incorporating sustainability, diversity and social responsibility considerations into procurement processes and practices.

**Procurement (Procurement Award Report Workflow).** Shifts the procurement Award Report workflow process from EIM to SharePoint generating a cost avoidance of \$8K from staff time saved. This made it easier access to information, improved flexibility to change approvers.

**Corporate Strategy (Priority Reporting Process).** Introduction of the automated Power Apps data collection and reporting tool that streamlined the process for gathering progress and performance information on projects, resulting in a cost avoidance of \$15K from staff time saved.

**Communications (Wrike Application).** Adopts the Wrike application to allow staff to work remotely from any device. The application provides a central hub where all projects can be accessed and managed, resulting in a cost avoidance of \$36K from staff time saved.

**Communications (Siteimprove Application).** Transitions from manual management of the Quality Assurance (QA) and Accessibility for Ontarians with Disabilities Act (AODA) program to a web-based, automated system. This resulted in a cost avoidance of \$3K per year over 3 years from staff time saved. This enabled the Region to meet legislative requirements that could not be met without an automated solution.



## Transforming Our Business with Technology

Technology plays a critical role in the delivery of efficiencies for Business Services. Through updating existing technology systems and bringing new systems online, Business Services will continue to improve service delivery and focus on increasing efficiencies, for internal business processes and for our residents as well.

### Leveraging Technology to Improve Service Delivery:

**Governance, Risk and Control Management System:** Internal Audit will be moving to a new audit and risk management software in 2023 that will modernize processes and enhance service delivery through the integration of risk management data with internal audit results to provide enhanced reporting on risks affecting Peel Region.

**Transformation of Finance Service Delivery Project:** Refining the service delivery model for finance and procurement activities with the intent of enhancing service effectiveness, capturing efficiencies, and aligning to the functionality that will be provided by new Enterprise Resource Planning (ERP) and Enterprise Asset Management (EAM) systems.

## Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

Highlights of the major state of good repair projects for the 2023 Capital Budget include office facility major maintenance at both 10 Peel Centre Drive and 7120 Hurontario Street..



Region of Peel Headquarters at 10 Peel Centre Drive

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The budget for 2022 was \$13.3 million and the proposed budget for 2023 is \$13.1 million,

## Net Expenditures: \$13.1 million (Total Expenditures: \$126.9 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	15,731	14,022	1,709	12%
Labour Costs	37,267	35,741	1,527	4%
Reserve Contributions	72,880	70,796	2,084	3%
Debt Charges	-	-	-	
Grant Payments	76,230	72,083	4,148	6%
Facility, IT, HR and other support costs	14,530	14,043	488	3%
Recoveries	(89,725)	(85,410)	(4,315)	5%
<b>Total Expenditures</b>	<b>126,914</b>	<b>121,273</b>	<b>5,640</b>	<b>5%</b>
Grants and Subsidies	(10,378)	(10,264)	(114)	1%
Supplementary Taxes	1,429	968	462	48%
Fees and Service Charges	(52,341)	(50,349)	(1,992)	4%
Transfer from Development Charges	-	-	-	
Contributions from Reserves	(52,484)	(48,338)	(4,146)	9%
<b>Total Revenues</b>	<b>(113,774)</b>	<b>(107,984)</b>	<b>(5,790)</b>	<b>5%</b>
<b>Total Net Expenditure</b>	<b>\$13,140</b>	<b>\$13,289</b>	<b>(\$150)</b>	<b>(1%)</b>

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>121,273</b>	<b>107,984</b>	<b>13,289</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs	1,728	-	1,728	
Goods and services	998	-	998	
<b>Economic Factors</b>				
Reduction in supplemental taxes net of increased tax appeals and non-airport payments in lieu of taxes (PILTs)	-	(303)	303	
Increase in Canada Community-Building Fund Program	3,487	3,487	-	
Increase in Insurance Premium	650	-	650	
Removal of 2022 Budget levy adjustments	(321)	-	(321)	
<b>Base Subsidy/Recoveries</b>				
Updated allocation to Tax and Utility services and Peel Living	(4,315)	(138)	(4,177)	
Adjustments to User Fees and other recoveries	-	224	(224)	
<b>Cost Mitigation<sup>1</sup></b>				
Savings from continuous improvement initiatives	(15)	-	(15)	
Efficiencies from the ongoing review of services	(895)	-	(895)	
Efficiencies from the ongoing review of budgets	(61)	-	(61)	
<b>Other Pressures</b>				
Airport (GTAA) PILTs Revenue Shortfall				
• End of Safe Restart Funding for revenue shortfall	-	(7,130)	7,130	
• Increase in GTAA PILTs shortfall	-	(45)	45	
• Funding for shortfall from Tax Rate Stabilization Reserves	-	7,175	(7,175)	
<b>Base Budget Changes Subtotal</b>	<b>1,257</b>	<b>3,271</b>	<b>(2,014)</b>	
<b>Service Level Demand</b>				
• Total Budget Requests <sup>2</sup>	4,442	2,577	1,865	
• End of one-time initiative for Customer Contact Centre	(57)	(57)	-	
<b>Service Level Changes Subtotal</b>	<b>4,384</b>	<b>2,519</b>	<b>1,865</b>	
<b>Total 2023 Budget Change</b>	<b>5,640</b>	<b>5,790</b>	<b>(150)</b>	
<b>2023 Proposed Budget</b>	<b>\$126,914</b>	<b>113,774</b>	<b>13,140</b>	<b>(1.1%)</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

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

- Two years ago, a streamlined model for internal service department structure was identified. In May 2021, the Finance department was merged with the Corporate Services department. As a result of this change, two FTE and corresponding expenses were eliminated, resulting in 2021 budget savings of \$376 thousand. In February 2022, the Service Excellence and Innovation department was merged with the Corporate Services department. As a result of this change, five FTE and corresponding expenses were eliminated, resulting in further savings of \$895 thousand reflected in the 2023 budget. These consolidations enable the Region to capitalize on the strengths of these departments and build on an already collaborative culture in the delivery of integrated internal services.

### Budget Requests<sup>2</sup>

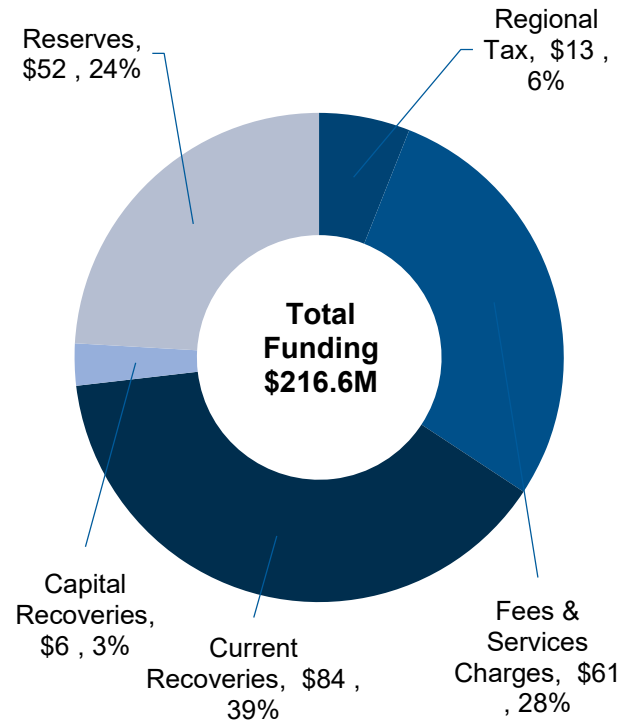
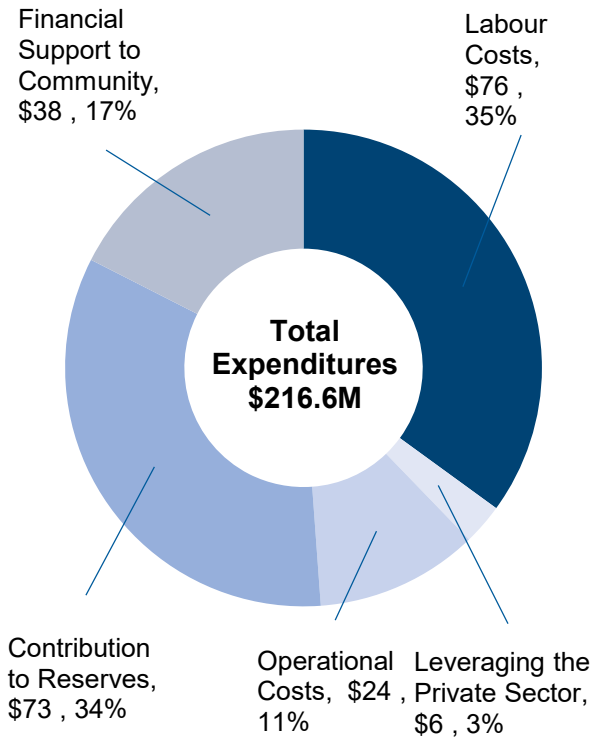
- The net impact of the proposed budget requests is \$1.865 million. A summary of the all the budget requests can be found on page N-26 followed by a two-page budget request for each proposed initiative.

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
520.0	531.0	533.0	533.0	533.0

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Gross Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	121,273	126,914	4.7%	126,173	(0.6)%	125,313	(0.7)%	123,313	(1.6)%
<b>Total Revenue</b>	(107,984)	(113,774)	5.4%	(109,162)	(4.1)%	(112,310)	2.9%	(113,952)	1.5%
<b>Net Expenditure</b>	13,290	13,140	(1.1)%	17,010	29.5%	13,002	(23.5)%	9,361	(27.9)%

Note: May not add up due to rounding

- The outlook years reflect the following impact from 2023 budget requests:
  - #30 Diversity, Equity and Inclusion Implementation Plan to be phased out over 2024 and 2025
  - #34 Customer Contact Centre Reset and Recovery to be phased out in 2025
  - #38 Keeping the Workplace Psychologically Safe operationalizing in 2025
- The outlook years include two additional permanent positions in 2024:
  - Conversion of a financial analyst in the Corporate Finance division to support Peel Living due to changes in technology for both operating and capital.
  - A lawyer in the Legal Services division to support the increase in Water/Wastewater capital plan.
- It is anticipated that new technology platforms implemented through the capital program will result in additional operating costs such as licenses. A marker for these costs has been included in 2024 and 2025.
- Incremental pressures have been offset by additional recoveries from other Regional services or the capital program.
- The infrastructure levy for Community Hubs will end in 2026.
- Airport (GTAA) PILTs
  - Removal in 2024 of Tax Rate Stabilization Reserve funding for revenue shortfall
  - Airport (GTAA) PILTs revenue is anticipated to almost double in 2024 and again in 2025 when it returns to near pre-pandemic levels.
- Completion of both the Transformation of Finance Service Delivery project and the ERP future state roles and responsibilities will inform resourcing needs in the outlook years.

# Proposed Capital Budget

**Capital Budget: \$4.3 million** (Ten Year Plan: \$41.9 million)

## 2023 Capital Budget Overview

The following table provides a summary of Business Services’ planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	563	200	763
Externally Funded	-	-	-
Non-DC Internal	29,115	4,075	33,190
<b>Total Expenditures</b>	<b>29,678</b>	<b>4,275</b>	<b>33,953</b>
<b># of Projects</b>	<b>25</b>	<b>3</b>	<b>28</b>

## Existing Capital Projects - \$29.7M

### Key highlights:

- \$11.8M for the Weaver's Hil Pacesetter climate change project
- \$7.3M for initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction
- \$2.5M for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology solution to support Regional assets

## 2023 Capital Budget - \$4.3M

### Key highlights:

- \$2.2M for initiatives to adapt and mitigate the impacts of climate change and find innovative approaches to improve energy efficiencies that optimize greenhouse gas reduction
- \$1.9M for the procurement, implementation and sustainment of an integrated Enterprise Asset Management technology solution to support Regional assets

*See Appendix I for details.*

## 2023 Budget Risks

Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 5.0% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.

## Operating Impact of 2023 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. It is anticipated that new technology platforms will result in additional operating costs such as licenses. Where an estimate can be made, it has been included in the appropriate forecast year.



# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$41.9M

### By Project Classification:

<b>State of Good Repair</b> <b>\$0.0M</b>	<b>DC Funded Growth</b> <b>\$2.0M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$39.9M</b>
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#### Key Highlights:

- \$22.0M – 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)
- \$9.0M – Enterprise Asset Management Point Solutions (procurement, implementation and sustainment of Enterprise Asset Management technology solutions to support Regional assets)
- \$6.9M – Integrated Asset Management (procurement, implementation and sustainment of Enterprise Asset Management technology solution to support Regional assets)

See Appendix II for details.

Service : Business Services

Appendix I

2023 Financing Sources and Funding Status (\$'000)

2023				
Total Expense	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding

<u>Project</u>	<u>Name</u>	<u>Description</u>					
187336	Integrated Asset Management	Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets	1,875		1,875		
237131	Development Charge Update	Costs associated with updating Development Charges By-Law including Peer Review and Potential Appeals Defence.	100	100			
237201	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		
237631	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			
Business Services			4,275	200	4,075		

## Service: Business Services

## 2023 Ten Year Combined Capital Program (\$'000)

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b><u>Project</u></b>	<b><u>Name</u></b>	<b><u>Description</u></b>							
187336	Integrated Asset Management	Procurement, implementation and sustainment of an Enterprise Asset Management technology solution to support Regional assets	1,875	0	0	0	0	5,000	6,875
227113	Corporate Services Processes and Technology	Optimization and renewal of processes and Technology	0	0	1,000	0	0	1,000	2,000
237131	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
237201	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
237631	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
237636	Enterprise Asset Management Point Solutions	Procurement, implementation and sustainment of Enterprise Asset Management technology solutions to support Regional assets	0	1,000	1,000	1,000	1,000	5,000	9,000
<b>Business Services</b>			<b>4,275</b>	<b>3,400</b>	<b>4,400</b>	<b>3,400</b>	<b>3,400</b>	<b>23,000</b>	<b>41,875</b>

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Increasing Corporate Resilience to Climate Change Impacts	Climate Change & Energy Management	25	1.0	0	143,845	0
Strengthening the Community's Response to the Climate Emergency	Climate Change & Energy Management	26	1.0	0	111,332	0
Improve Call Centre Telephony Stability	Communications	27	1.0	0	104,870	0
Improving Customer Service Experience	Communications	28	3.0	0	387,084	0
Indigenous Engagement Advisor	Culture and Inclusion	29	1.0	0	153,120	0
Diversity, Equity and Inclusion Implementation Plan	Human Resources	30	0.0	3.0	0	0
Improve Digital Content and Service Offerings	Communications	31	1.0	0	111,017	0
Modernization of peelregion.ca on new content management system	Communications	32	1.0	0	36,842	0
Community Focused Diversity, Equity and Inclusion	Culture and Inclusion	33	2.0	0	254,360	0
Customer Contact Centre Reset and Recovery	Communications	34	0	5.0	0	0
Increased Diversity Communications	Communications	35	2.0	0	232,440	0
Supporting Workforce Growth	Human Resources	36	1.0	0	107,564	0
Strengthen Digital Services	Communications	37	2.0	0	222,662	0
Keeping the Workplace Psychologically Safe	Human Resources	38	0	0	0	1,000,000
<b>TOTAL</b>			<b>16.0</b>	<b>8.0</b>	<b>1,865,136</b>	<b>1,000,000</b>

## Budget Request #: 25

Proposed Initiative	Department	Division	Service Area
Increasing Corporate Resilience to Climate Change Impacts	Corporate Services	Climate Change & Energy Management	Climate Change

### Description of Budget Request

This position significantly contributes to closing knowledge and implementation gaps for efficiently assessing climate risks to infrastructure, establishing adaptation strategies or standards and informing climate emergency preparedness. The Adaptation Advisor has subject matter expertise and project oversight for prioritizing resiliency investment, frame the social-environmental benefits and limit escalating risk exposure that may interrupt service delivery and incur significant financial cost.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	143,845	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	143,845	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	143,845	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Climate adaptation is an urgent but emerging practice requiring expert knowledge to strategically and efficiently guide how the Region adapts its \$36B worth of infrastructure. Consistency in adaptation strategies, clear prioritization metrics and strong internal collaboration builds confidence and strengthens decision making. Climate risks are escalating: accelerating adaptation now for social-environmental and economic benefits signals investments in a resilient, inclusive and safer future.

## Details of Service Change

With extreme weather events becoming more frequent and intense, Peel residents and businesses are increasingly voicing their expectations that Regional government adequately respond to the Council declared climate emergency. Adapting infrastructure to climate risk is a critical response gap. Climate change adaptation is a new pressure that needs to be holistically and expertly integrated across all Regional services. This includes providing Service Areas with clarity on the extent of climate risk exposure to assets, provision of costed adaptation strategies and an agile framework for prioritization as the Region grows and climate hazards increase in complexity. The adaptation strategies will evolve into resiliency standards and target setting for new construction and State of Good Repair capital projects to measurably manage climate risk in the near and long term. In cases where climate change risk cannot be fully managed through capital or operations and maintenance programs, climate resiliency must be accounted for within the Region's emergency response plans going forward. A Climate Change Adaptation Advisor is currently in an overfill contract position. Making this position permanent will not only keep momentum on closing the adaptation gap, strengthen organization-wide coordination and effectiveness but also ensure a timely road map for responsible, innovative and equitable investment in a safer, more resilient future for all Peel residents.

## Service Impact

- a) A climate change adaptation program is developed to provide consistent and informed guidance on the Region's adaptation needs.
- b) Scope of works, feasibility, performance metrics and design planning and construction are informed by an adaptation subject matter expert.
- c) Climate Change Enterprise Risk Assessment and Adaptation Tool is completed to inform specification, prioritization and costing to improve resiliency of assets in response to climate change.
- d) Green Infrastructure asset inventory and condition assessment is completed to understand what assets the Region currently owns and maintains and inform asset management decisions and future needs.
- e) Apply knowledge of flood and heat resiliency best practice and studies to inform emergency response planning to extreme climate events.
- f) Completion of exploratory research and pilots to adjust/maintain/improve levels of service in the midst of a climate emergency.

## Budget Request #: 26

Proposed Initiative	Department	Division	Service Area
Strengthening the Community's Response to the Climate Emergency	Corporate Services	Climate Change & Energy Management	Climate Change

### Description of Budget Request

This position is a point of strategic contact for the growing collaborative climate network; it examines the needs and opportunities of partners, provides recommendations to advance high impact climate initiatives and produces clear, plain-language reporting on collective achievement. The Climate Change Specialist has subject matter expertise and research skills to respond to a larger volume of evolving climate legislation, translate implications of new practices and complete grant applications.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	111,332	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	111,332	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	111,332	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

The Region must accelerate climate change action. This position contributes to that imperative by investing in both current and new partnerships to foster innovation, deepen stakeholder engagement and leverage a growing suite of funding opportunities. Transparent climate reporting, based on the best available research and practice, will further demonstrate to residents that the Region is transforming to a low carbon and safer community.

## Details of Service Change

The Climate Emergency is mobilizing more players in the community and upper levels of government are incentivizing a wider range of climate and energy funding programs. The Region's enabling role in community transformation must continue with renewed focus on improving coordination of the growing collaborative climate network while ensuring sufficient capacity and expertise to respond to increasing demand for internal and external climate services. Services include providing a point of strategic contact into the Region to effectively connect stakeholders and report on collective impact, conduct in-depth climate change research on evolving policy or practice, inform advocacy positions with greatest strategic impact, manage local climate data and information on Regional climate action, and apply for partnership-based grant applications. No government can succeed alone; and as communications with community partners strengthen, so will the likelihood of innovative funding partnerships that optimize and increase the reach of the Region's climate change budget. The Climate Change Specialist is currently an overfill contract position and key to strategic relationship maintenance. Establishing the position as permanent leverages these existing relationships, retains valuable climate expertise while ensuring capacity to coordinate with new community partners, accelerate innovation, and communicate measurable collective and Regional impact to external funders, Council and the public.

## Service Impact

- Support the Peel Climate Change Partnership and an expanded community climate change network to increase community capacity, knowledge and empowerment;
- Primary point of contact for staff at municipalities, conservation authorities, and existing/emerging environmental non-government organizations
- Support strategic alignment and synergies of the Region's Climate Change Master Plan for greater efficiency of plan implementation and influence on community transformation
- Complete external grant applications for partnership-based project funding
- Lead advocacy responses to climate change posts on the Environmental Registry of Ontario.
- Support the compilation of data and performance indicator development for improved annual progress reporting on collective and the Region's climate action.
- Support the 2025 refresh of the Climate Change Master Plan
- Research and develop education content and capacity building for Region of Peel staff to support a transition to climate change financial disclosure
- Support key climate change initiatives identified in the Region of Peel Official Plan Amendment



## Budget Request #: 27

Proposed Initiative	Department	Division	Service Area
Improve Call Centre Telephony Stability	Corporate Services	Communications	Business Services

### Description of Budget Request

The purpose of the service level change is to provide a centralized, consistent approach to managing the Five9 call center telephony system across the Region of Peel. The Five9 system is the Region's platform for call centers providing frontline service delivery. The Five9 coordinator will maintain and implement changes, ensure business continuity, and consistency of practice through standardized language, improved first call resolution and call routing for all centers using Five9.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	104,870	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	104,870	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	104,870	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

This position will enable consistency and plain language (accessible) messaging across all Regional call centers through a single voice. This change will also provide clarity and transparency for call center service standards. The creation of this position also aligns with the Service Experience Optimization roadmap. The end goal is improving overall customer experience and ease of access to Regional services.

## Details of Service Change

The Customer Contact Center (CCC) owns and manages the Five9 platform. The Five9 platform is the call center technology of choice at the Region of Peel. It is a leading multi-channel cloud based platform that enables agents to communicate with residents via phone, email, chat, Short Message Service (SMS) and social platforms. Five9 is currently used by five call centers at the Region with plans to expand to additional call centers in the upcoming year. The Five9 suite also includes quality monitoring and workforce management tools.

A new position is needed to standardize operations, administration and maximize efficiency. Standardization is crucial to operations as call routing relies on a consistent service delivery approach; without consistency call centers will have competing priorities resulting in impacts to the resident experience and loss of data integrity. The technical knowledge and depth of understanding needed for the administration of Five9 requires a dedicated role. This position will set up new accounts/users, create new phone routing /skills/queues (for incoming calls), obtain licenses from the vendor, training, demos, SLAs, metrics, and data reporting.

## Service Impact

By creating a position at the Customer Contact Centre, accountability for system administration will be centralized in a single area. This role will complete audits of call centres to ensure proper use of Five9 licenses, resulting in an increased efficiency from 50% to 90% over the next four years. The Coordinator will also increase the collection of data over four years from one to five call centers through Five9 and report on performance against service standards in consistent and transparent manner. The coordinator will work with the vendor on behalf of the Region to ensure system up-time is maintained at 99% and achieves the expectations of users and the residents of Peel. This single point of contact will provide support to call centres as a subject matter expert, trouble shooting, vendor engagement and release updates to ensure features are implemented to maximize value. The positive abandonment will be tracked, and changes made to the IVR to provide callers with upfront information to deter callers from needing to speak to an agent. Callers will receive what they need upfront. The goal is to increase the positive abandonment from 16% to 20% and reduce talk time.

## Budget Request #: 28

Proposed Initiative	Department	Division	Service Area
Improving Customer Service Experience	Corporate Services	Communications	Business Services

### Description of Budget Request

The Service Experience team will continue the work of the Service Experience strategy. The team will set, maintain, and clearly communicate our customer experience vision and goals. It will lead development of a customer-centric culture by embedding customer experience principles into the organization at all levels. This team will help build a customer-centric culture to deliver on our service commitment through a coordinated, deliberate approach to customer experience.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	387,084	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	387,084	-	-	-
Reserves (Specify)	-	-	-	-
External Funding (Specify)	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	387,084	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	3.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Service Experience will complete the first phase of the strategy by the end of 2022, delivering 32 initiatives. That's in addition to supporting the COVID-19 response and delivering the Contact Centre Optimization and Advancing Digital Service Delivery projects. But the work is not done. We will build a customer-centric culture to deliver on our service commitment, measure progress, and improve service delivery, while formalizing accountability for customer experience.

## Details of Service Change

Service Experience is a coordinated, intentional effort to understand customer expectations, set our targets, and get everyone moving in the same direction, believing in the value of customer experience (CX). The work so far has demonstrated clear impact and tangible benefits. A dedicated team of staff focused on this work is a natural evolution as we move from building a framework to embedding customer-oriented thinking into all our operations, through strategy, research, training, capacity building and service improvement. The team will gain a more nuanced understanding of our customers, including behaviors, pain points, decision drivers, and moments that matter. We can better prioritize our initiatives and deliver services that meet the needs of our customers.

The Service Experience team will be located within the Communications division, reporting to the Director. This work feeds into our brand development and implementation, so locating it here will maximize effectiveness. The team will consist of the three positions initially approved to implement the strategy: frontline staff who have accountability for the customer experience.

## Service Impact

Key deliverables of the Service Experience team include:

Introduce real-time customer feedback measurement for digital and in-person services; Centralize and standardize reporting and dashboards to share customer feedback; Add context to customer feedback data so it leads to action; Centralize complaint reporting into a single platform to discover and track systemic issues; Use complaint data to identify trends and process improvements; Develop customer service training for all employees; Define digital service standards and incorporate into project management gating; Maintain the digital services inventory; Collect and manage customer satisfaction with our digital services and content; Solicit employee feedback for improving the customer experience; Share customer feedback with employees; Align employee competencies and performance management with our customer experience vision; Share customer success stories; Continue to create and promote content on the Service Experience Pathways site; Publish the Service Experience Annual Report; Support Term of Council Priority target setting and progress reporting; Create a customer experience dashboard for public view.

## Budget Request #: 29

Proposed Initiative	Department	Division	Service Area
Indigenous Engagement Advisor	Corporate Services	Culture and Inclusion	Diversity, Equity & Inclusion

### Description of Budget Request

The Indigenous Engagement Advisor (IEA) will lead the Region of Peel's efforts to establish and strengthen relationships with Indigenous communities. The IEA will lead the Indigenous community engagement process and develop and implement the Region's Truth and Reconciliation (T&R) action plan. The Indigenous Engagement Advisor (IEA) will be a shared role between Culture & Inclusion and PAMA and will support all departments through the process of engagement.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	153,120	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	153,120	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	153,120	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

The Region of Peel (ROP) is invested in building meaningful relationships with Indigenous community members that live, have treaties, land use areas within ROP boundaries. Through Mass Vaccination Program, Indigenous engagement has started. To act on T&R recommendations, which have evoked synergistic calls for climate justice, development of a sustainable approach to meeting the needs of Peel's indigenous communities is required.

## Details of Service Change

The Indigenous Engagement Advisor (IEA) will be filled hired by December 2022 in order to participate in community consultations and other activities that will enable them to begin leading key processes in January of 2023.

The IEA will:

- Take the lead on brokering meaningful partnerships with indigenous community members, work with service areas to reframe the current practice of consulting from a lens of compliance, create streamlined pathways to ongoing communication to reduce the negative impact of adhoc requests for information from indigenous communities.
- Will design a formal engagement approach for the region and will develop a truth and reconciliation action plan
- Will work with department leads to ensure ROP programs and services operate in accordance with the principles of reconciliation. They include: affordable housing and poverty reduction, public health, hiring practices and procurement, land use planning and climate action, among others.
- Will work with the Curator, Museum to bring an Indigenous-centre voice to the redesign of the Indigenous gallery We are Here, and other core exhibits as outlined in the core exhibits interpretive plan. This will include among other duties: consulting on exhibit design, assisting in the research and writing of interpretive text, and establishing community connections and identifying opportunities for engagement.

## Service Impact

Service level change will be achieved through: Increased awareness and knowledge, including formal training on indigenous history and culture, traditional ecological knowledge; through relationship building and engagements with Indigenous and municipal partners and community leaders; organize and facilitate talking circles with local Indigenous community members, particularly those First Nation, Métis and Inuit individuals who have skills as historians, storytellers, and Indigenous knowledge keepers; reviewing current policies, processes and practices used to engage with indigenous communities; through the identification and removal of system barriers within policies, programs, services and processes which will act on what we hear from the community during consultations occurring fall/ winter 2022; working with indigenous leaders to build trust with these communities and creating space for open, ongoing dialogue; development of the ROP's T&R action plan that considers the connection to climate justice and the circular economy.

## Budget Request #: 30

Proposed Initiative	Department	Division	Service Area
Diversity, Equity and Inclusion Implementation Plan	Corporate Services	Human Resources	Diversity, Equity & Inclusion

### Description of Budget Request

In 2021, The Executive Leadership Team (ELT) approved a multi-year implementation plan to support the Region's diversity, equity and inclusion (DEI) efforts. This was in response to insights from the 2020 workforce census and 'Courageous Conversations' series. 2023 marks the second year of the multi-year plan. Good progress has been made to date and further investment is required to sustain progress. The initiatives included in this budget request support programming in wellness, learning and talent attraction.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	1,220,000	(675,000)	(545,000)	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	1,220,000	(675,000)	(545,000)	-
Reserves (General Government Rate Stabilization)	1,220,000	(675,000)	(545,000)	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	1,220,000	-	-	-
Net Impact - Tax	-	(675,000)	(545,000)	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	3.0	-	(3.0)	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

The Executive Leadership Team approved a DEI implementation plan that identified investments over multiple years to further develop Peel as diverse and inclusive workplace.

## Details of Service Change

This operating budget request supports various 2023 implementation plan items, builds on 2022 progress, and focuses on achieving specific outcomes:

A. Improve psychological health and well-being for employees - This outcome will be achieved by the implementation of targeted supports and aligns the action plan to support ELT's organizational priority – Improved Psychological Health and Safety.

1. Working Minds
2. Psychological Personal Protective Equipment (Tend)
3. Mental Health Coach (Sun Life)
4. Disability Management Support

B. Increase DEI knowledge and build skills of employees - This outcome will be achieved through the implementation of “Succeeding Together – an Inclusive Organizational Development Framework” including mandatory Diversity, Equity and Inclusion learning for all employees. This budget request builds out the elements of focus area 1.

1. The Inclusive Leader
2. Unconscious Bias Training
3. Inclusive Customer Service Training

C. Build a diverse workforce at all levels of the organization that reflects the diversity of the labour market in our community - This outcome will be achieved through the delivery of programs and services to promote talent acquisition, retention strategies and branding strategies and best practices to support and advance workforce diversity, equity and inclusion.

## Service Impact

The service level changes identified in this business case will support employee and leader learning and provide support to employees in need at their time of need. It is through the targeted investment that employees will feel more supported by the organization. The learning offerings developed will build knowledge, skills, and capacity of workforce and ensure employees and leaders have a greater understanding of, and accountability for, inclusive behavior. The recruitment support will attract diverse talent to the organization and result in greater workforce diversity at all levels.



## Budget Request #: 31

Proposed Initiative	Department	Division	Service Area
Improve Digital Content and Service Offerings	Corporate Services	Communications	Business Services

### Description of Budget Request

This position contributes to the overall advancement of digital services at Peel, providing subject matter expertise as services are digitized to meet the modern and diverse needs of Peel residents. A key contributor to peelregion.ca, the Digital Content Designer designs web page structure, writes and edits accessible digital content, and adjusts technical language into plain language for residents, ensuring Peel's services are easy to find, and information easy to understand.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	111,017	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	111,017	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	111,017	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

A service-focused site with improved design and user experience supports the goals of advancing digital service delivery and increasing accessibility for residents. This role processes 1000+ updates annually, ensuring that content is meeting the needs of target audiences, is easy to read and comprehend, and consistent in style, tone, format and quality. As more services move online and interest in providing digital services continues to grow, so too does the need for digital content design.

## Details of Service Change

This position was established as a temporary contract in 2018 due to the rapid growth of digital channels, increased demand for online services by residents, and implementation of Accessibility for Ontarians with Disabilities Act (AODA) legislation. The digitalization of processes, improved front-end digital service, and better customer experience are paramount in the advancement of Peel's digital service delivery. Continuous enhancements and service improvements to peelregion.ca will lead to improved service delivery to residents, improved tools and support for staff, optimized service processes and cost saving and efficiencies.

Digital content strives to meet the needs of the target audience, is easy to read and comprehend, is user-driven and consistent in style, tone, format and quality. The Digital Content Designer contributes and applies online content, design, usability and accessibility standards and policies to promote consistency, a positive user experience, and a strong and unified brand. They analyze and evaluate evidence, data, user feedback and research user needs and experiences to make information and services easier to find.

## Service Impact

Approximately 50% of residents go online first when looking for services or information. They expect almost all government services to be available online. The Digital Content Designer delivers over 1000 updates to the website annually, ensuring that Peel's services are easy to find, information is current and easy to understand, and the structure of peelregion.ca is one that delivers exceptional user experience (UX). The Digital Content Designer also contributes to the Advancing Digital Service Delivery (ADSD), a multi-year organization-wide initiative digitalizing over 100 services to make them more accessible, improving service delivery while meeting the expectations of residents. They redevelop legacy content that is outdated, of poor UX and not AODA compliant to meet modern standards and legislative requirements, enhancing brand, building trust and confidence. The Digital Content Designer takes technical information and delivers it in user-friendly plain language to ensure it is easily understood and residents can quickly navigate the site and complete tasks. Users say it should take 5 minutes or less to find something or start an online transaction versus our 17 minutes.

## Budget Request #: 32

Proposed Initiative	Department	Division	Service Area
Modernization of peelregion.ca on new content management system	Corporate Services	Communications	Business Services

### Description of Budget Request

The delivery of a new peelregion.ca is underway, improving user experience (UX), ability to manage and grow the site and advance how we deliver digital services to residents. The new website is built on Drupal, a Content Management System (CMS), currently managed by a vendor. The position of Drupal Developer allows site transition from a vendor to one that is managed internally, reducing costs and reliance on vendor, building capacity, improving UX and increasing digital self-service options.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	36,842	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	36,842	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	36,842	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

- 1) Time to market – Owning the CMS allows for greater control and faster delivery. The organization can adapt to changes quickly, providing better service for Peel residents and visitors at large without expensive rates.
- 2) Cost savings – the CMS is managed by a vendor. Building internal capacity allows us to bring the site in-house and reduce overall operating and capital costs by \$63,000 for enhancements such as building themes, components, developing prototypes and conducting user testing.

## Details of Service Change

The Web operations team is working with a vendor to build and operate peelregion.ca and PAMA websites. The project will be delivered in 2023. As implementation of the sites rolls out by Peel Region, the project will transition from the management of an external vendor to the Communications Division and Digital Marketing Team.

The Drupal Developer will support every business unit at Peel Region with the development of their digital service portfolio by bringing technical expertise (Drupal is the CMS platform that peelregion.ca and PAMA sites are built on) and internal capacity to the organization.

The role is integral to the advancement of digital service delivery (ADSD) project, a long-term organization-wide priority digitizing over one hundred Peel services while streamlining backend operations to create financial efficiencies, consistent user experience and a new, service-based front end.

In addition to ADSD, the role manages daily technical/security related site changes (approx. 60 /year), approx. 12 projects per year and daily CMS builds for all Divisions. They improve our resident's experience by building prototypes to enhance the Drupal site design, furthering Peel Region's positive brand reputation and service experience.

The cost of the FTE is \$126,000, but the reduction of \$89,000 in vendor budget results in an operating increase of only \$37,000. Capital expenditures will decrease \$100,000. Overall savings from moving this work in-house is \$63,000.

## Service Impact

Governance of peelregion.ca and PAMA websites are shifting from a decentralized structure formerly managed by business units to one that is owned by Communications. Additional resources and skills are required to transition to this new model and advance digitalization of Peel services, meeting resident expectations.

The introduction of the Drupal Developer role will expedite the build and rollout of Drupal components and reduce reliance on vendor expertise and costs (\$63,000 annually).

The Drupal Developer builds internal capacity, bringing subject matter expertise to the Web Operations team, helping to train and mentor the publishing group on Drupal functionality, delivering digital services to internal clients and residents.

The Drupal Developer improves overall systems management as they maintain and install Drupal modules and perform security updates for peelregion.ca and PAMA sites, ensuring technology is up to date, the site doesn't have down time and the system is not compromised.

### Budget Request #: 33

Proposed Initiative	Department	Division	Service Area
Community Focused Diversity, Equity and Inclusion	Corporate Services	Culture and Inclusion	Diversity, Equity & Inclusion

### Description of Budget Request

To advance diversity, equity and inclusion (DEI) for Peels diverse communities, DEI must be embedded into programs and services. Understanding how diversity impacts the overall service experience is a critical step to ensure that "Community for Life" is real for all Peel residents starting with community consultations, implementing collection of socio demographic data (where needed). Currently there are no dedicated resources for community focused DEI efforts, current resources are stretched.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	254,360	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	254,360	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	254,360	-	-	-
Net Impact - Utility Rate	-	-	-	-

<b>FTEs</b>	2.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Demands and expectations of the community have grown and evolved significantly. The Culture and Inclusion office was only resourced for workforce related activities. In response to growing demand we have attempted to absorb the work; however, this is not sustainable.

## Details of Service Change

The advisor and coordinator will be hired by November 2022 to participate in consultations and other processes that will support initiatives being launched by January 2023. By Q1 2023, Peel will have a diversity, equity and inclusion (DEI) strategy, 50% which will focus on community related outcomes. Currently there is no capacity to advance actions that will be identified in this strategy.

This advisor and coordinator will take the lead on building and sustaining grass roots community connections and engagement to establish meaningful partnerships with diverse community groups in Peel who have been overlooked and continue to be marginalized. They will also work with program and service areas to address barriers and embed a DEI lens into programs, services and processes.

There are a number of community-related initiatives that require resources, including: development of customer service training; development of a community focused DEI implementation plan; supporting departments to incorporate socio demographic data collection into their program/service feedback mechanisms; play a key role in supporting community tables to represent the Region of Peel's commitment to DEI and demonstrate partnership and leadership.

The coordinator will also support the Indigenous Engagement Advisor in advancing ROP's Indigenous efforts and the implementation of the ROP's new Observance and Recognition Policy.

## Service Impact

Through partnerships with community leaders, local municipalities, and internal departmental leads the Region will establish and nurture trusting relationships with the diverse and marginalized community groups which will influence how our services are delivered. We will develop consistent approaches to socio demographic data collection for Peel programs and services, develop a community focused DEI implementation plan, and support all departments through development and implementation.

## Budget Request #: 34

Proposed Initiative	Department	Division	Service Area
Customer Contact Centre Reset and Recovery	Corporate Services	Communications	Business Services

### Description of Budget Request

The Customer Contact Centre (CCC) is seeking 5 contract Customer Service Representative (CSR) positions to bring service levels back to pre-pandemic standards, to reduce employee burnout, and to support the Public Health Transformation and Transition plan. These positions will be contract to allow for adjustments based on changing call volumes at the CCC resulting from the launch of new digital services and the integration of COVID into ongoing vaccination programs.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	356,560	8,914	(365,474)	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	356,560	8,914	(365,474)	-
Reserves (General Government Rate Stabilization)	356,560	8,914	(365,474)	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	5.0	-	(5.0)	-

### No Capital Investment Required

### **Why Staff Recommend this Initiative**

The CCC has seen an increase in average handle time and a substantial increase in digital channels such as: chat, social media and email during the pandemic affecting service levels and wait times for residents. The drivers are centered around complexity of calls as quick calls move to online options. The recommendation is for temporary staff over permanent due to the potential impacts of moving to self-serve options and digital channels.

### **Details of Service Change**

This service change of adding contract FTE over the next two years will allow the Customer Contact Centre to bring service levels up to a more acceptable rate. It will allow current staff to take time off, such as vacation time and reduce incidental absences. The requested contracts will support the operationalization of calls handled by the Public Inquiry Center to the CCC.

In 2021 the CCC opened up a Public Inquiry Center (PIC) to help handle the influx of calls for Mass Vaccination. Currently the PIC staff are still taking mass vaccination calls and supporting the day to day services at the CCC. As these staff are trained and support the CCC today, it would be a seamless transition and most effective to keep these staff as part of this temporary FTE ask.

### **Service Impact**

The additional staff will bring the CCC back to pre-pandemic service levels. Service levels are expected to increase from the current level of 52% of calls answered in 60 seconds to 60% in 2023. This directly impacts the residents and the reputation of the Region of Peel. Agent occupancy (time on the phones) is expected to decrease from it's current level of 85% to 77% in 2023, which is closer to industry standards. It will also help reduce staff burnout and absenteeism as staff will work at a more manageable pace. It will also support service levels and reduce wait times enhancing the service experience for our residents.



## Budget Request #: 35

Proposed Initiative	Department	Division	Service Area
Increased Diversity Communications	Corporate Services	Communications	Diversity, Equity & Inclusion

### Description of Budget Request

The Communications Specialist and Coordinator will support Culture & Inclusion (C&I) on strategic communication planning/execution of tactical rollouts aligned to the Diversity, Equity and Inclusion (DEI) approved recommendations (Inclusive & Respectful Workplace; Career Advancement & Promotion; Education; Recruitment; Employee Engagement); Workforce Census; Observance & Recognition Policy: ~75 annual Executive Leadership Team (ELT) approved observances. These new areas of accountability are on top of existing C&I workplans.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	232,440	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	232,440	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	232,440	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	2.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

The Region of Peel is invested in creating and maintaining a culturally diverse and inclusive workforce/workplace, to support residents and businesses of Peel. ELT approved DEI implementation plan investments over multiple years to develop Peel as diverse & inclusive workplace. Further, external DEI community engagement will be followed by community-focused workplans to action feedback. C&I workplans have grown and diversified. A sustainable approach to communications is required to meet these needs.

## Details of Service Change

The service level change will be the increase of one FTE Communications Specialist and one FTE Communications Coordinator in support of the Corporate Services Department. The Communications Specialist will be a dedicated lead for Culture & Inclusion supporting strategic communication planning/execution of tactical rollouts aligned to the Diversity, Equity & Inclusion approved recommendations (Inclusive & Respectful Workplace; Career Advancement & Promotion Processes; Recruitment; Employee Engagement); Workforce Census; Observance & Recognition Policy: ~75 annual ELT approved observances. The Coordinator supports Tactical rollouts. These new areas of accountability are on top of existing C&I workplans.

Further, the Human Resources (HR) team will benefit, as they will have dedicated support for their workplans. Up to this point, the Communications Specialist has supported both HR and C&I - and the work package has become unsustainable. It will be essential that the Specialists will work closely together to thoughtfully align communications in support of shared accountabilities between the two Divisions.

## Service Impact

The Communications Specialist is a dedicated and integrated C&I team support partner. The Specialist supports strategic communication planning/execution of tactical rollouts aligned to the DEI approved recommendations listed above. In addition, this request aligns to the operating business cases outlined requesting 7 positions for 2023 and beyond in C&I and HR, related to DEI (#29-Indigenous Engagement Advisor, #30-DEI Implementation Plan, #33-Community Focused DEI); that focus efforts on our external community. Dedicated communications support is critical to ensure we are successful in reaching the intended audiences. Without communications support our efforts will not have the impact we desire. The Communications Specialist is accountable for strategic planning and tactical execution, working closely with subject matter experts, design, digital supports, Vendors. They are supported to deliver complete communication plans in support of Culture and Inclusion workplans, across appropriate channels in a timely, accurate and sensitive manner. The Coordinator will develop and deliver tactical plans to support this work.

## Budget Request #: 36

Proposed Initiative	Department	Division	Service Area
Supporting Workforce Growth	Corporate Services	Human Resources	Business Services

### Description of Budget Request

Peel's ability to attract and retain top talent in a changing job market is key to delivering on strategic priorities and maintaining service levels. To respond to growth in staff complement, Human Resources (HR) is requesting one talent acquisition partner to address growth, promote attraction and retention of top talent and support leaders.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	107,564	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	107,564	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	107,564	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

### **Why Staff Recommend this Initiative**

Between 2017 and 2022 Peel's approved complement grew by 550 FTE or 11%. Human Resources divisional staffing has not kept pace with workforce growth in key operational sections. Talent Acquisition is involved in all internal and external job competitions. Due to workforce growth, the section now relies on temporary resources to address volume. Continued growth in complement and corresponding headcount will create additional service pressures.

### **Details of Service Change**

Between 2017 and 2019 the organization averaged 123 hires per month. In 2022 the organization is averaging 153 hires per month or a 16% increase. The current number of FTEs assigned to Talent Acquisition is 10, up from 9 in 2017. To manage growth this section has relied extensively on temporary staffing which is unstable and changes from year to year.

Average time to fill a vacancy in 2021 was 52 days. According to data pulled from the Conference Board of Canada's 2021 HR Metrics survey, average time to fill should be 48 days. While Peel is close to this benchmark, improvement is needed to remain competitive. The requested increase in staffing will help position Peel to respond to labour market challenges. Stable staffing will build expertise in sourcing talent in a challenging and competitive market.

### **Service Impact**

With the addition of a talent acquisition partner, Human Resources will maintain service levels and reduce reliance on temporary employees. Recruiting talent is more challenging since the pandemic. Applicants have higher expectations of prospective and current employers causing the Talent Acquisition section to invest more time in securing the talent needed for Peel to meet its objectives. Reliance on temporary employees in Talent Acquisition creates instability. There is turnover in temporary employees as they seek longer duration positions which causes disruption in service levels as newly hired employees are onboarded and trained. Stable staffing will enhance service and improve workload for the Talent Acquisition section.

## Budget Request #: 37

Proposed Initiative	Department	Division	Service Area
Strengthen Digital Services	Corporate Services	Communications	Business Services

### Description of Budget Request

The Division of Communications is requesting 2 Graphic Designer FTEs to manage a 40% growth in demand for digital and print solutions. There are currently 3 Graphic Design FTEs that work with all Peel Departments to develop and design marketing materials. The 2 additional Graphic Designer FTEs would support approximately 10 internal clients each and generate approximately 360 jobs annually. The role is a key contributor to Peel's brand reputation, building trust & confidence with residents.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	222,662	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	222,662	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	222,662	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	2.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

The Design team delivers full-service creative solutions for services and programs. Demand has grown 40% in 5 years, keeping pace with emerging digital formats and expectations to improve how we reach, inform, and engage communities and partners. In 2014, Design managed 1300 projects, in 2019 it was 1800 plus. Despite growth, complement hasn't changed in 10 years. In 2019, 2 contracts were established to manage volume; making them permanent will strengthen our ability to deliver digital services.

## Details of Service Change

The Graphic Designer builds assets in print and digital formats, delivering Councilor newsletters, program and service reports, posters and brochures; as well as HTML, Cascading Style Sheet (CSS) and JavaScript products for digital use: email templates for services and newsletters, a stream of business that has increased by 500% the last 3yrs (66 in 2018, 330 in 2021); motion graphics for video (15 per year); digital signage (200 per year); social media communications (240 per year).

The Graphic Designer processes approximately 360 jobs each year, 30 jobs each month, or one job a day. The jobs vary in complexity and scope, ranging from extensive reports to digital banners.

They are an expert at simplifying complex messaging, ensuring that it's clear, effective, engaging and consistent in style, tone & quality across materials and formats.

They ensure that Peel materials are Accessibility for Ontarians with Disabilities Act (AODA) compliant, reflect our commitment to representing diverse and inclusive communities, and deliver a unified brand, positively building on Peel's reputation.

They build resident trust with their expertise in facility branding, large-format signage, wayfinding and experiential design, guiding people through confusing physical environments and enhancing their understanding and experience of the space.

Design is also key contributor of Peel's emergency preparedness team.

## Service Impact

The Graphic Designer works with Peel Departments and Communications staff to develop and design marketing materials in multiple formats with clarity and consistency, improving message comprehension, credibility, awareness, reach, resident engagement, experience, and satisfaction across a diverse Peel population.

The 2 FTE Graphic Design positions ensure that service levels are maintained, and residents can continue to receive exceptional, timely and informative updates from Peel Region. They develop materials that meet or exceed Peel Region standards and the needs of target audiences. The Graphic Designer processes approximately 360 jobs each year, 30 jobs each month, or 1 job a day. The jobs vary in complexity and scope, ranging from extensive reports to digital banners.

Design experienced a 40% increase in workload over the last five years. This trend continues with a growing need for more diverse, comprehensive communications as Peel expands its messaging into new marketing channels. These two Graphic Designer FTEs will enable us to continue to deliver consistent service and also be well positioned to meet future challenges.

## Budget Request #: 38

Proposed Initiative	Department	Division	Service Area
Keeping the Workplace Psychologically Safe	Corporate Services	Human Resources	Business Services

### Description of Budget Request

The pandemic has taken a toll on Canadian workplaces and the Region of Peel workplace has been extraordinarily impacted due to its role in the prolonged response. A timely and proactive investment in psychological health & safety will assist in recovery, especially in Health, and yield valuable returns. \$1 million in temporary funding for 2 years is requested to build out the corporate framework and develop strategies that will strengthen organizational resiliency and capacity for improved well-being.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	1,000,000	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	1,000,000	-	-	-
Reserves	1,000,000	-	(1,000,000)	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	1,000,000	-	-	-
Net Impact -Tax	-	-	1,000,000	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Psychological health and safety in the workplace are integral to employees' capacity to be effective, feel significant, and find meaning in their work. Benefits include improved recruitment and retention as a model employer; improved employee engagement and morale which positively impacts on performance, productivity and quality of services; improved organizational resiliency when faced with challenges; improved health and safety outcomes with a shared commitment to well-being and security.

## Details of Service Change

This investment in psychological health and safety will assist Human Resources to support department leadership teams to identify well-being priorities and ensure departmental priorities are aligned with corporate psychological health and safety initiatives. The Health and Wellness team will also work closely with Human Resources' client services and organizational development teams for integrated solutions.

Research suggests that the pandemic has heightened the risk factors for poor mental health - fear, financial insecurity, trauma - while protective factors - engagement, physical activity, social connectedness, routines - have fallen dramatically. Some departments have experienced increased absenteeism (e.g. increased 14% in Paramedic Services and as of February 2022 the long-term care homes have experienced a staffing deficit of approximately 13%). This investment will allow for the determination of root issues, and actions to address critical challenges including absenteeism.

Options to be explored:

1. Dedicated staffing in Human Resources with departmental focus plus corporate program responsibilities (for example, an advisor and specialist position for each department)
2. Targeted leadership supports (learning, coaching, skill building, focused resources)
3. Development of department specific psychological health action plans to address critical challenges
4. Joint initiatives with union partners geared to supporting employees

## Service Impact

This investment will help address critical challenges for departments. Key initiatives may include:

- (1) mental health, psychological health and safety and DEI learning for employees and leaders (with special attention to supports for employees working in routine, high stress and trauma-exposed work environments)
- (2) mentorship and coaching opportunities across all levels of leadership
- (3) championing, raising awareness and increasing understanding of the CSA standard and leaders' roles, responsibilities and resources related to workplace psychological health and safety (including diversity and belonging)
- (4) Engaging in internal and external knowledge sharing and advocacy for attention to, and initiatives and resources for, psychological health, safety, wellbeing and inclusion
- (5) Dedicated staffing resources



# Real Property & Asset Management (RPAM)

2023–2026 Business Plan  
and 2023 Budget

Real Property & Asset Management (RPAM).....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan.....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	8
Achievements .....	9
The 2023 -2026 Business Plan Outlook .....	10
Planning for the Future .....	10
Maintaining our Infrastructure.....	12
Finding Efficiencies.....	13
Proposed Operating Budget .....	14
2023 Operating Budget Pressures .....	15
Staffing Resources to Achieve Level of Service .....	16
2023 Gross Expenditures & Funding Source .....	17
2023 Budget Risks .....	17
2024 – 2026 Operating Forecast.....	18
Proposed Capital Budget.....	19
2023 Capital Budget Overview .....	19
By Project Classification: .....	21

# Executive Summary

Mission: To deliver cost-effective and sustainable real property client-focused shared services for our Program Partners. RPAM maintains our commitment to action priorities to achieve our mandate, “As trusted partners, we provide quality, value-add real services that support effective program and service delivery”.

## Services we provide:

- Management of the Region’s owned and leased properties
- Facility management; including operations and maintenance, occupant services
- Design innovations to promote an active and modern workplace
- Real property planning/administration, acquisition, leasing/licensing, design, construction, life cycle renewal and disposal
- Negotiations, expropriations, and appraisals for multi-owner capital projects
- Building condition assessments, capital planning, asset management and construction project management
- Planning and administration of Regional emergency management, corporate security, and business continuity programs

## Interesting facts about this service:

- Manage 1.2 million square metres of Regional Buildings; valued at over \$3.5 billion in construction replacement value
- Types of property managed to varying degrees include office buildings, paramedic facilities, health clinics, PAMA, long term care homes, Region-owned affordable housing buildings and Peel Living’s housing stock
- The Regional Emergency Operations Centre was activated for 600 days to support the Region’s COVID-19 response

## Highlights of the Business Plan include:

- 10 Peel Centre - Suite A renovation expected to commence construction in 2024/2025 to achieve Net Zero Carbon Building Standard
- New State of Good Repair program on building renovations will consider Net Zero Carbon building standard design requirements
- Corporate Security contract to provide static and mobile security guards at various Regional sites
- The Seniors Health and Wellness Village at Peel Manor LTC is a \$135 million capital redevelopment project projected to be completed in 2023
- Design and implementation of a DSS (Decision Support System) for capital planning and construction project management that will integrate with the IBM Maximo Asset Management system already operationalized; projected for 2023/2024

Net Investment Regional Office Program (\$000s)	2023	2024	2025	2026
Operating	7,219	7,246	7,290	7,327
Capital	1,475	9,900	6,667	9,051
Full Time Equivalents	113.0	113.0	113.0	113.0

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

To maintain a safe, healthy, and aesthetically pleasing environment while promoting productivity and efficiency in the built environment and robust asset management

As trusted partners, we provide quality, value-add real property shared services that support effective program and service delivery

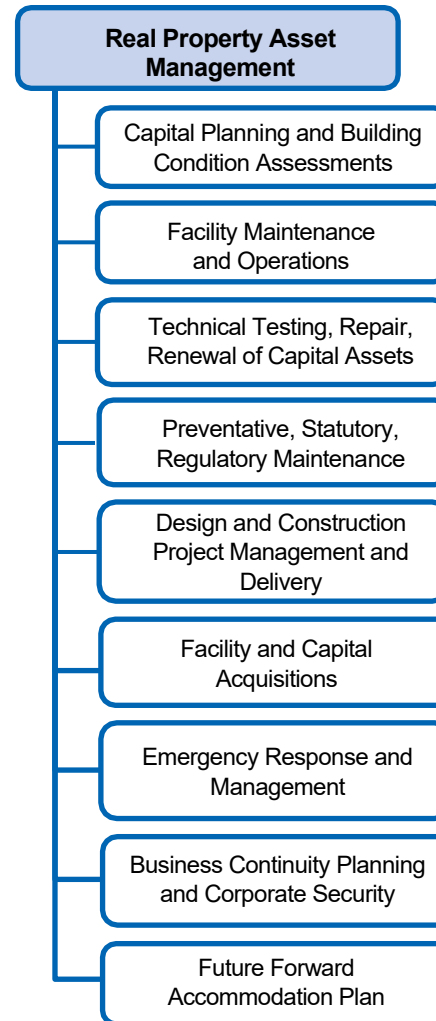
### Mission

To deliver cost-effective and sustainable real property client-focused shared services for our Program Partners. RPAM has maintained our commitment to action priorities to achieve our mandate, “As trusted partners, we provide quality, value-add real property services that support effective program and service delivery”.

### Goals of Service

1. Optimize asset value for taxpayers with environmentally responsible solutions
2. Improve employee and visitor experience
3. Deliver quality, timely and client-focused departmental services
4. Deepen and maintain client relationships with proactive partnerships with Region’s Programs to support integration of services

### Service Delivery Model



## Service Levels and Trends

RPAM is an enabling program that provides professional real property management for all Region of Peel owned and leased properties.

### Service Levels

The management of building assets is accomplished through several operational and maintenance activities; the existing service levels for these activities are summarized below.

**Building Condition Assessments and Capital Planning:** Develop an appropriate and responsible 10-year Capital Budget annually in accordance with life-cycle asset management practices to meet budget preparation and construction timelines. Collaborate with Corporate Asset Management and Finance to meet their reporting outcomes.

The RPAM Program aims to ensure our investment in regionally-owned facilities have the lowest overall life-cycle cost from conception to disposal and that they perform optimally. Also, the Office Program determines the appropriate course of action in providing the most suitable commercial office space to support Regional staff and the programs they serve.

**Facility Maintenance and Operations:** Established service level agreements with internal partners to clarify roles, responsibilities, and expectations. Strategic alignment of services to optimize program delivery with an acceptable level of risk within the asset management plan.

RPAM partners with multiple vendors to complete a wide range of operational and maintenance activities. The dedicated staff allows the management, control, and verification of work to be completed efficiently resulting in improved productivity among internal staff.

**Future Forward Accommodation Plan:** Incorporating Flexible Work Practices for remote work, hybrid work and on-site work modes; Flexible Work Policies for remote work and flexible hours (setting flexible teamwork norms); and Future Forward space. Future Forward Workspaces with new IT policies and technology will support staff's ability to work either in a hybrid mode of work or fully at a Regional worksite. Workspaces will:

- Provide flexibility and support multiple work styles and job requirements
- Allow for collaboration, team building, and socializing
- Provide informal and formal spaces for brainstorming, meetings, and focused work
- Adhere to all public health measures
- Ensure that our clients receive the best possible service experience



Enhanced space features at our worksites are being planned and will include:

- Assigned divisional areas with dedicated and bookable workstations
- Meeting rooms, focus rooms, enclosed office, multi-purpose breakout space and print/copy areas
- Flex spaces with varied seating
- Expanded kitchenettes at 7120 Hurontario and 10 Peel Centre Dr., Suite B, to create space for employees to warm up food and have meals
- Enhanced ground floor areas to provide services to the public

**Design & Construction Project Management:** Construction Project Management for new development, state of good repair and special projects. Applying and aligning regional policy, standards, and mandates in the implementation of construction projects for SOGR renewal and ROP new built environment. Apply standards, policy, and mandates such as Net Zero Carbon Standard or align with Climate Change Master Plan to reduce GHG with decarbonization fuel switching projects.

Deliver buildings, facilities, and functional program space in support of Regional forward-facing programs such as Health programs; LTC, PRPS, Office program, PHC Peel Living housing program, PAMA, Shelters, ROP Affordable Housing and PW Operation Yards. The team consists of a group of technical experts and experience working with our Regional Programs. Implementation of construction projects with the collaboration of program experts, understanding program needs and outcomes.

**Regional Emergency Management & Corporate Security:** To continue relationship-building with internal and external program partners through the development of strategic plans. This is to support the ongoing need for timely responses to community emergencies, business continuity planning, and corporate security needs.

## Trends

IBM Maximo CMMS will allow our Property Management Customer Service team to reduce paper-based work orders. Actioners for service requests will be able to receive work orders in real-time and status updates can be entered and tracked remotely. This will reduce response time and data entry from our Customer Service Reps.

In support of the COVID-19 Mass Vaccination Clinics, security services were operationalized quickly by the Corporate Security team and brought awareness to other program areas on the types of support services that Corporate Security can offer. Services such as risk assessments, mobile and static guards for ongoing and/or temporary events has resulted in the increase of capital and operational funds to support a sustainable program. Additionally, the number of incidences being reported are increasing due to improved awareness and more reliance on Corporate Security services.

The frequency and community consequences of significant events or emergencies is increasing.

Recovery periods of events tend to now overlap with the response to new events, challenging the capacity of program areas.

The Digitization project to scan all records for Real Estate will be leveraged by other program areas as they prepare for their Future Forward moves. This will reduce storage needs allowing for more collaborative and flexible spaces across the organization.

# Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

**Internal Customer Satisfaction Standard:** Our target is a customer satisfaction rate of 98% without complaint on service requests and work orders. The performance measure was last measured pre-COVID in 2020 with a 99% satisfaction rate. The recent transition to new software will promote improved data collection and measurement again in 2023.

**Percentage of Planned Maintenance and Repair Work:** Percentage of the total maintenance and repair work that is planned. In 2021, planned maintenance accounted for 87% (vs. target of 70%) of the total due to the completion of several infrequent preventative maintenance routines. The percentage of planned maintenance in 2022 is tracking lower due to a higher number of unplanned repairs as a result of deferred equipment replacement at a few facilities.

**Waste Diversion Rate:** Percentage of waste diverted to recycling and organics at primary office buildings. In 2022, 10 Peel Centre Drive headquarters was just shy of the target of 85% at 84% and the building at 7120 Hurontario exceeded the target at 87%. We will continue to monitor and promote diversion as the workplace adapts to a post-COVID culture.

**Implementation the Asset Management Strategy:** To better manage infrastructure, the RPAM team began a project to review its Asset Management Strategy and work on implementation of a consistent process across portfolio partners. At the time of the writing of the business plan, the review of the Asset Management Strategy was complete and the following were underway:

- Issuing a Request for Proposal (RFP) for Capital Planning and Project Management Software
- Establishing consistent processes for determining Regional standard for: asset condition, criticality, and risk assessments as well as how we set and prioritize work at the asset levelMonitoring Work Order volume and response time
- Establishing consistent processes for operating and maintenance of Regional Assets: level of maintenance required, expected levels of service, service contract scope of work, checks and balances required throughout the year to support levels of service.



## Achievements

Through collaboration, our Operations and Technical teams analyzed energy use and building automation data for Streetsville Station. Several HVAC systems were reprogrammed, and system coordination improved to help save energy and provide a more comfortable facilities for our Paramedic partners and resulted in improved client comfort, financial savings, and extended asset lifespans.

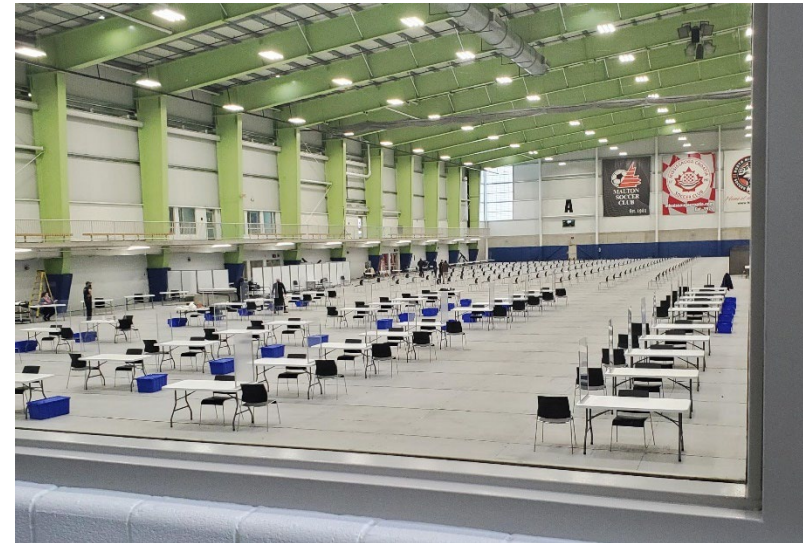
In support of the COVID Mass Vaccination Program, RPAM rolled out vendor services in record time for facility cleaning, building maintenance, security, line management, biohazard waste containers, portable washrooms, and the procurement of new furniture/equipment. This was completed while maintaining service levels for the ongoing operational needs.

RPAM lead the work that resulted in a successful rollout of the IBM Maximo CMMS that will now be expanded into other areas.

Real Property Facility Acquisitions acquired 6 significant properties in 2021/2022:

- Purchased an industrial site for the future Public Works Expansion of Wolfedale, Mississauga
- Purchased a hotel to be converted into Affordable & Youth Transitional Homes, Brampton
- Purchased two Properties for Peel Regional Police for new Divisional Facilities
- Purchased new property for Paramedic Reporting Station in Brampton
- Purchased the ORBY Railroad

- Leased space for a Peel Regional Police Organizational Wellness Facility, Mississauga
- Offer to Lease for a Peel Regional Police Intimate Partner Violence Unit, Brampton
- Multiple sites for COVID-19 fixed clinics



Developed FASP (Future Accommodation Strategy & Plan) being used as foundation for Future Forward.

New Corporate Security contract provides static and mobile guards to oversee Corporate Office buildings, various Public Works sites, Long Term Care facilities, Peel Living properties, Group Homes, Transitional Housing, Shelters, PRPS stations, and Health Clinics.

# The 2023 -2026 Business Plan Outlook

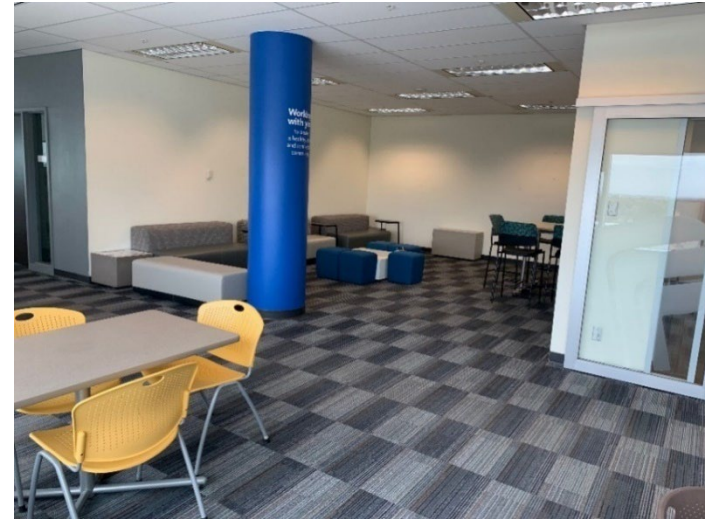
## Planning for the Future

### Future Forward

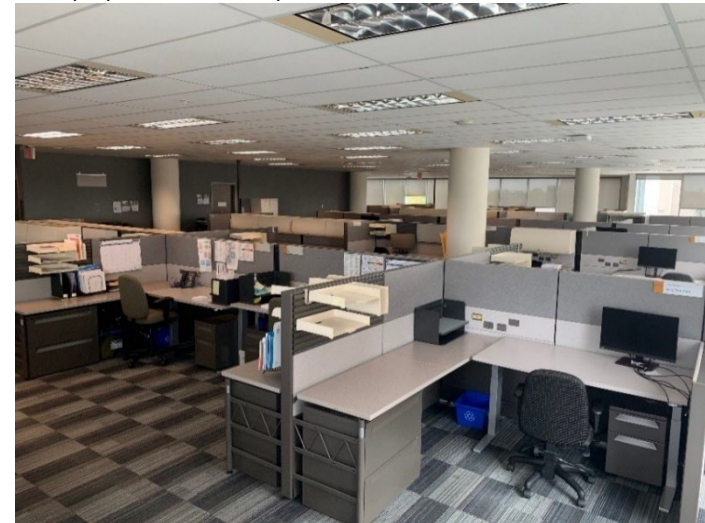
Efforts were underway in 2017 to update and modernize workspaces for the Corporate Offices but with lessons learned from the COVID-19 recovery work and the introduction of flexible workplace practices, changes have been made to the Accommodation Plan to provide more options to support different modes of work.

Changes include:

- Bookable hot desks available at all Corporate Offices
- Multi-purpose breakout spaces outside of kitchenettes and across the floor
- Collaborative spaces for ad-hoc meetings
- Increased meeting rooms and spaces
- Bookable, shared director's offices (enclosed office or open workstations)
- External-facing services moved down to ground floors
- Connected meeting rooms to support hybrid meetings
- Cold and hot water stations in kitchenettes on every floor in lieu of the removal of onsite cafeteria services



*Multi-purpose break-out space*



*Future Forward modernized workstations*

## Asset Management

RPAM Asset Management Strategy is being developed in alignment with Enterprise Asset Management (EAM) goals and objectives with coordinated tactical implementation plans. This is part of the Council-endorsed Enterprise Asset Management Policy that includes RPAM assets within its scope.

- Consistent condition assessment process for regional standard on determining asset condition, criticality and risk assessments and work prioritization at asset level.
- Consistent processes for Operating & Maintenance of Regional Assets to support Level of Service at the asset level.
- New Capital Planning and Project Management Software DSS to automate logic and provide flexible reporting in applying RPAM asset management strategy.

The Strategy will leverage findings from the Asset Maturity Assessment project, as well Future State Process Mapping (completed as part the EAM Technology selection) to define tactical strategies needed to achieve maturity, as well as implementation activities to be undertaken to bridge maturity and resourcing gaps.

The Region's Asset Management Framework outlines the elements to achieve its long-term infrastructure risk management goal of finding the optimal balance between providing reliable, efficient services, and doing it at the lowest reasonable cost.

RPAM will consider demand analysis and master plans developed by the Program Partners to better inform its state of good repair (SOGR) planning. External drivers such as Provincial regulations and requirements will impact these plans and managed accordingly.

## Climate Change

New Net Zero Carbon Construction Projects in development

- New Public Works Yard (Victoria Yard replacement)
- New Paramedic Services Reporting Station
- Suite A Net Zero Carbon building retrofit
- Several SOGR building fuel switching projects to get off natural gas or fossil fuels aligned and collaborated with Office of Climate Change and Energy Management and the Climate Change Master Plan greenhouse gas reduction mandate



Victoria Yard - Site Aerial Perspective

## Service Delivery

The range of services that RPAM provides have increased over the years but the desire to maintain high level of service remains the same. With the implementation of new technology and customizable systems, efficiencies have been achieved to ensure cost-effective and sustainable solutions are being leveraged.

New services include:

- Paperless work order system through Maximo CMMS
- Threat assessments provided by Corporate Security
- Static and mobile guards at various properties through new Security Guard contract

## Maintaining our Infrastructure

To ensure the infrastructure is responsibly maintained, a reasonable state of good repair is defined, and priorities set to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

Highlights of the major state of good repair projects for the 2023 Capital Budget include:

**Major Electrical Switchgear Maintenance at 10 Peel Suite B:** To service main magnum breakers and MDS Switchgear spare cabinet.

**Replacement of Domestic Cold Water Booster Pump Package at 7120 Hurontario:** Upgrade domestic water booster package includes valving and pressure/balance on each floor.

**Design & Installation of a Generator External Connection Point at 7120 Hurontario:** Quick connect at the site cabinet at 7120 Hurontario to facilitate connecting to a load bank and allows for the connection of a portable generator.



# Finding Efficiencies

## Continuous Improvement

The objective of the Region’s Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements completed include:

- Mass Vaccination Clinics implemented by leveraging Federal, Municipal and Regional facilities on the agreement that rent would be gratuitous
- Suite A building renovation designed to achieve the Net Zero Carbon Standard
- Adapting our Capital Planning and Project Management processes to create efficiency and alignment with Climate Change Master Plan GHG Reductions mandate through decarbonization of our buildings through fuel-switching. Holistic assessment of Region-owned buildings as an integrated system to align all adaptability and mitigation strategies presently available.



*Suite A building renovation designed to achieve Net Zero*

- New SOGR program on building renovations will consider Net Zero Carbon design requirements and resilience of infrastructure
- Installation of vehicle charging stations at most Regional sites

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The budget for 2022 was \$7.2 million and the proposed budget for 2023 is \$7.2 million.

**Net Expenditures: \$7.2 million** (Total Expenditures: \$10.3 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	7,564	7,039	525	7.5%
Labour Costs	14,615	14,266	349	2.4%
Reserve Contributions	8,309	8,309	0	0%
Debt Charges	3,048	3,048	0	-
Grant Payments	0	0	0	0%
Facility, IT, HR and other support costs	2,822	2,710	112	4.1%
Recoveries	(26,016)	(26,124)	108	(0.4%)
<b>Total Expenditures</b>	<b>10,342</b>	<b>9,249</b>	<b>1,094</b>	<b>11.8%</b>
Grants and Subsidies	0	0	0	0%
Supplementary Taxes	0	0	0	0%
Fees and Service Charges	(3,093)	(2,053)	(1,041)	50.7%
Transfer from Development Charges	0	0	0	-
Contributions from Reserves	(30)	(30)	0	0%
<b>Total Revenues</b>	<b>(3,123)</b>	<b>(2,083)</b>	<b>(1,041)</b>	<b>50.0%</b>
<b>Total Net Expenditure</b>	<b>\$7,219</b>	<b>7,166</b>	<b>53</b>	<b>0.7%</b>

Note: May not add due to rounding

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>9,249</b>	<b>2,083</b>	<b>7,166</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs	233	-	233	
Goods and services	148	-	148	
<b>Base Subsidy/Recoveries<sup>1</sup></b>				
Updated allocation to Tax and Utility services and Peel Living	(108)	1,010	(903)	
<b>Other Pressures</b>				
<ul style="list-style-type: none"> <li>• Operationalization of COVID mitigation measure: cleaning commonly touched surfaces</li> <li>• New security contract including mobile services for administrative buildings</li> <li>• Net reduction in miscellaneous external recoveries</li> </ul>	99	-	99	
	358	-	358	
		(10)	10	
<b>Base Budget Changes Subtotal</b>	<b>946</b>	<b>1,001</b>	<b>(55)</b>	
<b>Service Level Demand<sup>2</sup></b>				
Incremental costs and revenue related to licencing 700-1,000 parking spaces at 7120 Hurontario Street to Cavalia for illumi	148	40	108	
<b>Service Level Changes Subtotal</b>	<b>148</b>	<b>40</b>	<b>108</b>	
<b>Total 2023 Budget Change</b>	<b>1,094</b>	<b>1,040</b>	<b>53</b>	
<b>2023 Proposed Budget</b>	<b>\$10,342</b>	<b>3,123</b>	<b>7,219</b>	<b>0.7%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

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

- Increase in net recoveries as a result of change in Peel Living capital plan.

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

- To reflect incremental costs and revenues associated with the Region licencing 700 to 1000 parking spaces at 7120 Hurontario Street for eight-month periods starting mid-September 2022, for a period of five years, for the patrons of “illumi” by Cavalia (Resolution Number 2022-559). Costs include security and grounds maintenance.

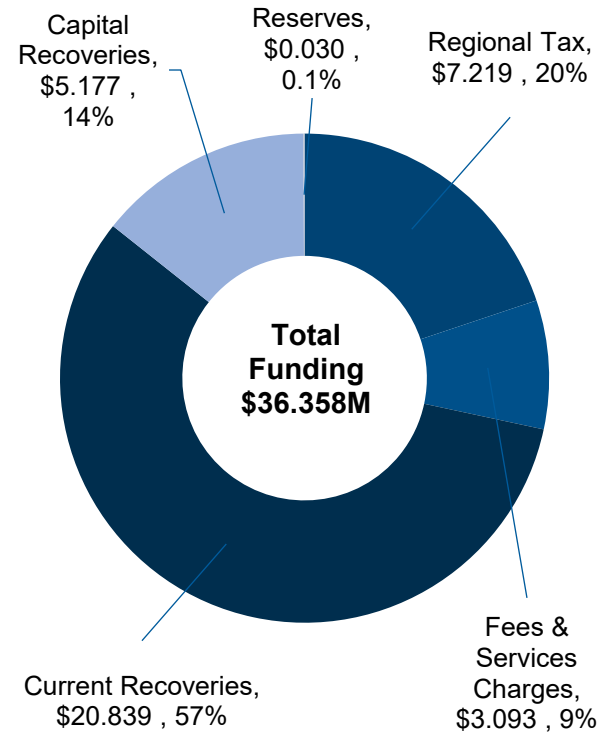
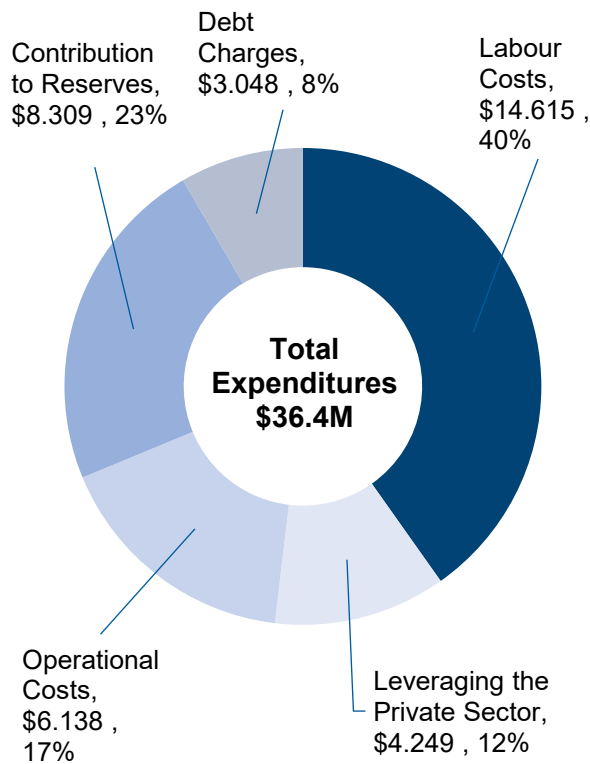
### Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
113.00	113.00	113.00	113.00	113.00

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)



## 2023 Gross Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	9,249	10,342	11.8%	10,446	1.0%	10,554	1.0%	10,656	1.0%
<b>Total Revenue</b>	(2,083)	(3,123)	50.0%	(3,201)	2.5%	(3,264)	2.0%	(3,329)	2.0%
<b>Net Expenditure</b>	7,166	7,219	0.7%	7,246	0.4%	7,290	0.6%	7,327	0.5%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.

# Proposed Capital Budget

**Capital Budget: \$1.5 million** (Ten Year Plan: \$83.5 million)

## 2023 Capital Budget Overview

The following table provides a summary of RPAM Service’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	42,943	1,475	44,418
<b>Total Expenditures</b>	<b>42,943</b>	<b>1,475</b>	<b>44,418</b>
<b># of Projects</b>	<b>45</b>	<b>3</b>	<b>48</b>

## Existing Capital Projects - \$42.9M

### Key highlights:

- \$28.6M for the renovation of Suite A at 10 Peel Centre Drive
- \$5.0M for Futrure Forward, the post pandemic workspace accommodation initiative, at Regional office facilities
- \$1.8M for Corporate Security including improvements around CCTV, access control systems and such at Regional locations

## 2023 Capital Budget - \$1.5M

### Key highlights:

- \$1.1M – Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario.
- \$0.4M – Facility Accommodation Program costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space requirements.

*See Appendix I for details.*

## 2023 Budget Risks

- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 5.0% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.

## Operating Impact of 2023 Capital Budget

- There is no anticipated impact on the operating budget resulting from the 2023 capital budget.

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$83.5M

### By Project Classification:

<b>State of Good Repair</b> <b>\$83.5M</b>	<b>DC Funded Growth</b> <b>\$0.0M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$0.0M</b>
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#### Key Highlights:

- \$75.9M – Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario.
- \$3.6M – Purchase of Corporate Furniture to accommodate growth and replace existing inventory.
- \$4.0M – Facility Accommodation Program costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space requirements.

See Appendix II for details.

**Service : Real Property & Asset Management**

**Appendix I**

**2023 Financing Sources and Funding Status (\$'000)**

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
235220	Office Facility Major Maintenance	Funding for identified major maintenance requirements at 10 Peel and 7120 Hurontario	975		975		
235238	Facility Accommodation Program	Costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space requirements	400		400		
235290	RPAM Under Maintenance Project	Funding for deficiencies in 10 Peel and 7120 Hurontario projects during the warranty	100		100		
<b>Real Property &amp; Asset Management</b>			<b>1,475</b>		<b>1,475</b>		

**Appendix II**

**Service: Real Property & Asset Management**

**2023 Ten Year Combined Capital Program (\$'000)**

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b><u>Project</u></b>	<b><u>Name</u></b>	<b><u>Description</u></b>							
235215	Corporate Furniture	Purchase of Corporate Furniture to accommodate growth and replace existing	0	400	400	400	400	2,000	3,600
235220	Office Facility Major Maintenance	Funding for identified major maintenance requirements at 10 Peel and 7120	975	9,000	5,767	8,151	6,475	44,490	74,858
235238	Facility Accommodation Program	Costs for relocating staff, recovering vacant office space, reconfiguration and planning for future space	400	400	400	400	400	2,000	4,000
235290	RPAM Under Maintenance Project	Funding for deficiencies in 10 Peel and 7120	100	100	100	100	100	500	1,000
<b>Real Property &amp; Asset Management</b>			<b>1,475</b>	<b>9,900</b>	<b>6,667</b>	<b>9,051</b>	<b>7,375</b>	<b>48,990</b>	<b>83,458</b>

# Legislative Services

2023–2026 Business Plan  
and 2023 Budget



Legislative Services .....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	8
Awards and Achievements .....	9
The 2023 -2026 Business Plan Outlook .....	10
Planning for the Future .....	10
Finding Efficiencies.....	12
Transforming Our Business with Technology .....	13
Proposed Operating Budget .....	14
2023 Operating Budget Pressures .....	15
Staffing Resources to Achieve Level of Service .....	16
2023 Gross Expenditures & Funding Source (In \$M).....	16
2023 Budget Risks .....	16
2024 – 2026 Operating Forecast.....	17
Proposed Capital Budget.....	18
2023 Capital Budget Overview .....	18
Proposed Capital Plan .....	20
By Project Classification: .....	20
Budget Requests .....	23

# Executive Summary

Mission: As trusted partners we are committed to quality shared services to support organizational success and serve as the gateway for members of the public, agencies, and staff to access their regional government.

## Services we provide:

The Legislative Services Division is responsible for the management and administration of the following services:

- Freedom of Information
- Privacy Compliance
- Records Management
- Inactive Records Centre
- Council and Committee Support
- Archives
- Accountability and Transparency Services
- Advocacy and External Relations
- Corporate Policy Administration

## Interesting facts about this service:

- Archives manages a growing collection of more than 1.5 linear kilometers of archival holdings, including more than 500 linear metres of government records and approximately 2 million photographic images, and private records of individuals, and organizations in Peel.
- In 2021, the Access to Information and Privacy team received 329 requests and ranked within the top 4 of municipal corporations in Ontario for number of requests received.
- In 2021 the Council and Committee support team facilitated 1,210 council decisions and the enactment of 71 Regional by-laws

## Highlights of the Business Plan include:

- Investing in additional resources and a location for processing and storage capacity to keep pace with the growth of the archives collection and the increasing demand of the growing Peel community.
- Creating an Open Public Access catalogue to allow the public to search online for archival documents, artworks, and objects from any of PAMA’s collections.
- Implementing an electronic payment system for freedom of information requests to make customer payments for FOI application and other fees more convenient and secure.
- Developing new tools and processes including an advocacy priority database to support tracking of ongoing issues and legislative/regulatory developments
- Implementation of a new integrated audio-visual technology solution in Council chambers.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	5,909	6,480	6,921	7,100
Capital	3,400	500	0	0
Full Time Equivalents	36.0	38.5	41.0	41.0

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

We provide service excellence by working with elected officials, residents, and staff in support of accessible, accountable, and effective governance for the Peel community.

### Mission

As trusted partners we are committed to quality shared services to support organizational success and serve as the gateway for members of the public, agencies, and staff to access their regional government.

### Goals of Service

1. Ensure access to regional government is inclusive, accountable, and barrier-free.
2. Deliver services in compliance with legislation and that respond to the diverse needs of the Peel community.
3. Be proactive in the implementation of continuous improvement initiatives that enhance the effectiveness of our services to elected officials, residents, and staff.
4. Leverage technology to ensure services are delivered in an accessible and streamlined manner
5. Support Regional advocacy priorities by providing strategic advice and leading efforts to influence policy of other levels of governments.

### Service Delivery Model



# Service Levels and Trends

## Service Levels

Service levels for many of the functions within Legislative Services are set out in legislation including the *Municipal Act* and *Municipal Freedom of Information and Protection of Privacy Act*. The team has also developed customer service standards that meet or exceed legislated requirements and include targets for non-statutory services. The existing service level for the various programs in Legislative Services are summarized below.

**Council and Committee Support:** the team records and preserves Council decisions and provides procedural support and guidance to all regional departments. In 2021 the team administered 144 hours of meetings and 94 hours in 2022, as of August.

**Public Complaints:** The Region of Peel recognizes the importance of public feedback and welcomes complaints as a valuable form of feedback regarding our services, operations, and facilities. The information gained from complaints helps improve the quality of the services provided by the Region of Peel and the client experience of residents. Regional Council approved a Complaints Handling policy in 2016. As of September 2022, a total of 93 Formal Complaints have been received, all of which were responded to in accordance with the process and timeframes set out in the policy.

**Advocacy:** Strategic Public Policy & External Relations leads advocacy efforts to influence provincial and federal government decisions, budgets, policies, legislation, and regulations to support Regional Council's priorities and the evolving policy needs of the Region.

**Freedom of Information:** The *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*, imposes a 30-day time limit in which an institution must provide a decision regarding a Freedom of Information (FOI) request. The 30-day time-limit may be extended in certain limited circumstances, as prescribed by *MFIPPA*. In 2021, the Region's 30-day compliance rate was 57.7 per cent and the extended compliance rate was 99.7 per cent. The Region's extended compliance rate was higher than the average municipal 30-day extended compliance rate of 83.8 per cent.

**Privacy:** The Privacy team ensures compliance by providing advice on regional initiatives; managing breach investigations; conducting Privacy Impact Assessments (PIAs); managing and advising on the lifecycle of regional records; and delivering training. The Privacy team investigated and resolved 107 breaches in 2021, directly affecting 3,336 people. Breaches most often occur by email (37), followed by breaches using online systems (29), then fax (26), followed by other formats (15).

**Records Management:** The Records Management team is responsible for the effective management and preservation of corporate records to ensure that records are available to inform decision making; assist in business continuity; satisfy legislative and regulatory requirements; maintain accountability; promote openness by enabling disclosure of information to the public and by preserving organizational and operational history. For 2020 and 2021 combined, Inactive Records (IRC) processed 3994 total service requests, completed 1812 total destructions and 982 total ascensions. As of August, Records Management delivered training to 230 staff members in 2022.



*Archivist often have to process records at their desk. For larger ingests the Archivists will sometimes take over the reading room.*

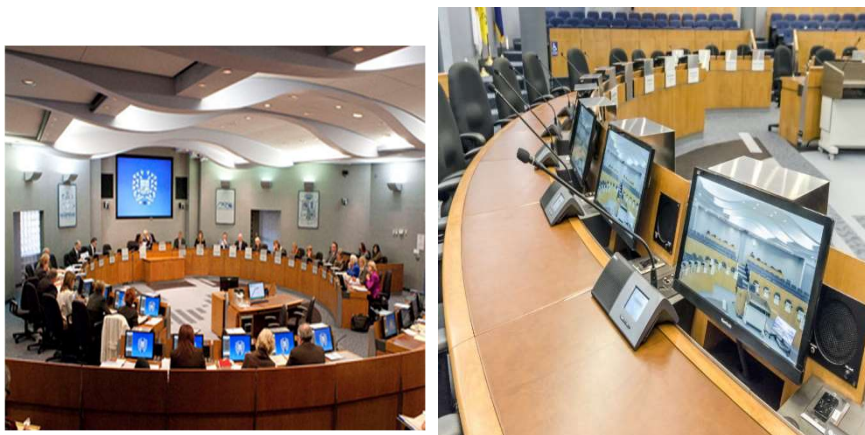
**Archives:** Despite the challenges of the pandemic, the Archives kept basic client consultation services in place through most of 2021 and responded to more than 1100 often complex and time-consuming inquiries in 2021 and more than 1200 inquiries in 2022. The Archives continues to ensure that records of archival value that provide evidence of the decisions, policies and activities of the Region of Peel, the City of Mississauga, the City of Brampton, and Town of Caledon are collected, preserved and accessible.



*The Archives does not have dedicated conservation space for preventative conservation. Sometimes, as this photo shows, records have to be taken outside for routine cleaning.*

## Trends

**Hybrid/Virtual Council Meetings:** In response to the pandemic, amendments were made to the *Municipal Act, 2001*, to permanently permit electronic participation of members of Council in open and closed meetings outside of an emergency. This decision was built on the successful implementation of electronic meetings by multiple municipalities and in response to advocacy efforts of various municipal stakeholders.



Since 2020 members of Council and the public have participated in Council and Committee meetings virtually or through a hybrid model. As a result of the many benefits that hybrid meetings provide, including more opportunities for community participation, options for accessibility measures such as closed captioning, and increased flexibility for Council members and members of the public to continue hybrid meetings. Further investments in Council Chamber technology will be required to deliver a seamless meeting experience for members of Council, staff, and the public.

**Streaming Council and Committee Meetings:** Prior to the pandemic only Regional Council meetings were accessible via a live stream link on the Region's website. The Region now offers a variety of options for public participation in both Council and Committee meetings, including in-person attendance, or a live stream option.

The Region will continue to explore new technologies and find ways to engage residents without an in-person connection to ensure that council and committee meetings are accessible to residents who cannot or would not attend a meeting in-person and to engage residents who have not previously interacted with their local government.

**Archives Digital Engagement:** Collecting and preserving diverse and important documents and sharing these documents with the community is a vital component of the service Archives provides. In 2021, the Archives continued to develop digital offerings that support long term preservation and greatly expands the ability to share archival content with communities in Peel.



*A photo showing a typical ingest of government records.*



## Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

### **Customer Measures:**

Ensuring that Council and Committee meetings remain open and accessible to the members of the public to connect and participate in Council/Committee meetings is necessary to permit public participation and engagement.

**Percentage of Council/Committees Streamed:** The proportion of meeting streamed via the Region's website expressed as a percentage of the total Council/Committees meetings. In 2022, 100 per cent of Council and Committee meetings were streamed online.

**Percentage of complaints handled appropriately:** Proportion of complaints managed in accordance with the Complaints Handling Policy expressed as a percentage of the total complaints received. In 2021, 100 per cent of the 15 formal complaints received were managed in accordance with the policy.

### **Business Process Measures:**

***Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance rate:*** MFIPPA imposes a time limit in which an institution must provide a decision regarding a freedom of information request. The Office of the Information and Privacy Commissioner of Ontario (IPC) has defined the compliance rate as the percentage of freedom of information requests that are responded to as mandated by MFIPPA. In 2021, 329 freedom of information requests were received and processed with an extended compliance rate of 99.7%. This is compared to the average municipal 30-day extended compliance rate of 83.8% in Ontario.

# Awards and Achievements

## Achievements

**Council and Committee Support:** The team worked quickly to develop procedures to enable electronic and hybrid council meetings and recommend amendments to the Region of Peel Procedure By-law to enable Council members participating electronically to be counted towards quorum and participate in closed session. Processes were implemented to ensure there were no interruptions to the Region's decision-making by its elected officials and that Council meetings remained accessible to the public and other stakeholders.

Regional Council passed a by-law to change the composition of Regional Council relating to the appointment and term of office of the Head of Council which necessitated significant amendments to the Region of Peel Procedure By-law. Additional amendments were recommended to facilitate efficient meetings, clarify practices, and reflect administrative updates. A new Procedure By-law, 27-2022, was approved by Regional Council to come into effect the day the new Council is organized following the 2022 election.

**Access and Privacy:** Through the pandemic, the team quickly and efficiently transitioned the processing of freedom of information requests from a paper-based to electronic process to ensure seamless and convenient service to our customers, acting as a reference case for several neighbouring municipalities.

**Archives:** The Archives completed the cross-border repatriation of a significant drawing and correspondence relating to noted Lakota artist Standing Bear, to the Oglala Lakota College in Kyle, South Dakota.

In the fall of 2021, the Archives relocated its entire archival collection to a temporary storage facility to support construction of new environmental and preservation control systems in its storage vaults. The retrofit was completed in summer 2022. A comprehensive feasibility study was recently completed that identifies long-term needs and business requirements for the Archives. One outcome of this study implemented recently, was the transfer of responsibility for the Region's archival program to the Clerks Division.

**Inactive Records/ Records Management:** The team developed a records management training module for all employees at the Region. To date, the training has been rolled out to 230 employees, with plans to train more employees before year end. This will help to ensure that corporate records are preserved in accordance with the Region's



records keeping obligations under MFIPPA and the Region's Records Retention by-law.

*Standing Bear's great-grand son Arthur Amiotte holding one of the items of the unboxing of the materials repatriated to the Lakota*



# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Reliable Access to Information

Legislative Services values its partnerships with Peel’s local municipal counterparts and strives to ensure its stakeholders have consistent and reliable access to information and Council documents. In the future, Legislative Services will continue to focus on ways to improve the service experience by modernizing processes and fostering continued open communication with our municipal partners to identify opportunities to create complementary and cohesive processes. These efforts will help to ensure access to regional government is inclusive, accountable, and barrier-free.

### Lobbyist Registry

Legislative Services maintains a Lobbyist Registry which is an accessible public record of all lobbyists who have lobbied a Public Office Holder at the Region of Peel. Lobbying is any communication with a public office holder by an individual who is paid or represents a business or financial interest with the goal of trying to influence any legislative action.

A Public Office Holder is a Member of Regional Council and any person on his or her staff; the Chief Administrative Officer or a Commissioner employed by the Regional Municipality of Peel; an officer or employee of the Regional Municipality of Peel; a Member of a local board or committee established by Council and any person on his or her staff; and any accountability officer appointed under the

*Municipal Act, 2001* including but not limited to the Integrity Commissioner, Lobbyist Registrar and Closed Meeting Investigator.

In 2023, staff will update the mandatory Lobbyist Registry training to ensure all staff are aware of their responsibilities as a Public Office Holder.

### Council Chamber Technology Project

In 2022, an external consultant was retained to assess the Council Chamber Technology and recommend improvements. An integrated Audio-Visual Management solution was recommended to manage and facilitate Council and Committee meetings to provide a better user experience for participants. This solution will be implemented in 2023.

### Digitizing Freedom of Information

The freedom of information process evolved from being entirely paper based to electronic without impact to legislated timelines and with improved measures to service in nearly every metric.

Requesters can more easily submit requests by being able to use email and are able to correspond more easily with staff processing the request, eliminating significant time delays. Requesters also receive records more quickly, and with significantly less cost, as records are now available to be securely transmitted online as opposed to being printed and then sent by courier, both at a cost. Current efforts are focused on exploring options to receive payments online as the last remaining piece of the process in becoming a paperless program.

## Archives Feasibility Study

The Region of Peel Archives is an essential and critical resource. Despite the successes and achievements of the archival program over the years, a 2021 feasibility study, requested by staff, identified that the current Archives building footprint, staffing levels, processing space and storage capacity can no longer keep pace with the growth of the collection or the increasing demand of the growing Peel community.



*View into the main storage vault of the Region of Peel Archives*

A key deliverable in the feasibility study was to undertake a comparables benchmarking analysis with other like or similar public archives in Canada. In total, 12 archival programs were surveyed. Compared to other municipal archives, in large and growing regions, the Peel Archives is considerably under-resourced. Here are some key findings:

- While the Region of Peel has one of the largest populations of the comparator municipal archives, its Archives has, by far, the lowest staff complement per capita, when compared to other like or similar institutions.
- The Region of Peel Archives operating budget is \$0.35 cents per capita which compares with an average of \$2.28 per capita for the other archives surveyed.
- The majority of other archives have space for records receiving, dedicated processing space, backlog and accession storage, digitization workspace and collections processing. The Region of Peel Archives does not, for the most part. The Archives can no longer actively build its collection.

Without appropriate resources the Archives will not be able to fulfill its mandate to the Region, posing a threat of potential loss of information about decisions made, policies, enacted and actions taken within the Region of Peel over time. Critical investments in additional resources and space capacity are needed to establish a plan for future growth.

# Finding Efficiencies

## Continuous Improvement

The objective of the Region's Continuous Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

**Advocacy Tools and Processes:** To support continuous improvement of the Region's advocacy efforts, new tools and processes are in development, including an advocacy priority database to support tracking of ongoing issues and legislative/regulatory developments, as well as a consultation framework to streamline the Region's responses to federal and provincial consultations on issues of relevance to Peel.

### Fees for Freedom of Information (FOI) Requests:

MFIPPA permits a municipality to charge certain fees to individuals seeking access to government records. The fees permitted are set out in MFIPPA, such as application fees, fees for photocopying, shipping, preparing a record for disclosure and search time.



*Access to information and Privacy Team holding Staff Awareness Training*

In 2021, the Region of Peel collected approximately \$5,000 in fees for processing FOI requests. Electronic fulfillment for FOI requests has reduced fees for customers, eliminated significant staff time spent performing administrative tasks related to handling physical mail and records, and optimized the service experience.

**Archives:** Staff continued development of its new cloud-based collections management system (CMS). The CMS gives greater power to archival and curatorial staff to catalogue, research and monitor PAMA's collections, whether working onsite or remotely. Set to launch later in 2022, an Open Public Access Catalogue (OPAC) will allow the public to search online for archival documents, artworks, and objects from any of PAMA's collections.

The OPAC will be developed gradually over the years ahead. The digitization of photo negatives produced in the 1950s and 1960s by Peel photojournalist Russell Cooper continued in 2022. The Archives now has more than 10,000 digital scans of these significant images. More than 700 documents have been posted by the Archives on its public *Internet Archive* account. Digital references available to the public now include Township of Toronto (Mississauga) council minutes from 1949 to 1970.

# Transforming Our Business with Technology

The COVID-19 pandemic highlighted the need to improve our existing Council Chambers technology and supporting governance structure. Most of the audio-visual equipment, voting and related technology systems in the Council Chambers were designed for in person attendance but were quickly modified to permit electronic participation during the pandemic when remote meetings became a necessity. As a result of the convenience that electronic meetings provide, there is likely to be a preference by some Council members and members of the public to participate in Council and Committee meetings virtually post pandemic. The Council Chambers and its technology are also used by the Peel Police Services Board for its meetings.



The evolution of management of Council meetings through technology has been exponential over the past decade and there continues to be advances made to keep up with the changing nature of meeting management and the expectations of Members of Council in the services we provide through technology.

In 2022, Regional Council approved a technology support model that includes a dedicated team of resources who can effectively plan, manage, and operate Council Chambers technology. This team will lead a major Council Chamber technology upgrade to be completed for the start of the 2026-2030 term of Council.

In 2023, Cisco Legislate will be implemented to enable a more seamless hybrid meeting experience. Cisco Legislate's integration with existing Council Chamber technology will enable automated voting and request to speak list management for both in-person and virtual meeting participants, improve camera operations, and provide a visible timer to assist the meeting Chair and speakers to manage their time. It will provide improved quorum and attendance monitoring and allow participants to follow agenda items within the meeting application.

**Access and Privacy/FOI:** Plans are underway for the implementation of an electronic payment system to make customer payments for FOI application and other fees more convenient and secure.

**E-signature:** In 2022, the Information Technology Solutions division in consultation with the Legislative Services team implemented an E-signature solution for several regional program areas. The implementation of this new technology will eliminate manual tasks, increase efficiency in service delivery and enrich employee experience by focusing on meaningful, value-add tasks. The implementation will also result in the digitization of over ten thousand e-signature transactions annually.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The budget for 2022 was \$5.0 million and the proposed budget for 2023 is \$5.9 million

**Net Expenditures: \$5.9 million** (Total Expenditures: \$5.9 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	371	388	(17)	(4.4%)
Labour Costs	4,440	4,069	371	9.1%
Reserve Contributions	0	0	-	-
Debt Charges	0	0	-	-
Grant Payments	0	0	-	-
Facility, IT, HR and other support costs	1,266	760	506	67%
Recoveries	(160)	(156)	4	2.5%
<b>Total Expenditures</b>	<b>5,917</b>	<b>5,060</b>	<b>856</b>	<b>16.9%</b>
Grants and Subsidies	0	0	-	-
Supplementary Taxes	0	0	-	-
Fees and Service Charges	(8)	(28)	(20)	(70.9%)
Transfer from Development Charges	0	0	-	-
Contributions from Reserves	0	0	-	-
<b>Total Revenues</b>	<b>(8)</b>	<b>(28)</b>	<b>20</b>	<b>(70.9%)</b>
<b>Total Net Expenditure</b>	<b>\$5,909</b>	<b>5,033</b>	<b>876</b>	<b>17.4%</b>

Note: May not add due to rounding.

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>5,060</b>	<b>28</b>	<b>5,033</b>	<b>%</b>
<b>Annualization<sup>1</sup></b>				
Council Chambers Technology Support	480	-	480	
<b>Cost of Living/Inflation</b>				
Labour costs	96	-	96	
Goods and services	26	-	26	
<b>Base Subsidy/Recoveries</b>				
Updated allocation to Tax and Utility services and Peel Living	(4)	(20)	16	
<b>Base Budget Changes Subtotal</b>	<b>598</b>	<b>(20)</b>	<b>618</b>	
<b>Service Level Demand<sup>2</sup></b>				
Budget Request 39 – Archives Feasibility Study Implementation Phase 1	258	-	258	
<b>Service Level Changes Subtotal</b>	<b>258</b>	<b>-</b>	<b>258</b>	
<b>Total 2023 Budget Change</b>	<b>856</b>	<b>(20)</b>	<b>876</b>	
<b>2023 Proposed Budget</b>	<b>\$5,917</b>	<b>8</b>	<b>5,909</b>	<b>17.4%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

#### Annualization<sup>1</sup>

- On May 26, 2022, Regional Council passed a resolution (Resolution Number 2022-475) to upgrade technology support for Council Chambers. This included the approval of four additional FTE whose costs during 2022 were funded by rate stabilization reserves.

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

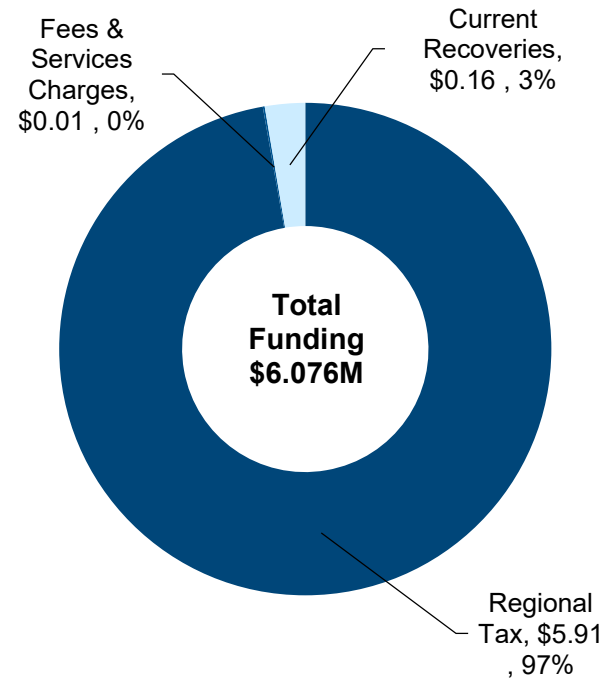
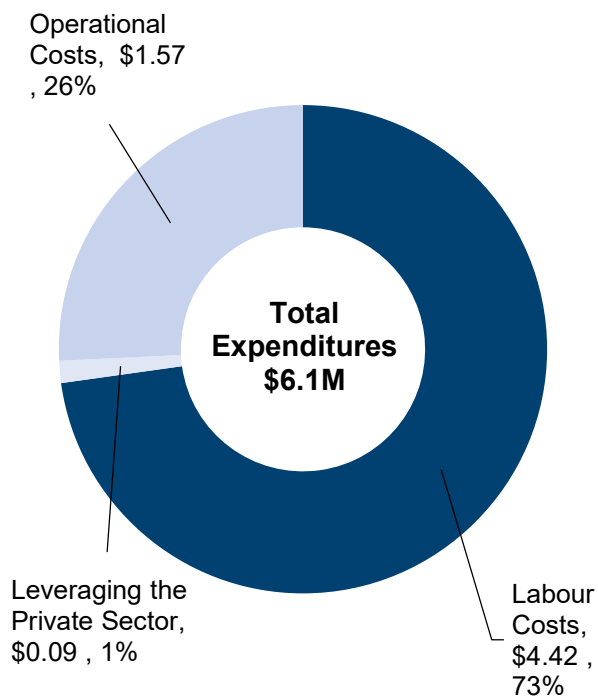
- Budget Request 39 Archives Feasibility Study Implementation Phase 1 is for the addition of 2.5 FTE. The study recommended the addition of 7.5 FTE, which will be phased in with requests for 2.5 FTE in each of 2023, 2024 and 2025.

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
33.5	36.0	38.5	41.0	41.0

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Gross Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	5,060	5,917	16.9%	6,488	9.6%	6,929	6.8%	7,109	2.6%
<b>Total Revenue</b>	(28)	(8)	(70.9)%	(8)	2.5%	(8)	2.0%	(9)	2.0%
<b>Net Expenditure</b>	5,033	5,909	17.4%	6,480	9.7%	6,921	6.8%	7,100	2.6%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.
- Estimated costs resulting from the Archives Feasibility Study are included as follows:
  - 2.5 additional FTEs are included in 2024 and in 2025 (BR#39)
  - Interim space leasing costs are included beginning in 2024 (BR#40)



# Proposed Capital Budget

**Capital Budget: \$2.5 million** (Ten Year Plan: \$3.1 million)

## 2023 Capital Budget Overview

The following table provides a summary of Legislative Services' planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	413	2,490	2,903
<b>Total Expenditures</b>	<b>413</b>	<b>2,490</b>	<b>2,903</b>
<b># of Projects</b>	<b>1</b>	<b>2</b>	<b>3</b>

### Existing Capital Projects - \$0.4M

- \$0.4M for the Refurbishment of Council Chambers

## 2023 Capital Budget - \$2.5M

### Key highlights:

- \$2.1M – Archives Storage (to acquire interim overflow storage)
- \$0.4M – Council Chambers Technology (procurement, implementation and sustainment of Council Chambers technology solutions)

*See Appendix I for details.*

## 2023 Budget Risks

- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 5.0% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.

## Operating Impact of 2023 Capital Budget

- There will be interim archives space leasing costs of \$130,750 beginning in 2024 (BR#40 / capital project 237117)

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$3.1M

### By Project Classification:

<b>State of Good Repair</b> <b>\$0.0M</b>	<b>DC Funded Growth</b> <b>\$0.0M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$3.1M</b>
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#### Key Highlights:

- \$1.0M – Council Chambers Technology (procurement, implementation and sustainment of Council Chambers technology solutions to support Regional assets)
- \$2.1M – Archives Storage (to acquire interim overflow storage)

*See Appendix II for details.*

Service : Legislative Services

Appendix I

2023 Financing Sources and Funding Status (\$'000)

2023				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<b><u>Project</u></b>	<b><u>Name</u></b>	<b><u>Description</u></b>		
237117	Archives Storage	To acquire interim overflow storage space to support Archives program	2,090	2,090
237118	Council Chambers Technology	Procurement, implementation and sustainment of Council Chambers technology solutions.	400	400
Legislative Services			2,490	2,490

**Appendix II**

**Service: Legislative Services**

**2023 Ten Year Combined Capital Program (\$'000)**

			2023	2025	2026	Gross
<u>Project</u>	<u>Name</u>	<u>Description</u>				
237117	Archives Storage	To acquire interim overflow storage space to support Archives program	2,090	0	0	2,090
237118	Council Chambers Technology	Procurement, implementation and sustainment of Council Chambers technology solutions.	400	155	475	1,030
Legislative Services			2,490	155	475	3,120

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Archives Feasibility Study Implementation Phase 1	Clerks	39	2.5	0	257,701	0
Archives Interim Storage Implementation	Clerks	40	0.0	0	0	2,090,000
<b>TOTAL</b>			<b>2.5</b>	<b>0.0</b>	<b>257,701</b>	<b>2,090,000</b>

## Budget Request #: 39

Proposed Initiative	Department	Division	Service Area
Archives Feasibility Study Implementation Phase 1	Corporate Services	Clerks	Archives

### Description of Budget Request

The Region of Peel Archives is requesting 7.5 FTE over three years following the recommendations outlined in the 2021/22 Feasibility Report completed by a third party consultant. The Feasibility report specifically reviewed staffing, space, and structure of Regional Archives in comparison with similarly sized institutions across Canada.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	257,701	264,917	272,334	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	257,701	264,917	272,334	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	257,701	264,917	272,334	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	2.5	2.5	2.5	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Staff are currently unable to effectively carry out the core archival functions to meet the Archives' legislated mandate which is to collect both government records to document policies and decisions made and non-government records to support an understanding of the development and history of the region.

The Feasibility report has identified the challenges the staff face today and documented a need to expand.

## Details of Service Change

The consultant has recommended the Archives hire an additional 7.5 staff starting with 2.5 in 2023. The following FTEs are requested for 2023:

- a) create one new, fulltime reference archivist position; 1 FTE
- b) create one new, fulltime digital archivist position; 1 FTE
- c) convert the existing part-time reprographics position to full-time; 0.5 FTE

The approved FTE will enable staff to respond to standard inquiries within a seven to fourteen day timeframe.

The Feasibility report indicates that it is typical for an Archives similar in size to the Region of Peel have the following staff: Archivists, Archives Assistants, Retrieval staff, education coordinators, digitization technicians and conservators, all of whom support the activities of the Archives to ensure that collections are arranged, described, preserved and made available to the public. The FTE's requested as part of this business case will alleviate immediate service pressures.

The requested staff will be performing the intake, processing, decision making and accessioning of proposed archival materials received from municipalities and private donors. The conversion of the reprographics role will enable increased digital assets, increasing accessibility of the Archival collection for residents.

## Service Impact

The approval of this staffing increase will enable the Archives to become a stronger resource and a well managed asset for the Region. Service levels for requests from residents and municipalities will return to a standard seven to fourteen business day turnaround timeframe. Residents and Municipal partners will be enabled to access more information online, increasing accessibility of the Region's Archival holdings.

Over the next 3 to 5 years, beyond 2023, Peel Art Gallery, Museum and Archives (PAMA) proposes to steadily and gradually build the staff complement in the Archives to 11 to meet the needs of the growing program demands and to address the strategic tasks outlined in this report.

To confirm the recommendations of the report, PAMA management will review ongoing activities and track time allocation to confirm that all requested FTE's are critical to the Archives operation. The additional 2.5 staff requested will address immediate pressures resulting from growth in the collection and the shift to providing digital resources.



## Budget Request #: 40

Proposed Initiative	Department	Division	Service Area
Archives Interim Storage Implementation	Corporate Services	Clerks	Legislative Services

### Description of Budget Request

The Region of Peel Archives requires additional storage and processing space to enable the continual transfer of government records from the Region of Peel and municipal partners. A Feasibility study was conducted by a third party vendor, which has provided recommendations for interim space.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	130,750	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	2,090,000
Reserves	2,090,000
Development Charges	-
External Funding	-
Debt	-
<b>Total Funding</b>	2,090,000

## Why Staff Recommend this Initiative

The Archives onsite storage capacity at PAMA is 1,700 sq ft, comprised of 2 storage vaults. The volume of records transferred from government and private sources increases annually. The frequency of acquisitions has been trending upwards for a decade. A single ingest of government records and private donations can be comprised of several hundred boxes. Additional space for the Archives has not been provided since 2012 and the onsite footprint at PAMA cannot be expanded.

## Details of Service Change

In 2023, staff propose to investigate, secure and retrofit (as needed) a suitable interim “over-flow” processing and storage space, within the Region of Peel. It is estimated that the Archives will require up to 5,230 square foot of offsite space to support acquisition, collections storage and records processing of inactive government records which are subject to archival review within the Region and lower-tier municipalities, along with additional private records. The Archives will continue to utilize space at PAMA until a long term solution for a facility that can incorporate processing, storage and public facing space can be identified.

## Service Impact

Staff have prepared a list of specifications to evaluate candidate properties and identify requirements that will bring identified properties to acceptable standards. A breakdown of costs and requirements associated with the project have been prepared by the consultants to guide staff. Cross-departmental working groups will be established to oversee candidate site identification and evaluation. Working with Legal Services, Facilities Management, IT Operations and Real Property, a suitable candidate site will be secured, retrofitted and prepared for occupancy. The approval of interim storage and processing space will greatly increase the Archives’ ability to serve the citizen of Peel and better meet its legislative mandate. Additional space will enable the Archives to reduce processing backlogs, resulting in more records being made available and accessible to the public and stakeholders for reference.

# Heritage, Arts and Culture

2023–2026 Business Plan  
and 2023 Budget

Heritage, Arts and Culture.....	1
Executive Summary.....	3
Services we provide: .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan.....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Service Levels and Trends.....	5
Performance Measures and Results .....	6
Awards and Achievements.....	7
The 2023 -2026 Business Plan Outlook .....	8
Planning for the Future .....	8
Finding Efficiencies.....	9
Transforming Our Business with Technology .....	10
Maintaining our Infrastructure.....	10
Proposed Operating Budget.....	11
2023 Operating Budget Pressures.....	12
Staffing Resources to Achieve Level of Service .....	13
2023 Total Expenditures & Funding Source (In \$M) .....	13
2023 Budget Risks .....	14
2024 – 2026 Operating Forecast.....	14
Proposed Capital Budget.....	15
2023 Capital Budget Overview.....	15
Proposed Capital Plan .....	17
By Project Classification:.....	17
Budget Requests .....	20

# Executive Summary

Mission: Heritage, Arts, and Culture, which operates under the name Peel Art Gallery, Museum and Archives (PAMA), exists to share the story of Peel by providing diverse opportunities for creative exploration and discussion to help build cohesive communities.

## Services we provide:

- Art Gallery and Museum
- Education and Programming
- Facility Rentals and Retail
- Membership, Donation, and Volunteer Services

## Interesting facts about this service:

- PAMA has approximately 20,0000 art and historical artifacts in the collection, making it the largest combined collection in the Region of Peel.
- In efforts to amplify representation, PAMA has accessioned 8 new art pieces from diverse artists including members of the Indigenous, Black, and 2SLGBTQ+ communities in 2022.
- Over 14 productions have been filmed at PAMA since 2015, including the film adaptation of acclaimed Canadian author, Margaret Atwood’s *Alias Grace*.

## Highlights of the Business Plan include:

- Active accessioning and engagement with underrepresented groups to ensure that Art and Museum collections are reflective of the diversity and culture of Peel.
- Growing use of technology to increase accessibility to the collection and programs.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	5,371	5,468	5,558	5,651
Capital	1,448	3,273	826	3,253
Full Time Equivalents	18.5	18.5	18.5	18.5

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

PAMA is a place to explore and learn about Peel Region’s culture and heritage. PAMA encourages dialogue through arts and culture to help make new and fascinating connections to the surrounding community.

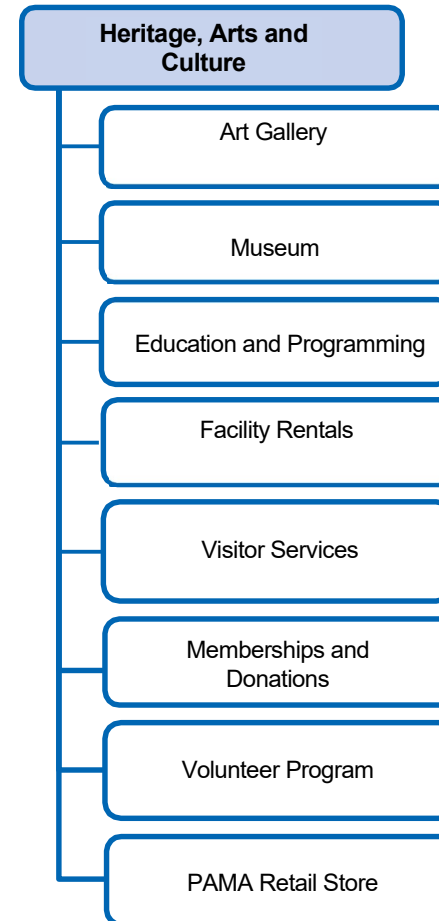
### Mission

Heritage, Arts, and Culture, which operates under the name Peel Art Gallery, Museum and Archives (PAMA), exists to share the story of Peel by providing diverse opportunities for creative exploration and discussion to help build cohesive communities.

### Goals of Service

1. Enrich the Region of Peel by safeguarding, sharing, and promoting arts and culture across Brampton, Caledon, and Mississauga.
2. Share the stories of Peel by providing diverse opportunities for creative exploration and discussion to help build cohesive communities.
3. Ensure direct participation of communities represented in our programming and exhibitions through our guiding principle ‘Nothing About Us, Without Us’ – inspired by our Indigenous partners

### Service Delivery Model



## Service Levels and Trends

### Service Levels

- PAMA delivered 13 virtual and in-person exhibitions in 2022
- PAMA delivered 43 school and public programs in 2022
- PAMA hosted over 500 guests through revenue generating rentals in 2022
- PAMA provided pro-bono rental spaces to 2 community groups in 2022
- PAMA completed HVAC construction and care of collections remediation of Museum objects in 2022.

### Trends

PAMA had a much-anticipated reopening in May 2022. Visitors eagerly returned to in-person exhibitions and events. Thursdays saw the biggest uptick in visitation, with approximately 100 visitors attending the site each Thursday in the months of May and June.

PAMA partnered with the Bramalea City Centre and Erin Mills Town Centre to mount pop-up exhibitions, broadening accessibility and outreach across the Region of Peel.

Construction in the downtown Brampton core is projected to impact in-person visitation to PAMA due to traffic and parking.

### Top 5 Reasons visitors came to PAMA in summer of 2022:

- Interest in the exhibitions 42%
- To experience something new 36%
- For something to do 36%
- To be inspired 18%
- To relax and recharge 18%



## Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

**Number of In Person Visitors:** PAMA projects over 3,900 in person visitors in 2022 based on the monthly average from May – July 2022.

**Number of annual virtual visitors:** PAMA projects over 20,000 virtual visitors in 2022.

**Net Promoter Score:** The Net Promoter Score (NPS) indicated an average 70% satisfaction rating in 2022. 50% or above is the industry standard.

### Visitor surveys (notes from visitors)

- I love coming here. I feel closer to Brampton when I come here. I also love seeing Canadian and minority art here. Beautiful work.



- Great vibes, great art, great people!
- Everybody was friendly and very welcoming.
- Really enjoyed hockey exhibition and court tour. The guide was terrific!
- Polite staff and lovely exhibit!

- Very nice to have in Brampton
- Nice tour. Lovely people.
- Kids enjoyed the activities & going to court. (4- & 2.5-year-old)
- Lovely experience, thank you!
- Fun as always!

**Number of Community Partnerships:** PAMA partnered with over 32 community groups and agencies in 2022. Partners include:

Amica Peel Village  
Autism Ontario  
Baci Gifts  
Beaux Arts Gallery  
Beaverbrook Art Gallery  
Bramalea City Centre  
Brampton Folk Club  
Brampton Performing Arts  
Brampton Public Library  
Caledon Public Library  
City of Brampton  
City of Mississauga  
Downtown Brampton BIA  
Erin Mills Town Centre mall  
Friends of Dorchester Park  
Gallery 35  
Heritage Mississauga  
Inzola Construction  
Jersey Heritage  
Mississauga Public Library  
Peel District School Board  
Peel Pride Collaborative  
Region of Waterloo Museums  
Scotia Bank Contact Photography Festival  
Sheridan College  
Sikh Heritage Month  
South Asian Studies Institute University of the Fraser Valley  
The Arts, Culture and Creative Industry Development Agency (ACCIDA)  
The Brampton Museum of African History & Culture  
The Rose Brampton  
Toronto and Region Conservation (TRCA)  
VASA (spell out the acronym)



# Awards and Achievements

## Awards

Recipient - Brampton Guardian 2022 Readers' Choice Awards

Nominee - Mississauga News 2022 Readers' Choice Awards.

Nominee – Toronto Star 2020 Reader' Choice Award.

Recipient - Mississauga News and Brampton Guardian 2019 Readers' Choice Awards.

Big Brother's Big Sisters of Peel Community Partner of the Year 2019

## Achievements

PAMA reopened to the public in May 2022 with several events and exhibitions, including Bidemi Oloyede: I Am Hu(e)Man! (Outdoor banner display). The exhibition was presented in partnership with the Scotiabank Contact Photography Festival and explored the Black male subject through the language of portraiture.

In 2022, the Art Gallery and Museum received over \$160,000 in grants and funding from Provincial and Federal partners to support exhibitions, programming, and reopening activities.

The inaugural year of the PAMA Youth Council ended in 2022. The goal of supporting and empowering local youth was realized through youth led programming and events.

In early May of 2022, PAMA, Region of Peel Health Services, and Marketing and Communications sought a way to recognize the Peel community for their strength, resilience, and efforts during the COVID-19 pandemic through a collaborative initiative commemorating firsthand experiences through artistic mediums.

Out of that idea, the Expressions Art Competition was born, and the response was tremendous! Over 300 artistic submissions that captured the feelings and sentiments of our community were received and over 6000 community members voted for their favourite work. Feedback from the community included:

- *"This opportunity inspired me and helped my mental health"*
- *"These are all PHENOMENAL works of art and have inspired me to start taking art seriously. To the artists, keep up the great work!"*
- *"Happy to see beautiful artwork of young artists"*
- *"Every single artwork presented is stunning, both in composition and subject matter".*
- *"Perfect depiction of our world today."*
- *"Wow all the artists did such wonderful work I can feel the raw emotions of each piece This is history; this is what we feel."*

The Museum and Archives were reopened after undergoing significant construction upgrades to improve airflow across the site.

Mould remediation of over 10,000 museum objects was completed by an offsite third-party conservator agency in 2022.

Return and rehousing of the Museum collection began in November 2022 and will continue through to 2024.

PAMA distributed over 70 Creative Expressions instructional kits to local schools and community groups. This program offers art workshops for adults and children with developmental and physical challenges. The program is funded largely by the Brampton and Caledon Community Foundation.

75 Creative Care Kits were distributed to seniors living in Region of Peel Longterm Care centres as part of the Great Canadian Giving Challenge.

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Building connectivity

PAMA uses an approach based on a visitor centric and data driven model. This increases community engagement and visitation and ensures the residents feel a sense of connectivity to everything that we do.

### Service Delivery

PAMA collaborates with community members and stakeholders to develop program and exhibition plans that are relevant and reflective of the community.

PAMA fosters dialogue that explores themes of belonging, home, and displacement.

PAMA engages with underrepresented groups, including Indigenous and 2SLGBTQ+ to enable collaborative program planning and development. In 2022, the PAMA collection was diversified to accession works by artists who identify as 2SLGBTQ+, female, and representing the African diaspora.

PAMA supports local schools through the digitization of learning resources to enable online learning for students across the Region of Peel.



### Asset Management

PAMA oversees stewardship of the provincially significant heritage buildings and associated cultural landscapes that comprise the PAMA campus through ongoing maintenance, preservation, and state of good repair planning.

Ongoing construction work will improve heating, ventilation and air conditioning in the Museum and Archives. Upgrades to the HVAC system benefit the collections and provide a safe environment for visitors.

# Finding Efficiencies

## Continuous Improvement

The objective of the Region’s Continuous Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements completed include:

- In 2022, an integrated data and measurement team was developed to provide coordinated implementation and planning for all PAMA activities.
- The annual exhibition and program plan was reviewed with staff, The Friends of PAMA Advisory Board, and key stakeholders to ensure engagement and relevance.
- Development of a PAMA wide interpretive plan was developed to provide an overarching theme for cohesive program and exhibition content development.
- Informed decision making based on audience data, research, and metrics was utilized to ensure that exhibitions and programming were reflective of the Region of Peel community.

Service Level Agreements with partners and stakeholders were developed to increase operational efficiency and to streamline the partnering process.

- PAMA continued to collaborate with and sought community input from The Friends of PAMA Advisory Board. This volunteer group serves PAMA in several areas:
  - To encourage community connectivity
  - To increase PAMA brand awareness
  - To support the growth of programming and collections
  - To research and acquire additional financial resources
  - To assist PAMA in meeting goals and objectives

## Transforming Our Business with Technology

The Community Engagement team at PAMA explored several unique opportunities to promote events and activities in the Peel Region over the year. Digital technology has allowed us to create new ways of interacting with the community.

Online exhibitions and programming continued in 2022, allowing for greater accessibility to PAMA. Over 20,000 virtual visitors engaged with PAMA in 2022 because of continued pandemic restrictions. Virtual programs will continue to be offered as a component of all exhibitions and programs as an accessibility measure.

In 2022, the Archives, Art Gallery and Museum staff focused attention on improving the management of the collections with the introduction of a collections management system (CMS). The CMS gives the collections and curatorial staff greater abilities to catalogue, research and monitor PAMA's permanent collections, whether they are working on-site or remotely.

Throughout 2022, staff have continued to clean data, update information, and add images to CMS records to aid internal research and prepare for the launch of an online public access catalogue (OPAC). Set to launch in 2023, the online catalogue will allow members of the public to search for artworks, documents, and objects in any of PAMA's collections.

## Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

Highlights of the major state of good repair projects for the 2023 Capital Budget include:

**Exterior Stairs:** Replacement of north-east Courthouse exterior stair railing and repair of stairs.

**Bowing Wall:** Refurbishment of bowing plaster in Courthouse.



# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes.. The budget for 2022 was \$5.0 million and the proposed budget for 2023 is \$5.4 million.

**Net Expenditures: \$5.4 million** (Total Expenditures: \$5.7 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	2,022	1,758	264	15.0%
Labour Costs	2,558	2,327	231	9.9%
Reserve Contributions	627	627	0	0%
Debt Charges	0	0	0	-
Grant Payments	0	0	0	0%
Facility, IT, HR and other support costs	634	653	(19)	(3.0%)
Recoveries	(177)	0	(177)	100.0%
<b>Total Expenditures</b>	<b>5,665</b>	<b>5,366</b>	<b>299</b>	<b>5.6%</b>
Grants and Subsidies	(33)	(33)	0	0%
Supplementary Taxes	0	0	0	0%
Fees and Service Charges	(151)	(169)	18	(10.7%)
Transfer from Development Charges	0	0	0	-
Contributions from Reserves	(110)	(121)	11	(9.3%)
<b>Total Revenues</b>	<b>(294)</b>	<b>(323)</b>	<b>29</b>	<b>(9.1%)</b>
<b>Total Net Expenditure</b>	<b>\$5,371</b>	<b>\$5,043</b>	<b>\$328</b>	<b>6.5%</b>

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>5,366</b>	<b>324</b>	<b>5,043</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs	55	-	55	
Goods and services	45	-	45	
<b>Base Subsidy/Recoveries</b>				
Adjustments to user fee revenues	-	(18)	18	
<b>Other Pressures</b>				
• New security contract including coverage changes	162	-	162	
• Facility repairs for re-opening	48	-	48	
• Change in Initiatives funded by Manning Fund	(11)	(11)	-	
<b>Base Budget Changes Subtotal</b>	<b>299</b>	<b>(30)</b>	<b>328</b>	
<b>Service Level Demand<sup>1</sup></b>				
• Budget Request 41 – Mould Remediation	177	-	177	
• Recovery from capital for budget request 41	(177)	-	(177)	
<b>Service Level Changes Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2023 Budget Change</b>	<b>299</b>	<b>(30)</b>	<b>328</b>	
<b>2023 Proposed Budget</b>	<b>\$5,665</b>	<b>294</b>	<b>5,371</b>	<b>6.5%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

#### Service Level Demand<sup>1</sup>

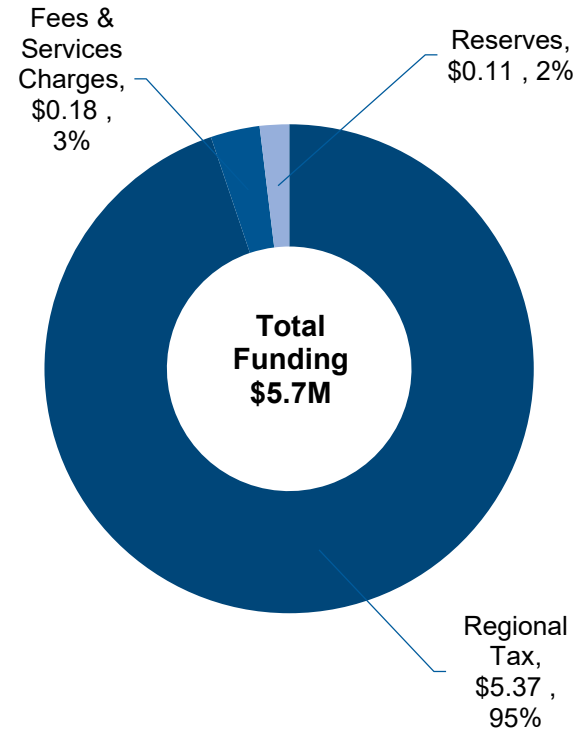
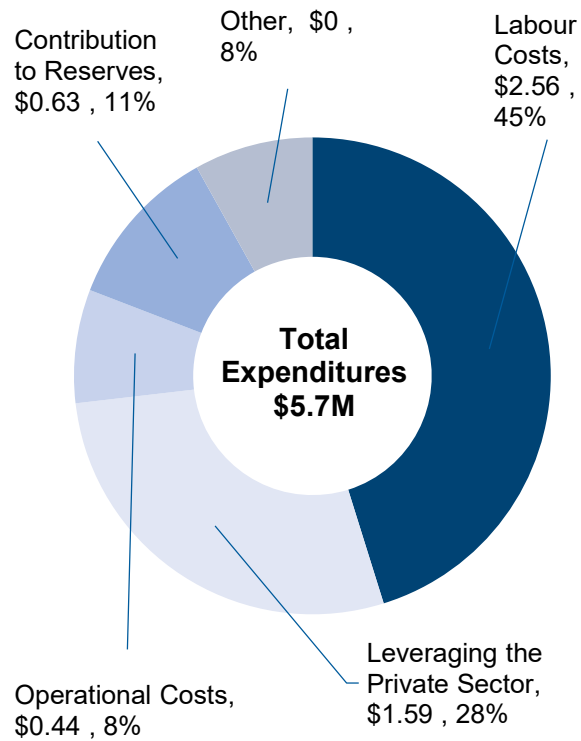
- Capital budget request 41 – Mould Remediation includes the cost of two contract positions which are budgeted in operating and fully recovered from capital project 195180.

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
18.5	18.5	18.5	18.5	18.5

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)





## 2023 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	5,366	5,665	5.6%	5,766	1.8%	5,859	1.6%	5,955	1.6%
<b>Total Revenue</b>	(324)	(294)	(9.1) %	(298)	1.3%	(301)	1.0%	(304)	1.0%
<b>Net Expenditure</b>	5,043	5,371	6.5%	5,468	1.8%	5,558	1.6%	5,651	1.7%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.



# Proposed Capital Budget

**Capital Budget: \$1.4 million** (Ten Year Plan: \$19.8 million)

## 2023 Capital Budget Overview

The following table provides a summary of Heritage Service’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	-	-	-
Non-DC Internal	1,207	1,448	2,655
<b>Total Expenditures</b>	<b>1,207</b>	<b>1,448</b>	<b>2,655</b>
<b># of Projects</b>	<b>16</b>	<b>1</b>	<b>17</b>

## Existing Capital Projects - \$1.2M

**Key highlights:**

- \$1.0M for major facility maintenance of heritage buildings

## 2023 Capital Budget - \$1.4M

### Key highlights:

- \$0.7M for major facility maintenance of heritage buildings
- \$0.7M for Mould Remediation as per budget request 41

*See Appendix I for details.*

### 2023 Budget Risks

- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 5.0% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.
- Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.

### Operating Impact of 2023 Capital Budget

- There is no anticipated impact on the operating budget resulting from the 2023 capital budget.

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$19.8M

### By Project Classification:

<b>State of Good Repair</b> <b>\$19.1M</b>	<b>DC Funded Growth</b> <b>\$0.0M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$0.7M</b>
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#### Key Highlights:

- \$19.1M for major facility maintenance for heritage buildings
- \$0.7M for Mould Remediation as per budget request 41

*See Appendix II for details.*

Appendix I

Service : Heritage, Arts and Culture

2023 Financing Sources and Funding Status (\$'000)

2023

<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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<u>Projects</u>	<u>Name</u>	<u>Description</u>					
195180	PAMA - Mould Remediation	Mould Remediation	700	0	700	0	0
235170	PAMA Complex - Major Maintenance	Major maintenance of existing PAMA facilities	748	0	748	0	0
Corporate Services			1,448	0	1,448	0	0
<b>Heritage, Arts and Culture</b>			<b>1,448</b>	<b>0</b>	<b>1,448</b>	<b>0</b>	<b>0</b>

**Appendix II**

**Service: Heritage, Arts and Culture**

**2023 Ten Year Combined Capital Program (\$'000)**

			2023	2024	2025	2026	2027	Yrs 6-10	Gross
<b><u>Project</u></b>	<b><u>Name</u></b>	<b><u>Description</u></b>							
195180	PAMA - Mould Remediation	Mould Remediation	700	0	0	0	0	0	700
235170	PAMA Complex - Major Maintenance	Major maintenance of existing PAMA facilities	748	3,273	826	3,253	1,513	9,522	19,136
Heritage, Arts and Culture			1,448	3,273	826	3,253	1,513	9,522	19,836

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Mould Remediation	Communications	41	0.0	2.0	0	700,000
<b>TOTAL</b>			<b>0.0</b>	<b>2.0</b>	<b>0</b>	<b>700,000</b>

## Budget Request #: 41

Proposed Initiative	Department	Division	Service Area
Mould Remediation	Corporate Services	Communications	Heritage, Arts & Culture

### Description of Budget Request

The Peel Art Gallery, Museum, and Archives (PAMA) historical collection consisting of 18,000 objects was transferred to a third party vendor in 2021 to abate the objects of mould. The objects are scheduled for incremental return to PAMA beginning in January 2023. Unanticipated pressures from additional artifacts, insufficient scope, and construction delays require an increase to the project budget to support two contract FTE's and ongoing storage costs for a period of 2.5 yrs.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	177,000	-	-	-
Less: Internal and Capital Recovery	(177,000)	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	2.0	-	-	(2.0)

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	700,000
Reserves	700,000
Development Charges	-
External Funding	-
Debt	-
<b>Total Funding</b>	700,000

## Why Staff Recommend this Initiative

The investment of two additional temporary contract staff will increase the efficiency of this project by expediting the length of time required to repatriate the Museum collection. The two contract FTE's will reduce projected processing from 10 years to 2.5 years. This will reduce overall repatriation costs by 20%.

## Details of Service Change

The repatriation of the PAMA Museum collection has extended in scope due to extended construction timelines, additional objects being located, and reduced staffing. The current schedule of construction and planned return of artifacts projects 10 years for full repatriation based on existing staffing. Offsite storage of museum artifacts at a high cost is required to store objects until they can be processed at PAMA. Delayed processing impacts PAMA's ability to exhibit and catalogue the museum collection. Additional staffing resources will reduce the time it will take to unpack and rehouse artifacts. Contract staff will be required to unpack, track objects in the collections management system, and organize the artifacts in storage to ensure that storage space is maximized and that artifacts are securely stored. It is projected that contract FTE staff will have the ability to process and repatriate 40% of the collection annually, reducing the projected timeframe from 10 years to 2.5yrs. Storage costs will also be reduced from with the investment of FTE. Unanticipated storage costs due to extended construction timeframes and lack of staff to support repatriation require additional financial support.

## Service Impact

Additional staffing will reduce processing times from the projected 10 years to approximately 2.5 years. This will reduce offsite storage costs and enable use of the collection for the purpose of exhibitions at PAMA and offsite. Returned objects will also be uploaded to the collections management system and Ontario Police Arbitration Commission (OPAC) which enables residents to view the collection online.



# Land Use Planning

2023–2026 Business Plan  
and 2023 Budget

Land Use Planning .....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results .....	11
Awards and Achievements .....	12
The 2023 -2026 Business Plan Outlook .....	14
Planning for the Future .....	14
Finding Efficiencies.....	17
Transforming Our Business with Technology .....	18
Proposed Operating Budget.....	20
2023 Operating Budget Pressures .....	21
Staffing Resources to Achieve Level of Service .....	22
2023 Total Expenditures & Funding Source (In \$M).....	23
2023 Budget Risks.....	23
2024 – 2026 Operating Forecast.....	24
Proposed Capital Budget.....	25
2023 Capital Budget Overview .....	25
Proposed Capital Plan .....	27
By Project Classification: .....	27
Budget Requests .....	31

# Executive Summary

Mission: To plan and manage growth and development in Peel through research, policy, meaningful consultation, engagement and development review to ensure communities in Peel are complete and sustainable for residents and businesses.

## Services we provide:

- Maintain the Regional Official Plan to guide long term growth in the Region
- Research and analyze a wide variety of environmental, land use, housing, climate change, rural policy areas
- Implement Provincial and Regional policies that guide growth and manage how land is used in Peel
- Engage and consult with stakeholders and the community on planning and growth related matters
- Plan for growth to 2051, including managing the allocation of population and employment growth to each local municipality
- Provide Regional direction and comments on development applications through local municipal development review processes
- Process connection requests to Peel's water and wastewater systems, stormwater collection system, and expansion of municipal services

## Interesting facts about this service:

- 59,444 estimated housing units in the development approvals process by 2023
- 3,390 development submissions anticipated for 2023
- Secured contributions of 3.29 hectares (ha) and 150 units for affordable housing
- 12 online and 52 in person Regional Official Plan consultation sessions
- 76.1% of proposed housing units in existing urbanarea

## Highlights of the Business Plan include:

- Continuing planned capital investments in policy development, research, and growth management to implement the new Regional Official Plan
- Requesting additional resources to improve development application service levels in response to increasing volumes and greater complexity of applications, and provincial legislation changes aimed at reducing review timelines
- The recent introduction of Bill 23, the *More Homes Built Faster Act*, 2022 by the Province proposes significant amendments to a number of statutes, including substantial changes the land use approvals system in Ontario. As the impacts of Bill 23 become clear on the functions and contributions to planning and growth management by upper tier municipalities, implementation of the 2023 budget will be adjusted accordingly

Net Investments (\$000s)	2023	2024	2025	2026
Operating	4,186	4,310	4,425	4,543
Capital	2,310	2,310	2,310	2,810
Full Time Equivalents	64.0	64.0	64.0	64.0

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

To plan communities in Peel in a progressive manner that are integrated, healthy, green, safe and complete desirable places.

### Mission

To plan and manage growth and development in Peel through research, policy, meaningful consultation and engagement, and development review to ensure communities in Peel are complete and sustainable for residents and businesses.

### Goals of Service

1. Ensure the Region's Official Plan is responsive to community priorities, and Provincial requirements and plans for healthy and complete communities. This includes providing a range and mix of housing options and densities, along with affordable housing, so that people can live in the community of their choice.
2. Contribute to the objective of substantially increasing the housing supply in the province over the next 10 years.
3. Ensure the Region's environment and resources are planned and managed to achieve a healthy sustainable community.
4. Engage in proactive dialogue with key internal and external stakeholders including community members, local municipalities and the development industry to achieve a financially sustainable complete community where servicing and locations of growth is optimized.

5. Facilitate timely and effective coordination of development reviews to ensure Regional interests are proactively identified and reflected in the planning process.
6. Manage site servicing engineering proposals for parcel level planning and site servicing applications for water, wastewater and stormwater servicing to ensure compliance with Regional standards, specifications and applicable legislation.



# Service Levels and Trends

## Service Levels

The Land Use Planning Service is accomplished through a number of planning functions, activities and programs. Service levels for these functions and programs are summarized below.

### **Policy Development:**

Undertake a comprehensive review of the Regional Official Plan every 5 to 10 years.

The Region is the approval authority for local municipal Official Plan reviews. Staff provide input throughout the local Official Plans review process. As part of the process, Regional Council should strive to issue a decision as per legislation within 120 days of deeming the submission complete.

New policies under the Regional Official Plan require that housing assessments be prepared for all planning applications of approximately 50 units or more, as well contributions to new Peel-wide housing unit targets to demonstrate policy conformity. As this is a new policy, Regional staff reviews of development applications from a housing perspective is a new service level.

Progress towards implementing targets and policies included in the new Regional Official Plan is measured on a regular basis under three areas of monitoring: Natural Environment, Built Environment, and Resources.

### **Research and Analysis:**

Policy research, analysis and monitoring is conducted on a range of economic, environmental, and social factors affecting the Region to support policy development, implementation, decision making and reporting. In conjunction with policy research, legislative, regulatory and planning related initiatives are also monitored to assess their impact on the Region, as well as provide advice and recommend appropriate action. Service levels vary depending on research needs and legislative activity.

### **Growth Management:**

The Region uses an integrated approach to planning, managing and financing growth, referred to as the Growth Management Program. The Program has four implementation strategies:

- Plan and manage the location and servicing of growth
- Leverage business intelligence to make informed decisions around the locations, servicing, and financing of growth
- Optimize investments for growth by managing revenues and expenditures to finance growth
- Work with internal and external stakeholders, as well as engaging the public to deliver a financially sustainable complete community

### **Development Services:**

As the one window service to all land development related matters within the Region, all development applications submitted under the Planning Act for review and comment are received from our local municipal partners. and processed by the Region. In 2021, close to 75% of first development submission reviews (735 - excludes Committee of Adjustment applications) were completed within the Region's 30 day internal service level objective.

### **Servicing Connections:**

A primary function of the Servicing Connections Team is the engineering review and approvals for all servicing permits and extensions of municipal water and wastewater to support site plan applications. The servicing permit approval goal for 2023 is a first submission turaround time of up to 20 working days for Industrial, Commercial and Institutional (ICI) customers, and up to seven working days for custom single family residential customers. For subsequent submission turnaround time, the 2023 goal is up to 14 working days for ICI customers and up to 3 working days for custom single family residential customers.

### **Consultation and Engagement:**

Public consultation and engagement with stakeholders, external organizations, agencies, other levels of government and Indigenous communities is a core function of the Land Use Planning Service. A total of 13 staff and stakeholder working groups are currently organized to support engagement and consultation activities across all services. The number of working groups can vary as opportunities to enhance or establish new partnerships and community engagement are identified.



## Trends

The following trends identify the scope and depth of issues influencing and shaping the Region and the Land Use Planning Service business plan.

### Increased Volume and Complexity of Development Applications:

There is an established trend of increasing volumes of development applications, as well as greater complexity and coordination of development applications as the Region continues to urbanize. Between 2018 and 2021, the number of new development applications received (excluding Committee of Adjustment applications) increased by 63%.

*Table 1 New Development Application Volumes*

2018	2019	2020	2021
451	528	554	735

In addition, the Region is currently seeing development trends move away from single and semi detached dwellings to townhouse and apartment dwelling units. At the end of June 2022, there were 58,940 residential units in the developmental approvals process, with 73% (42,879) being apartment units located mainly in Mississauga and Brampton.

Each year, applications received by the Servicing Connections team require additional water and wastewater servicing modeling and stormwater management reviews. The heightened review requirements highlight the greater coordination efforts and complexity of servicing connections applications. Between 2017 and 2021, the percentage of development applications that require additional modeling and stormwater management review has increased by 13%.

Increases in complex and strategic applications are focused in areas, such as Heritage Heights, Secondary Plan 47, and intensification/infill development applications along transit priority corridors (Light Rail Transit and Bus Rapid Transit, within Major Transit Station Areas), and new lands within Settlement Area Boundary Expansion (SABE) lands in Caledon.

With development applications becoming more complex, there is an increased use of non-traditional planning approaches and agreements to achieve community objectives, phase development, and address water and wastewater servicing and road access considerations. While creative development approaches allow the Region and local municipalities to be more agile and collaborative in response to changing development trends, they are also more time and resource intensive.





Processing and approval timeline requirements for local municipalities in Peel were reduced significantly through the passing of Bill 108, *More Homes, More Choice Act* to the *Planning Act* in June 2019. In response, our local municipal partners are adjusting their processing timelines. For Regional staff, it results in less time to complete reviews and comments on development applications, which require a more responsive approach as applications are becoming increasingly more complex, and require more staff time to support good planning and protect Regional interests. Regulatory processing timelines under the Bill 108 amendment to the *Planning Act* were reduced for Official Plan Amendments (210 days to 120 days), Zoning By-law Amendment (150 days to 90 days), Plan of Subdivision (180 days to 120 days) and Combined Applications (210 days to 120 days).

In response to the Housing Affordability Task Force report and other consultations on increasing housing supply, the Province introduced Bill 109, *More Homes for Everyone Act, 2022*. The legislation contains provisions requiring municipalities to refund, in part or in their entirety fees for Zoning By-law Amendment, and Combined Official Plan Amendment and Zoning By-law Amendment applications if a decision is not made by the municipality within the timelines prescribed in the *Planning Act*. The change is to take effect on January 1, 2023. Similarly, with regard to Site Plan applications, if the local municipality has not approved plans within the timelines prescribed in the *Planning Act*, the legislation requires municipalities to refund all or part of the application fees.

The Region is working with the Local Municipalities to develop a Memorandum of Understanding to align service levels and establish process expectations that streamline development approvals.

### **Regional Official Plan:**

As the Regional Official Plan was just completed in 2022, there are a number of new policies to be implemented over the coming years. Some are qualitative while others are quantitative: for example, a minimum of 40% of development must be intensification, or that specific areas must meet minimum density targets calculated in people and jobs per hectare. Staff will be updating indicators to measure progress towards implementation of the policies and will be able to report on trends in future Service Business Plan updates.

The Regional Official Plan includes progressive housing policies that recognize the need for a wide range of housing options to meet diverse community needs. This includes policies requiring local municipalities to implement inclusionary zoning in applicable major transit station areas, and policies requiring a housing assessment for developments of approximately 50 units or more to demonstrate alignment with housing policies and objectives, and contributions towards new Peel-wide housing unit targets. Table 2 below provides the progress towards the housing targets for 2019 and 2020. The Region expects to see improvements towards these targets in the future due to Regional programs, such as the Region of Peel Affordable Rental Incentives Program, along with the implementation of the housing policies included in the new Regional Official Plan.



Table 2: Progress Towards Affordable Housing Targets

Target	2019	2020
Affordability (30% Target, of which 50% must be affordable to low income)	18% of all units (rent and own), of which 3% are affordable to lower income residents  Low income = 24 units; Moderate income = 679 units	6% of all units (rent and own), of which 19% are affordable to lower income residents  Low income = 63 units; Moderate income = 270 units
Rental (25% Target)	4% of all units	10% of all units
Density (50% Target)	57% of all new units (rent and own)	60% of all units (rent and own)

**Environmental Trends Influencing the Region’s Work:**

The Provincial Policy Statement and Growth Plan require the Region and local municipalities to adopt comprehensive frameworks for environmental planning and requirements for ongoing collaboration and coordination at the regional and local levels. The Region, partnering with conservation authorities and local municipalities, will ensure that watershed planning is undertaken to support development at the local level with a framework that provides an integrated approach to the protection, restoration and enhancement of the Region’s water resources and natural systems. The updating of watershed plans at the regional scale and supporting the development of terms of reference for subwatershed studies, or equivalent studies, and their implementation at the local level will be key areas of the Region’s work plan.



Climate change is a serious issue that affects people, communities and the natural environment. Mitigation and adaptation are core strategies for reducing and managing the risks related to climate change. As implementation actions are identified in the Regional Official Plan, the Region will need to work with the local municipalities to understand and forecast growth related emissions at a regional scale, assess the effectiveness of proposed planning tools and address research gaps if identified. As required, in collaboration with the local municipalities, the Region will provide needed support for local emissions reduction planning and adaptation planning that are being led at the local level.

**Growth Trends:**

Recent historic annual housing growth in Peel has been below forecast growth. While high density development activity has strengthened, low density residential development continues to perform below forecast levels.

In terms of population growth, according to the 2021 census results, Peel reached a population of 1.45 million in 2021 which was lower than forecasted by about 64,000 people. The Region remains well-positioned to meet the long-term population forecast to 2051.

For non-residential development, the industrial sector continues to be a strong performer for Peel while retail/commercial and office development have underachieved in recent years.

Recent planning applications in the pipeline suggests the potential for moderate development activity in the short term, however, the economic environment and changing employment landscape along with rising uncertainties will pose challenges for future growth performance.

While Peel's economy continues to recover from the impacts of the pandemic, there is a number of key risks to the Region to monitor including escalating inflation rates and construction costs, rising interest rates, supply chain challenges, systemic shortfalls in growth paying for growth, as well as continuing uncertainties associated with the pandemic and the global conflicts.

# Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region’s performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve service delivery. The results also inform decision-making and strengthen accountability.

**Figure 1: Regional Official Plan Consultation Methods and Engagement Activity Through Social Media**

**Number of stakeholder comments:** To measure public engagement, the number of comments received from stakeholders on the Official Plan are tracked. Through the Regional Official Plan review process from 2017 to 2022, 796 stakeholder comments were received.



**Business Process Measures:** In 2021, almost 75% of first development submission reviews (735 - excludes Committee of Adjustment applications) were completed within the Region’s 30 day internal service level objective. Percentage of development applications processed within internal service level measures the Region’s ability to provide comments reflecting Regional interests on development applications to the local municipalities.

In 2021, 1,754 first development submissions (includes Committee of Adjustment applications) were reviewed and commented by Regional staff. An increase of 34% compared to the five-year average of 1,313. The percentage of submissions reviewed and commented in 2021 compared to the five-year average demonstrates the level of development activity through application volumes.

**Employee Engagement Measure:** The Region’s Employee Engagement Survey is completed once every three years (most recently in 2021).

Overall employee wellbeing indicates the extent to which employees feel supported by the organization and their people leaders. An average of 79% of Land Use Planning Service employees responded positively about their wellbeing.

Overall employee productivity indicates the extent to which employees have access to the tools (documents, equipment, technology) they require to succeed at work and feel supported by the organization in balance work and personal responsibilities. An average of 81.5% of Land Use Planning Service employees responded positively about productivity.

# Awards and Achievements

## Speaking Engagements:

The Region was invited to speak at the Ontario Professional Planners Institute conference on Major Transit Station Areas and the Affordable Housing Pilot, and at the 2022 Latonell Conservation Symposium to share more information on Natural Heritage System Planning for Restoration and Enhancement in the Region of Peel's New Urban Area.

## New Region of Peel Official Plan:

A key achievement for Land Use Planning Service in 2022 is Regional Council adoption of the new Regional Official Plan ahead of the July 2022 deadline instituted by the Province. The process undertaken met the Provincial requirements of a Municipal Comprehensive Review and included the focus areas identified in Figure 2. The Official Plan review process involved participation from staff across the Region of Peel and throughout each step of the review process there was strong collaboration between regional and local municipal staff.

The new Official Plan provides the framework to guide planning in the Region to 2051 in a manner that meets Provincial planning requirements, but also considers the input received during the extensive consultation process and reflects the unique characteristics and objectives of Peel. Although the majority of population and employment growth in the Region is planned to be accommodated within the existing built-up area, the technical analysis undertaken to support the Plan identified a need for a settlement expansion of 4,400 ha, 1,530 ha of which is for new employment area and 2,870 ha of new community area. Policies in the plan require logical growth, and efficient use of existing and new infrastructure through the requirement for phasing strategies.

Figure 2: Regional Official Plan Focus Areas



## Housing:

As part of the new Regional Official Plan, policies have been included that require implementation of Inclusionary Zoning by the local municipalities within applicable Major Transit Station Areas. Peel was the second municipality in Ontario to implement inclusionary zoning (the first was the City of Toronto). These policies combined with the implementation of Inclusionary Zoning by the local municipalities will result in the provision of affordable housing units for middle income families across the Region.

Planning and Development Services provided support to Housing Services to structure and implement the Peel Affordable Rental Incentives Program.

The program began as a pilot project in 2021 and resulted in \$7.48 million in grants to help build 130 new affordable rental units. Region of Peel Council recently approved the program to continue on an annual basis with \$2.5 million in total funding available in 2022 for a private or non-profit developer building affordable rental housing in Peel.

#### **Major Office Incentives Program:**

Regional Council approved the Major Office Incentives Program in 2021 and remains open until 2026. The program is a partnership between the Region of Peel and its three local municipalities (Brampton, Caledon, and Mississauga) to provide financial incentives to encourage major office development. The overall intended outcome of the program is to support the Region in meeting its employment forecasts and providing stable high-quality jobs to Peel residents. Eligible major office developments can receive tax increment equivalent grants for a period of up-to ten years to offset increased property taxes.

#### **Greenlands Securement Program:**

Since 2005, the program has contributed \$11.3 million in funding from the Greenlands Securement Reserve to secure 32 properties, resulting in the protection of 713 ha of conservation lands leveraging an additional contribution of \$10 million from program partners including \$3.4 million in donation value. In 2022, the program contributed \$6.7 million for 3 projects that secured 165 ha of conservation lands including the Orangeville Brampton Railway with the potential to develop up to 51 km of public trail along the Credit River Valley and Bruce Trail.

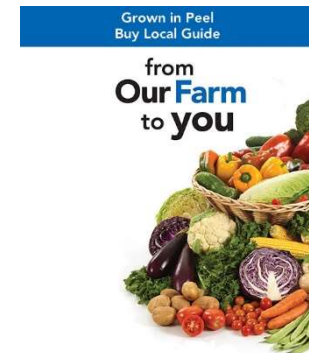
#### **Diversity Internship Program:**

As part of the Province's Streamline Development Approvals Fund, the Region was eligible to receive \$500,000 to help address the processing of residential development applications.

A portion of the funding was allocated to the implementation of a diversity internship program. Two interns were hired in 2022 to support diversification of the Planning and Development Services division.

**Agricultural Programs and Activities:** Working with the Conservation Authorities and Alternative Land Use Services (ALUS) Canada, the Region launched the ALUS Peel Pilot in 2022 with funding from ALUS Canada to provide annual payment incentives to farmers to protect,

restore and enhance natural habitats on marginal farmlands in Peel. The pilot is unique in the Greater Toronto Area and builds on the Peel Rural Water Quality Program. The Peel Agricultural Advisory Working Group serves as the approval body for projects. Also in 2022, the Grown in Peel Local Food Guide was relaunched with a new online format for the 2022 farm and farm market year.



#### **Lakeview Community:**

Working internally with our Water & Wastewater Division, and externally with the City of Mississauga, Enwave and Lakeview Community Partners Limited, the Region successfully advanced work on implementation of a district energy system within this new community in South Mississauga. The district energy system will use treated wastewater from the neighbouring G.E. Booth Wastewater Treatment Plant to heat and cool all proposed buildings within this new community. In June 2022, the Region signed a four-party Memorandum of Agreement with all parties noted above to confirm our commitment to work together to implement this new low-carbon energy facility within the Lakeview Community.



# The 2023 -2026 Business Plan Outlook

## Planning for the Future

On October 25, 2022, the government of Ontario introduced Bill 23, the *More Homes Built Faster Act, 2022*, which proposes significant amendments to a number of statutes, including substantial changes to the land use approvals system in the Province, with the goal of facilitating the construction of 1.5 million new homes by 2031. As currently outlined in Bill 23, the proposed *Planning Act* changes would significantly reduce planning authority for most upper tier municipalities, including the Region of Peel.

With no details at this time provided for how the important practical functions and contributions to planning and growth management provided by the upper tier planning role will be administered, should these changes be implemented as proposed, it is prudent to acknowledge that the Land Use Planning Business Plan and budget submitted as part of the 2023 Operating and Capital Budget will be impacted by Bill 23.

Since the magnitude of potential implications to the land use approvals system and on the corresponding Land Use Planning Budget is not known at this time, staff are not recommending changes to the proposed budget. However, staff will implement the budget accordingly as additional details and clarity is provided by the province.

More specifically, staff would not proceed with filling the requested 4 permanent planning positions until the details of the extensive changes to the proposed legislation are fully evaluated and understood by the Region. Bill 23 does not appear to affect the technical and engineering review functions performed by Public Works to ensure that Region's interests and infrastructure are protected in accordance with applicable legislation and standards. As a result, subject to budget approval, staff would proceed with filling the 3.5 permanent technical positions by the Servicing Connections team to support the increasing demands of reviewing site plans, along with reviewing and approving water and wastewater servicing proposals.

### Fees Review

Fees for development related applications were last reviewed in 2020. Municipalities review fees to address changes in legislation, development process, application characteristics, and cost recovery levels. Given the trends and legislative changes discussed above, a fulsome follow up review will be initiated in early 2023, The completion of the project will produce amendments to the Regional User Fees and Charges By-law for Regional Council deliberation and decision by early 2024.

## Streamlining Development Approvals

In 2021, as part of the Audit and Accountability Fund provided by the province, a service review was completed by Dillon Consulting focusing on the end-to-end service delivery of the development review and approvals process. The review resulted in six strategic and eight tactical recommendations. Work has commenced on implementing these recommendations, with a targeted completion date in 2026.

Initiatives include the development of a Memorandum of Understanding (MOU) between the Region and local municipalities to document expectations around collaboration and timelines for development application review. Focusing efforts on implementing this MOU is timely given the recent implementation of Bill 109 to the Planning Act.

Other initiatives include a procedure manual update resulting in streamlined processes, investing in technology, and updating the Region's design criteria and standards to clearly communicate the requirements for approvals of any infrastructure (site plan process document and standard drawings).

## Service Delivery

Peel has grown substantially over the last 20 years and development continues to intensify. Development applications have increased 63% over the past 4 years. In order to respond to the increase in demand to process development applications and complexity, a business case was submitted for 7.5 FTEs. Additionally, technology acquisitions are underway for electronic plan review and land use development application tracking software solutions to improve efficiencies and increase integration with internal teams and local municipalities.

## Climate Change

Implementation of the Regional Official Plan's policy direction will require collaboration with the local municipalities and conservation authorities to support climate change mitigation and adaptation planning through coordinated strategies, plans and actions in accordance with provincial guidance. Projects to be undertaken to implement this direction include: working with conservation authorities to update watershed plans, including consideration for nature-based solutions, green infrastructure and water management to mitigate flooding and erosion risk; updating the Peel Urban Forest Strategy and region-wide tree canopy assessment; undertaking regional scale greenhouse gas emissions forecasting for growth, assessing effectiveness of proposed planning tools and addressing research gaps; and developing/clarifying study guidance for complete application requirements for renewable energy systems, emissions reduction and adaptation planning.

## Collaboration to Implement New Official Plan

Service priorities are transitioning to supporting implementation of the new Region of Peel Official Plan and related initiatives. Consultation and engagement with Indigenous communities, diversity, equity and inclusion in Regional planning, and collaborating with local municipalities on employment planning, affordable housing, watershed planning, and other initiatives will be undertaken to address new policy direction.

Projects to be initiated or completed in the near term include:

- Undertaking the second phase of the Region's Municipal Comprehensive Review, which includes making recommendations to Council on four employment conversion requests
- Supporting the adoption of local official plan reviews including inclusionary zoning policies and where the Region is the approval authority making a recommendation to Regional Council to issue a decision

- Confirming complete application requirements for major planning initiatives, such as secondary plans to reflect Regional interests (e.g. for affordable housing, climate change adaptation planning, subwatershed studies, environmental and agricultural impact studies, etc.)
- Coordinating transition of the Conservation Authorities (CA) budgets to implement new regulations under the Conservation Authorities Act for the 2024 budget year, including confirming the classification of mandatory and non-mandatory programs and services, MOUs for non-mandatory programs and updating of the Region and CAs' Protocol/MOU for plan review and technical clearance
- Establishing a Planning Advisory Committee for the next term of Council in accordance with Council direction and requirements under the Planning Act.



Photo of Queen St. East and Mississauga Road taken by a drone.



# Finding Efficiencies

## Continuous Improvement

The objective of the Region's Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements completed include:

- BasicGov Enhancements – freed up 464 hours of staff time and realized a cost of avoidance of \$25K by reducing manual workarounds, automated reporting and centralization of information. These enhancements also improve employee engagement and adherence to the Region's standards.
- Stormwater Process Standardization – freed up 48 hours of staff time and realized a cost avoidance of \$4K by establishing clear process, roles and responsibilities, implementation of a preliminary screening tool, and eliminating process bottlenecks.
- Development Planning and Engineering Services Review Implementation – through the implementation of recommendations from this review conducted by Dillon Consulting Ltd. there is an opportunity to achieve approximately \$1.2 M - \$1.8 M in cost efficiencies and optimization of staff fee-recoverable time, including the implementation of a technology solution to facilitate the development review process.
- Development of a Memorandum of Understanding (MOU) with Local Municipalities – As part of the Streamline Development Approvals Fund, the Region is working with the Local Municipalities to develop a Memorandum of Understanding to develop standardized service levels to ultimately streamline development approvals. Through the development of a MOU, all municipalities are also integrating process changes associated with Bill 109, the *Homes for Everyone Act*.

## Transforming Our Business with Technology

Technology plays a critical role in the delivery of efficiencies for the Land Use Planning Service Area. Through updating existing technology systems and bringing new systems online, the land use planning functions will continue to improve service delivery and focus on increasing efficiencies and providing analytics to help make informed decisions.

### **Electronic Plan Review**

A new Electronic Plan Review (EPR) solution is being purchased and implemented to support the circulation, review and mark up of electronically submitted development engineering drawings and technical documents. By automating business processes, integrating the EPR solution to other Regional systems, and improving quality of development reviews, there are efficiencies and service delivery enhancements that can be realized for our customers, including reduced processing cycle time and/or number of cycles to submit and review drawings and documents.

### **Grown in Peel Local Food Guide**

Implemented a new ArcGIS web map and online application form for farms and farmers' markets to reduce production costs, streamline delivery and improve user experience for residents.

### **Land Use Development Application Review and Tracking Solution**

To operate effectively and continue to provide valued services, the Land Use Planning Service Area will be replacing its existing development application tool with a new solution that manages all activities around development application reviews. A more capable and advanced solution that can streamline the workflow and data collection processes, as well as support integration with other Regional and local systems can improve client and staff user experiences, client communication, process efficiency, and provide real time reporting and analytics to help make informed decisions.

### **Integration with Local Municipality's Land Use Planning Development Application Solutions**

To perform as efficiently as possible within the development review and approvals model from an applicant perspective requires the ongoing collaboration and coordination with our local municipal partners. From a technology perspective, the ability for the Region's future land use development application tracking solution to integrate with local municipality's existing solutions will be defined as a functionality/need in the upcoming procurement of the Region's solution. Every attempt will be made to integrate datasets from both sides to enable informed decision-making based on consistent data inputs.

### **Leveraging Business Intelligence to Make Evidence Based**

**Decisions:** A key objective of the Business Intelligence Strategy in the Growth Management Program is to make evidence-based decisions on the location, timing, and financing of growth-related infrastructure. In order to do so, the Growth Management Program is currently in the process of implementing phase 1 of the Integrated Forecast Monitoring Solution. The goal of this solution is to integrate land use planning, infrastructure, and financial data for the analysis and visualization to support decision making on the prioritization of growth-related infrastructure investments. Overall, the solution will use multiple business intelligence tools already accessible at the Region such as Power BI, ArcGIS (likely the ARCGIS online platform) and a Virtual data layer in Azure to store and publish datasets across program areas in a centralized location for the purposes of sharing and collaborating on data, analysis and visualization

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$3.96 million and the proposed budget for 2023 is \$4.2 million.

**Net Expenditures: \$4.2 million** (Total Expenditures: \$8.0 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	379	377	2	0.6%
Labour Costs	8,374	7,380	993	13.5%
Reserve Contributions	850	850	0	0.0%
Debt Charges	-	-	-	-
Grant Payments	30	30	0	0.0%
Facility, IT, HR and other support costs	1,735	1,625	110	6.8%
Recoveries	(3,404)	(3,347)	(57)	1.7%
<b>Total Expenditures</b>	<b>7,965</b>	<b>6,916</b>	<b>1,049</b>	<b>15.2%</b>
Grants and Subsidies	-	-	-	-
Supplementary Taxes	-	-	-	-
Fees and Service Charges	(3,779)	(2,956)	(823)	27.8%
Transfer from Development Charges	-	-	-	-
Contributions from Reserves	-	-	-	-
<b>Total Revenues</b>	<b>(3,779)</b>	<b>(2,956)</b>	<b>(823)</b>	<b>27.8%</b>
<b>Total Net Expenditure</b>	<b>4,186</b>	<b>3,960</b>	<b>226</b>	<b>5.7%</b>

Note: May not add up due to rounding

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>6,916</b>	<b>2,956</b>	<b>3,960</b>	<b>%</b>
<i>Annualization</i>	-	-	-	
<i>Cost of Living/Inflation</i> Labour costs/Goods and services, etc.	148	-	148	
<i>Economic Factors</i>	-	-	-	
<i>Base Subsidy/Recoveries</i>	-	-	-	
<i>User Fee Revenue</i>	-	823	(823)	
<i>Cost Mitigation</i>	-	-	-	
<i>Other Pressures</i>	(3)	-	(3)	
<b>Base Budget Changes Subtotal</b>	<b>145</b>	<b>823</b>	<b>(678)</b>	
<i>Growth</i>	-	-	-	
<i>Service Level Demand<sup>1</sup></i> • Development application processing – user fee funded	904	-	904	
<b>Service Level Changes Subtotal</b>	<b>904</b>	<b>-</b>	<b>904</b>	
<b>New/(Discontinued) Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>New/(Discontinued) Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2023 Budget Change</b>	<b>1,049</b>	<b>823</b>	<b>226</b>	
<b>2023 Proposed Budget</b>	<b>7,965</b>	<b>3,779</b>	<b>4,186</b>	<b>5.4%</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

### Service Level Demand<sup>1</sup>

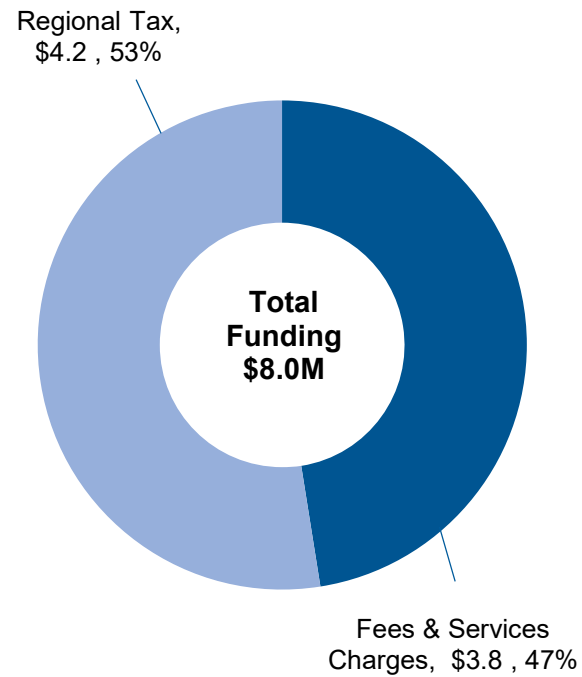
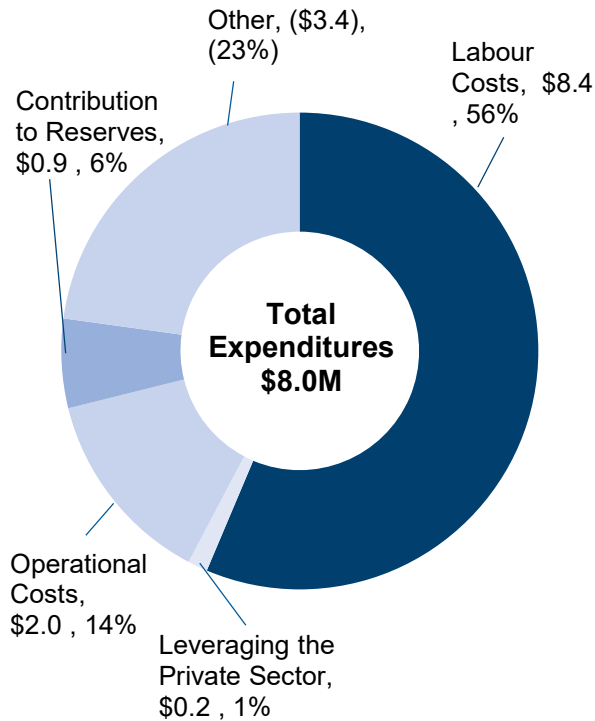
- Total of 7.5 permanent positions is required to manage an increasing number and complexity of development applications, respond to new Planning Act (Bill 109) and housing supply concerns. These positions will enable the Region to meet current and future service delivery and legislative compliance and bring IC&I customer service delivery to acceptable standards. Planned updates to the user fee by-law will recover majority of additional staffing costs.

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
56.50	64.00	64.00	64.00	64.00

Note: Staffing resources regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- The implementation of Bill 109 along with 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
- Budgeted user fee revenue may not fully materialize in 2023 as some additional staffing costs will only be incorporated in the planned user fees by-law increase which will likely take affect in 2024

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	6,916	7,965	15.2%	8,183	2.7%	8,375	2.3%	8,573	2.4%
<b>Total Revenue</b>	(2,956)	(3,779)	27.8%	(3,873)	2.5%	(3,951)	2.0%	(4,030)	2.0%
<b>Net Expenditure</b>	3,960	4,186	5.7%	4,310	3.0%	4,425	2.7%	4,543	2.7%

Note: May not add up due to rounding



# Proposed Capital Budget

**Capital Budget: \$2.3 million** (Ten Year Plan: \$24.4 million)

## 2023 Capital Budget Overview

The following table provides a summary of Land Use Planning Service’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	2,758	1,280	4,038
Externally Funded	-		
Non-DC Internal	1,700	1,030	2,730
<b>Total Expenditures</b>	<b>4,458</b>	<b>2,310</b>	<b>6,768</b>
<b># of Projects</b>	<b>10</b>	<b>6</b>	<b>16</b>

### Existing Capital Projects - \$4.5M

- \$2.2 M for Official Plan Review, and Regional Official Plan Amendment
- \$1.0 M for Greenlands Securement
- \$0.5 M for Long Range Studies
- \$0.4 M for Watershed Studies
- \$0.4 M for Growth Management Program Support

## 2023 Capital Budget - \$2.3M

### Key highlights:

- \$0.8M for Greenlands Securement
- \$0.8M for Official Plan Review and Regional Official Plan Amendments Appeals
- \$0.3M for Long Range Studies – Community and Growth
- \$0.4M for Growth Management Program Support

*See Appendix I for details.*

## 2023 Budget Risks

No significant risks

## Operating Impact of 2023 Capital Budget

None

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$24.4M

### By Project Classification:

<b>State of Good Repair</b> <b>\$0.0M</b>	<b>DC Funded Growth</b> <b>\$13.8M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$10.6M</b>
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#### Key Highlights:

- \$9.3 M for Official Plan Review, and Regional Official Plan Amendments
- \$7.5 M for Greenlands Securement
- \$4.0 M for Growth Management Program Support
- \$3.6 M for Long Range Studies related to Community and Growth

*See Appendix II for details.*

**2023 Financing Sources and Funding Status (\$'000)**

			2023				
			Total Expense	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding
<b>Project</b>	<b>Name</b>	<b>Description</b>					
183310	Greenlands Securement	Funding for the protection of key natural heritage features, functions, and attributes	750	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
<b>Regional Planning &amp; Growth Management SubProgram</b>			<b>2,310</b>	<b>1,280</b>	<b>1,030</b>	<b>0</b>	<b>0</b>
<b>Regional Planning &amp; Growth Management</b>			<b>2,310</b>	<b>1,280</b>	<b>1,030</b>	<b>0</b>	<b>0</b>

**2023 Ten Year Combined Capital Program (\$'000)**

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
183310	Greenlands Securement	Funding for the protection of key natural heritage features, functions, and attributes	750	750	750	750	750	3,750	7,500
187707	Official Plan Review	To Conduct a review of the Official Plan as required by the Planning Act and cover the cost of related appeals	500	500	500	1,000	500	3,000	6,000
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	600	1,500	3,300
207709	Long Range Studies-Community	Studies to address issues related to infrastructure, population, housing and employment, density and regional structure	160	160	160	160	160	800	1,600
217250	Growth Management Program Support	To support ongoing integration of planning, infrastructure and financial management of growth through technical support, business intelligence and data management. May include such costs as business intelligence capacity building, data development, consultant expertise, logistics, communication with stakeholders and contract staff	400	400	400	400	400	2,000	4,000

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
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
<b>Regional Planning &amp; Growth Management SubProgram</b>			<b>2,310</b>	<b>2,310</b>	<b>2,310</b>	<b>2,810</b>	<b>2,610</b>	<b>12,050</b>	<b>24,400</b>
<b>Regional Planning &amp; Growth Management</b>			<b>2,310</b>	<b>2,310</b>	<b>2,310</b>	<b>2,810</b>	<b>2,610</b>	<b>12,050</b>	<b>24,400</b>

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
Additional positions to support land use planning demands associated with the processing of development applications	Development Services	42	7.5	0.0	81,161	0
<b>TOTAL</b>			<b>7.5</b>	<b>0.0</b>	<b>81,161</b>	<b>0</b>

## Budget Request #: 42

Proposed Initiative	Department	Division	Service Area
Additional positions to support land use planning demands associated with the processing of development applications	Public Works	Development Services	Land Use Planning

## Description of Budget Request

Total of 7.5 permanent positions (4.0 planning and 3.5 technical) is required to manage an increasing number and complexity of development applications, respond to new Planning Act (Bill 109) and help contribute to the objective of substantially increasing housing supply in the Province over the next 10 years. These positions will enable the Region to meet current and future service delivery and legislative compliance. Planned updates to the user fee by-law will recover majority of additional staffing costs.

## Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	904,102	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	904,102	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue (User Fees)	822,941	-	-	-
<b>Total Revenue</b>	822,941	-	-	-
Net Impact -Tax	81,161	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	7.5	-	-	-
<b>New Contracts</b>	-	-	-	-

## No Capital Investment Required



## Why Staff Recommend this Initiative

Changes through Bill 108 and Bill 109 impact review timelines for divisions involved in development review processes. Under Bill 108 it brought reduced timelines to process applications, resulting in the Region having a narrow commenting window to evaluate applications. With Bill 109, additional pressure on municipalities with the implementation of a gradual refunding of certain application fees if a decision is not made within the legislated timelines of receiving the complete application. Business process improvements and technology solutions are being implemented, however, additional staff resources are also required to effectively process, review, coordinate and approve development applications and servicing proposals.

## Details of Service Change

Development applications are more complex. In addition, there is an increased use of non-traditional planning approaches and agreements to achieve community objectives, phase development, and ensure water and wastewater servicing and road access considerations are realized. While creative development approaches allow the Region and local municipalities to be more agile and collaborative in response to changing development trends, they are time and resource intensive. With the passing of Bills 108 & 109 to the Planning Act, the processing and approval timelines for municipalities have been reduced significantly. Implementation of a gradual refunding of Site Plan and Zoning By-law application fees to an applicant if a decision is not made within the legislated timelines adds additional pressure. Even though business process improvements and technology solutions are being implemented, the addition of 4.0 staff to Planning and Development Services and 3.5 staff to Servicing Connections will allow for effective processing, review, coordination, and approval of development applications and servicing proposals and will ensure that Region's interests are protected in accordance with applicable legislation and standards.

## Service Impact

Two new planning staff resources are requested to eliminate the existing reliance on extra over time worked by the existing 10 staff to meet internal service objectives of 30 days. A further two planning staff resources are requested to ensure the increasingly complex development applications receive the consideration and evaluation needed to protect Regional interests, while improving the processing timelines of development applications. The additional 0.5 Full Time Equivalent (FTE) will be added to an existing 0.5 FTE to create a full time intake coordinator position. Based on 2021 application submission volumes and staffing complement levels, on average each planner was assigned 228 application submissions to process. The additional 2 planning resources could facilitate the processing of over 450 planning submissions, which is close to a quarter of the total application submissions received in 2021 and should help achieve review timeline targets.

Planning and Development Services, Servicing Connections Team has 2 primary functions:

- 1) Engineering review of all Site Plan related planning applications
- 2) Engineering review and approvals of all Servicing Permits and extensions of municipal water and wastewater to support site plan applications

1 Technical Analyst and 1 Specialist requested to assist with planning applications and 1 Specialist to assist with complex servicing permits and municipal servicing extensions

# Regional Chair and Council

2023–2026 Business Plan  
and 2023 Budget

Regional Chair and Council ..... 1

Executive Summary ..... 3

    Services we provide ..... 3

    Interesting facts about this service ..... 3

Proposed Operating Budget ..... 4

    Staffing Resources to Achieve Level of Service ..... 5

2023 Total Expenditures & Funding Source (In \$M) ..... 5

    2023 Budget Risks ..... 6

    2024 – 2026 Operating Forecast..... 6

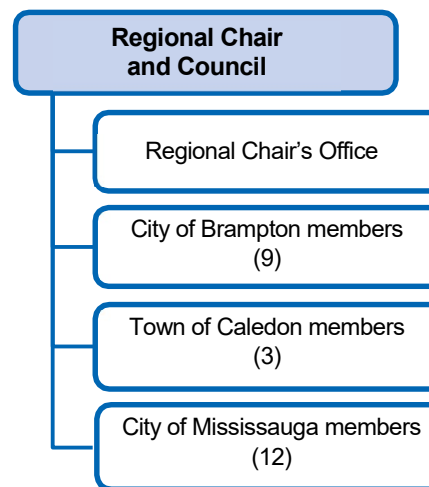
# Executive Summary

Since 1974 the Region has been delivering a wide range of programs and services to enhance our community. It is governed by the Regional Chair and 24 members of Council, who represent Mississauga, Brampton and Caledon.

The Regional Chair is the political head of the Region and is also known as the Chief Executive Officer of the Regional Corporation. The Chair is elected by the 24 members of Regional Council to preside over meetings of Council and to ensure its decisions are implemented.

## Services we provide:

- The Region of Peel's economic growth and development is largely due to its responsible management, innovative programs and its ability to respond to the needs of the community
- Regional Council approves the Region's Strategic Plan, by-laws, policies, operating budget, capital budget and capital plan
- Members of Regional Council also serve sit on multiple committees and boards including the Police Services Board and boards of the Credit Valley Conservation Authority and Toronto and Region Conservation Authority



## Interesting facts about this service:

- Region Council is made up by councillors and mayors from the City of Brampton, Town of Caledon and City of Mississauga
- Committee and Advisory Committees are created by Council resolution to investigate and report on a particular matter or concern.
- These committees have no legal identity as part of the organizational structure, nor do they possess any statutory powers. Generally, they look to Regional Council for their authority to act, except for the Interim Period Approvals Committee.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	2,916	2,998	3,070	3,143
Capital	-	-	-	-
Full Time Equivalents	3.0	3.0	3.0	3.0

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2021-2024 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2022 was \$2.9 million and the proposed budget for 2023 is \$2.9 million.

## Net Expenditures: \$2.9 million (Total Expenditures: \$2.916 million)

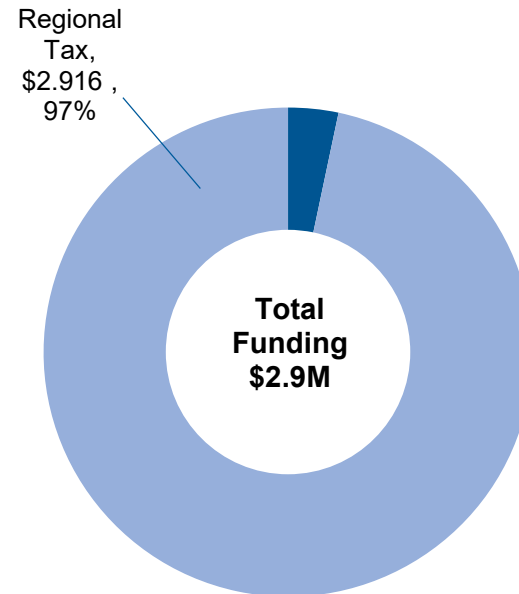
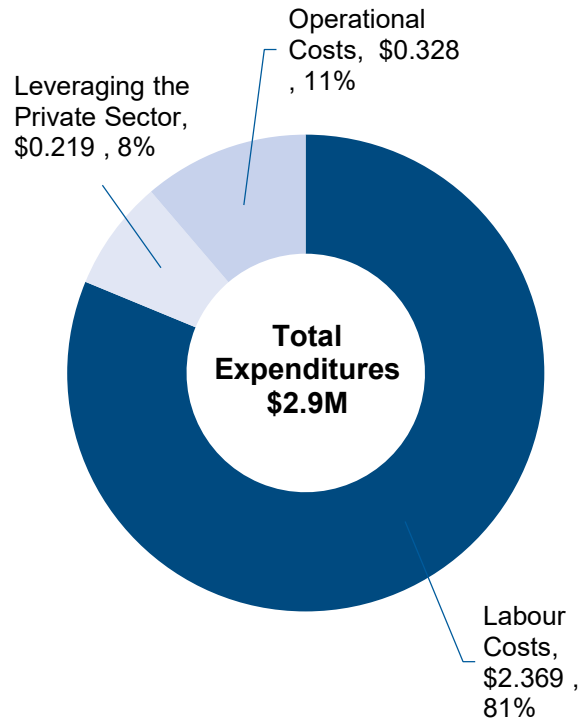
Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
<b>Expenditures to Maintain Existing Service Levels</b>				
Regional Council	2,080	2,034	46	2.2%
Regional Chair's Office	836	824	12	1.5%
<b>Total Expenditures</b>	<b>2,916</b>	<b>2,858</b>	<b>58</b>	<b>2.0%</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>\$2,916</b>	<b>2,858</b>	<b>58</b>	<b>2.0%</b>

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
3.0	3.0	3.0	3.0	3.0

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Services are still recovering from the impact of COVID-19 and assessing the impacts to service delivery for a post-COVID.
- Inflation for 2023 is expected to continue at a heightened rate but there is risk that actual inflation may exceed the 2.5% assumption. Supply chain and labour market issues will exacerbate inflationary pressures.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure – Regional Council</b>	2,035	2,080	2.2%	2,137	2.7%	2,187	2.3%	2,238	2.3%
<b>Total Expenditure – Regional Chair's Office</b>	824	836	1.5%	861	3.0%	883	2.5%	905	2.5%
<b>Total Revenue</b>	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%
<b>Net Expenditure</b>	2,858	2,916	2.0%	2,998	2.8%	3,070	2.4%	3,143	2.4%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.

# Water & Wastewater

2023–2026 Business Plan  
and 2023 Budget



Water & Wastewater .....	1
Executive Summary .....	3
Services we provide: .....	3
Interesting facts about this service: .....	3
Highlights of the Business Plan include: .....	3
Core Services .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Service Levels and Trends .....	5
Performance Measures and Results.....	6
Awards and Achievement .....	7
The 2023 -2026 Business Plan Outlook .....	8
Planning for the Future .....	8
Finding Efficiencies.....	10
Transforming Our Business with Technology.....	11
Maintaining our Infrastructure .....	12
Proposed Operating Budget .....	13
<b>2023 Operating Budget Pressures</b> .....	14
<b>Staffing Resources to Achieve Level of Service</b> .....	15
2023 Budget Risks .....	16
<b>2024 - 2026 Operating Forecast</b> .....	17
Proposed Capital Budget.....	18
2023 Capital Budget Overview .....	18
Proposed Capital Plan .....	20
<b>By Project Classification:</b> .....	20
Budget Requests .....	21

# Executive Summary

Mission: Providing Clean Water for Life

## Services we provide:

- Planning, design, construction, operation and maintenance of water and wastewater infrastructure including treatment plants, water transmission & distribution and pumping systems, reservoirs, elevated tanks and wastewater collection systems etc.
- Management of all water and wastewater programs including strategic planning, asset management, regulatory compliance and public education.
- Water meter installations and billing services

With a continued focus on quality of service, customer service, asset management, service delivery, and our people and culture, the Water & Wastewater Divisions are poised to continue to provide responsible water and wastewater infrastructure services.

## Interesting facts about this service:

- Our water and wastewater infrastructure is one of the largest assets owned and operated by the Region with a replacement value of \$26 billion.
- The Region produces on average 590 million litres of safe drinking water and treats 660 million litres of wastewater every day.
- The Region maintains 4,700 km length of watermains and 3,710 km length of sanitary sewer mains.
- We inspect 15,000 hydrants and 475 km of sewer mains every year.
- The Region provides services to 339,000 water accounts and 333,000 wastewater accounts.

## Highlights of the Business Plan include:

- Updating the Water and Wastewater Master Plan to accommodate growth to 2051
- Implementing a long term financial plan for Water and Wastewater
- Aligning business ventures to our 10-year Strategic Plan
- Developing and assessing a Water Environment Association Utility of the Future model
- Developing ESG (Environmental Social and Governance) goals and metrics
- Progressing toward ISO 45001 Compliance for Occupational Health & Safety Management system for Water and Wastewater
- Embracing innovation, investing in people and delivering value
- Developing a District Energy system utilizing thermal energy contained in treated wastewater effluent to provide a low carbon energy source to service the future Lakeview Village Development.
- Maintaining service levels by making operating investments, and improving customer service through Lean initiatives

Net Investment (\$000s)	2023	2024	2025	2026
Operating (Peel required billings)	488,217	523,811	557,860	593,700
Capital	641,442	1,004,575	1,000,167	1,111,235
Full Time Equivalents	591.7	613.1	619.9	623.1

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

To deliver a world-class Water and Wastewater service network while respecting the environment and employing the resource recovery principle

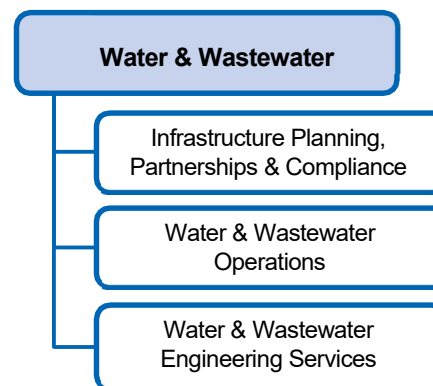
### Mission

Providing Clean Water for Life

### Goals of Service

1. Deliver value by providing consistent water and wastewater services, while maximizing our assets and meeting the needs of our current and growing community
2. Embracing innovation by seeking opportunities to enhance quality, maximize value and build strong partnerships and create collaborative projects
3. Invest in people by inspiring leadership within all of us that empowers employees to achieve success, while holding each other accountable in a safe and secure working environment
4. Respecting the environment by considering it in all decisions we make and protecting the sources of our drinking water and the natural environment

### Service Delivery Model



# Service Levels and Trends

## Service Levels

The management of infrastructure assets is accomplished through several operational activities; the existing service levels for these activities are summarized below:

**Infrastructure Programming:** Develop an appropriate 10-year Capital Budget in accordance with Growth Management and lifecycle asset management practices and meet budget preparation and construction timelines.

**Long-range Planning and Policy Development:** Develop and implement appropriate plans and strategies to guide decision-making.

**Water & Wastewater Master Plan:** The municipality's Water & Wastewater Master Servicing Plan is being updated and identifies capital and asset needs which will allow the Region to achieve its growth vision by planning infrastructure for 2051. The plan is aligned to the Region's Growth Management Plan and includes over \$7 billion of capital projects to facilitate growth and ensure the Region's water and wastewater assets are maintained in a state of good repair.

**Environmental Focus:** To ensure compliance with environmental legislation and preserve and enhance the environment and to embrace innovative measures to maximize resource recovery.

**Regulatory Compliance:** To meet or exceed all regulatory requirements within the water and wastewater environment

**Operational Excellence:** To meet service levels and build trust and confidence within our community

## Trends

Peel continues to mature as a Region. Aging infrastructure, public demand for safe, reliable and high quality drinking water and the need to balance service levels with affordability pose significant pressures and challenges for this service area. The Water & Wastewater Division, in partnership with Enterprise Asset Management, continues to work on the Asset Management Plans for the Region's infrastructure to meet the requirements of Ontario Regulation 588/17, *Asset Management Planning for Municipal Infrastructure*. The Asset Inventory and Management Program will accelerate the Region's current plans to prepare inventories, condition assessments, replacement values, and management plans for all Region-owned assets within municipal Water & Wastewater and other rights-of-way.

### Expansion of GE Booth water resource recovery facility



## Performance Measures and Results

The Region of Peel is committed to delivering services economically and efficiently. The Region's performance measures are used to help assess how well we are doing at achieving our goals and where we need to improve operations. The results also inform decision-making and strengthen accountability.

Below are descriptions of the measures tracked in the Water & Wastewater Balanced Scorecard.

**Financial Measures:** Average water treatment and transmission cost per million litres of water produced and average wastewater treatment and collection cost per million litres of wastewater treated are measures of the municipality's ability to manage cost pressures associated with aging infrastructure, while providing consistent services levels. Percentage of water and wastewater rate compared to GTA average is a measure of Peel's ability to deliver water and wastewater service in a competitive manner.

**Average water treatment and transmission cost:** The average cost for water treatment and transmission per million litres of water supplied. For 2021, the cost was \$388.48 per million litres.

**Average wastewater treatment and collection cost:** The average cost for wastewater treatment and collection per million litres of wastewater treated. For 2021, the cost was \$208.28 per million litres.

### **Percentage of water and wastewater rate compared to GTA**

**average:** Peel's water and wastewater rate for an average household as a percentage of the neighbouring municipalities in GTA, including city of Toronto, York, Halton and Durham. For 2022, the percentage was 67% of, or 33% lower than the GTA average.

**Customer Measures:** The Region continues to have the lowest Water and Wastewater rates in the GTAA. Lower rates have provided affordability to the 1.5 million residents and over 175,000 businesses located within the Region of Peel.

**Employee Measures:** The Corporate Employee Engagement Survey is completed once every three years and was recently completed in 2021.

Overall job engagement indicates the extent to which employees feel engaged in decision-making at the municipality.

Employee satisfaction measures the extent to which employees value, enjoy, and believe in what they do.

**Business Process Measures:** Percentage of Water & Wastewater infrastructure in good condition or better measures the Region's ability to manage lifecycle asset management programs for Water & Wastewater.

# Awards and Achievement

## Awards

2021 Tunnelling Association of Canada's Canadian Project of the Year Award (Over \$100M CAD): The Burnhamthorpe Water Project, Contract 1/2 was selected as the Canadian Project of the Year. The Award is given to a team who has significantly contributed to a Canadian project that has demonstrated the highest level of engineering service and skill and shown insight and understanding of underground construction in Canada.

2021 North American Trenchless Technology Awards: Honourable Mention for The Fletcher's Creek Trunk Sewer project.

Trenchless Technology magazine: The Condition Assessment and Rehabilitation group had an article written highlighting the work their group is conducting to ensure that our water and wastewater infrastructure remain in good condition.

Investing in Canada Infrastructure Program (ICIP) COVID-19 Resilience Infrastructure stream – Local Government Intake: In Spring 2021, the federal government approved Peel Region's application for funding for the East Sanitary Trunk Sewer and Energy Dissipation Chamber (EDC) Rehabilitation project. \$8 million was awarded in federal and provincial funding to support the execution of this important project.

## Achievements

During COVID, the Water & Wastewater Division continued to deliver quality service and capital projects. Staff worked every day of the pandemic, adhered to safety protocols and minimized the effects of COVID on our day-to-day operations.

Execution of the Inflow and Infiltration (I/I) strategy in the first three areas within the Region has resulted in the reduction of I/I from the wastewater system. Progress continues within the priority areas.

Partnering with Lakeview Community for the construction of a District Energy system using wastewater effluent contributing to environmental sustainability.

Partnering with Health in the Provincial Wastewater Surveillance Program for the detection of COVID 19 in Wastewater.

Every year the Ministry of the Environment, Conservation and Parks performs comprehensive inspections of all seven municipal drinking water systems in the Region. The most recent complete inspection report rating is 99% demonstrating excellent performance.

Achieved compliance with first and second phases of new excess soil regulations. This work ensures the proper management of excess soil on Regional construction sites; recognizing excess soil as a valuable resource; and preventing the improper disposal of construction soil, that inhibits the contamination of clean sites and reduces illegal dumping.

A new water and wastewater billing rate structure was approved by Council which, based on industry best practices, will provide more customer equity along with revenue and bill predictability.

Council endorsed water bill adjustment pilot program, which will help residents address the financial burden resulting from an unexpected high-water bill due to a leak.

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Intensification vs Green field development

Much of the infrastructure planning in the Water and Wastewater is based on the urban planning goals of the local Municipality and Provincial population allotments under Places to Grow legislation. The current Master Servicing Plan will address the increasing rate of intensification which is quickly becoming an emerging issue in Peel and other cities. Intensification comes with many benefits including more effective use of transit, jobs and tax revenue. However, adding new infrastructure into these areas comes with challenges not typical to green field development. In attempt to minimize Peel's financial exposure and to ensure Peel is not over building infrastructure in new green field areas, the Divisions will align the planning and construction with Regional growth plan.

### Asset Management

In 2017, the Province of Ontario introduced Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, which came into effect on January 1, 2018. The regulation required all municipalities to prepare and publish the following: a Strategic Asset Management Policy by July 1, 2019; enhanced Asset Management Plans for core infrastructure – which includes Water & Wastewater– by July 1, 2021; and enhanced Asset Management Plans for all remaining non-core assets by July 1, 2023.

On June 5, 2019, the Region's Strategic Asset Management Policy was approved by Council and in 2020, the Water & Wastewater Division, in partnership with the Enterprise Management Office, has worked towards completing the Asset Management Plans for the Region's Water & Wastewater Infrastructure.

### Service Delivery

The municipality has grown substantially over the last 20 years and development continues to intensify. In addition, demand for Water & Wastewater maintenance and higher service levels is increasing. In order for the Water & Wastewater Service Area to meet maintenance and operational service levels in the coming years, a Maintenance Master plan is being developed to ensure assets are being maintained at an appropriate level in both a short and long term timeline.

To ensure infrastructure projects are delivered efficiently and in a timely manner, staff collaborated with Toronto and Region Conservation Authority and Credit Valley Conservation Authority to establish an agreement for expedited review and enhanced support of environmental assessments and permits.

## Climate Change

Climate change continues to generate more frequent and intense localized storms. The impact of these storms on Regional waterways, municipal storm water management systems and in the form of inflow and infiltration in the Regional sanitary sewers will continue to put pressure on the performance of the sanitary sewer system.

Currently the programs are focusing on the top inflow and infiltration areas to reduce the risk of basement flooding while also conducting sewer condition assessment, rehabilitation and expansion to address excess flows.

The programs are moving forward with construction of the East-West diversion sewer to manage excess flows between the Region's water resource recovery facilities during severe rainfall events.

As approved by Council, the program is working with Enwave Energy Corporation ("Enwave") to facilitate a District Energy ("DE") system to service the future Lakeview Village Development. The DE system will utilize thermal energy contained in treated wastewater effluent from the G.E. Booth Wastewater Treatment Facility to heat and cool buildings within the Lakeview Village Development.

The DE system represents a significant partnering opportunity and is strategically aligned to the Region's Climate Change Master Plan. The Jim Tovey Lakeview Conservation Area is the creation of a 64-acre natural waterfront park adjacent to the G.E. Booth Wastewater Treatment Plant. Construction is expected to be completed by 2025. The park will feature large wetlands, meadows, beaches and forests. Excess fill generated from Region of Peel capital projects are delivered to this site for sustainable reuse. As of June 2022, over 1,780,000 m<sup>3</sup> of excess soil and concrete rubble have been diverted

from landfill for sustainable reuse. This represents an estimated 9,200 to 11,300 tonnes of avoided greenhouse gases.

The program is also actively reducing greenhouse gas emissions by investing in green fleet technology and enhancing staff awareness on the GHG impacts of excessive idling. To date, the Region has 105 green vehicles in its fleet and has reduced excessive idling by 9,000 hours from the first four months of 2021 to the first four months of 2022, which equates to a 13% GHG reduction.



# Finding Efficiencies

## Continuous Improvement

The objective of the Region’s Continuous Improvement Program is to optimize service delivery and maximize value for tax dollars spent. The completion of continuous improvement initiatives positively impacts client experience, employee engagement, cost savings and cost avoidance.

Highlights of the many projects and improvements completed include:

- The program is actively participating in Industrial Conservation Initiative (ICI) to look for opportunity to obtain lower energy rates from the Province by reducing energy consumption at water and wastewater facilities on peak demand days. In 2022 and 2023 one time savings of \$6.6 million and \$8.6 million are anticipated respectively. Continuous efforts are required to ensure the savings are materialized.
- An online billing portal was introduced to improve customer experience in receiving and paying water bills through a digital platform. A savings of \$100,000 will be achieved through the implementation of the portal, primarily driven by reduction in paper and postage cost.
- Replacing the ignition software at the plants to Improve Decision Making in the Operations and reduce the annual software license fee by \$28,000.
- The LED lighting replacement program in Wastewater treatment facilities achieved Energy cost savings of \$13,000.



# Transforming Our Business with Technology

Technology plays a critical role in the delivery of efficiencies for the Water & Wastewater Service Area. Through updating existing technology systems and bringing new systems online, the Water & Wastewater Service Area will continue to improve service delivery and focus on increasing efficiencies, for internal business processes and for our residents as well.

## Achieving Cost Savings and Driving Efficiencies:

### Membrane gravity filter installation

- In the Lorne Park Water Treatment Plant, one of four conventional filters using granulated activated carbon (GAC) were replaced with membrane gravity filters. These membrane modules (approximately 1900 modules) will be recycled and diverted from a landfill and reused. Capital cost savings (20-year ROI) due to GAC media operating and replacement costs.

### Installation of Smart Flow Meters

- Replacing out of date flow meters with smart magnetic flow meters. These smart flow meters can self-verify and provide remote reports. This initiative will save staff time traveling to each meter location, improve data integrity, and detect water leaks in the water transmission system.

## Leveraging Technology to Improve Service Delivery:

In order to maintain current service levels and enhance worker safety with the onset of COVID-19, Operations launched digital work orders.

Optimizing operating processes through digital tools resulted in paperless operations and on-line work dispatching and approvals. This initiative facilitated a remote work environment for support staff.

### Implementing a new decision support system to support Enterprise Asset Management

- A data driven decision support system that leverages the data from various sources including future climate and its impact is currently being implemented. This system will allow for evidence informed decision making regarding asset renewal and long term financial forecasting and will be a direct input in to water/wastewater rates calculations.

### Testing innovative methods to optimize watermain replacement and repairs

- Faced with increasing challenges of reducing watermain breaks, disruption to residents and business', and to meet Council approved level of service, Region of Peel engaged innovative methods to plan and optimize strategic investment in the water distribution network. The Region utilized machine learning (ML) and artificial intelligence (AI) to make evidence informed decisions for asset management and infrastructure planning. With the use of this innovative technology, the Region identified pipe cohorts that are most at risk of failure and the conditions under which network failures occur using historical data.

- This approach allows the Region’s SOGR team to (a) have a better understanding of the network’s degradation over time, (b) tailor inspection plans and replacement programs and, (c) optimize water main investments in order to provide an improved level of service. An AI/ML-approach has aided our team in planning and optimizing strategic investments in the water distribution network with an aim to reduce impact to business and residents and provide a reliable service.

**Leveraging Technology to Enhance Customer Service:**

Technology is also being leveraged to enhance customer service for Regional construction projects. The Capital Projects in Peel website was launched so residents and businesses can easily find information on current and future construction projects in their areas. Hand in hand with this, the Customer Service for Construction Projects program was launched to increase residential and business awareness and understanding of construction project impacts and accuracy of expectations.

This program aims to improve the customer experience and save Regional staff time by reducing the number in inquiries from residents and businesses.

## Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

Highlights of the major state of good repair projects for the 2023 Capital Budget include:

**Replacement of watermains in Mississauga, Brampton and**

**Caledon:** Replacement of water mains, system improvements and looping of dead-end mains to improve water quality and reliability of the distribution system.

**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.

**Local Collection System Repair and Replacement:** Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.



# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The Peel required billings for 2022 was \$459.4 million and the required billings for 2023 is \$488.2 million

## Peel Required Billings \$488.2 million

(Net Expenditure before billings: \$531.2 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	134,006	129,241	4,765	3.7%
Labour Costs	49,873	48,244	1,629	3.4%
Reserve Contributions	294,596	272,217	22,379	8.2%
Debt Charges	108,433	124,905	(16,472)	-
Grant Payments				0%
Facility, IT, HR and other support costs	157,818	150,379	7,439	4.9%
Recoveries	(94,371)	(90,484)	(3,887)	4.3%
<b>Total Expenditures</b>	<b>650,355</b>	<b>634,503</b>	<b>15,852</b>	<b>2.5%</b>
Grants and Subsidies				0%
Supplementary Taxes				0%
Fees and Service Charges	(6,209)	(5,911)	(298)	5.0%
Transfer from Development Charges	(108,433)	(124,905)	16,472	-
Contributions from Reserves	(4,500)	(1,388)	(3,112)	224.3%
Other Billings	(42,995)	(42,852)	(144)	0.3%
<b>Total Revenues</b>	<b>(162,137)</b>	<b>(175,056)</b>	<b>12,918</b>	<b>(7.4%)</b>
<b>Total Net Expenditure (Peel required billings)</b>	<b>\$488,217</b>	<b>\$459,424</b>	<b>\$28,792</b>	<b>6.3%</b>

Note: May not add up due to rounding

## 2023 Operating Budget Pressures

\$'000	Net Expenditures Before Other Billings	Other Billings	Peel Required Billings 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>502,276</b>	<b>42,852</b>	<b>459,424</b>	<b>%</b>
<b>Cost of Living/Inflation</b>				
Labour costs/Goods and services	3,055	-	3,055	
		-		
<b>Base Subsidy/Recoveries</b>				
External billings adjustment		(144)	(144)	
<b>Cost Mitigation<sup>1</sup></b>				
Electricity cost reduction	(2,954)	-	(2,954)	
Miscellaneous Savings	(730)		(730)	
<b>Other Pressures</b>				
Chemical cost increase	7,300	-	7,300	
Allocation of growth in corporate sustaining costs	3,000	-	3,000	
Ontario Clean Water Agency (OCWA) contract cost	1,000	-	1,000	
Managing risk to increasing commodity price	(4,500)	-	(4,500)	
<b>Base Budget Changes Subtotal</b>	<b>6,171</b>	<b>(144)</b>	<b>6,027</b>	
<b>Service Level Demand<sup>2</sup></b>				
Infrastructure levy-5%	22,600		22,600	
Water and wastewater linear operations (capital recovery)	-		-	
Fleet operations (40/60 tax and utility)	100		100	
Health & Safety (partial capital recovery)	65		65	
Excess soil (capital recovery)	-		-	
<b>Service Level Changes Subtotal</b>	<b>22,765</b>	<b>-</b>	<b>22,765</b>	
<b>Total 2023 Budget Change</b>	<b>28,936</b>	<b>(144)</b>	<b>28,792</b>	
<b>2023 Proposed Budget</b>	<b>\$531,212</b>	<b>42,995</b>	<b>488,217</b>	<b>6.3%</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

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

- Miscellaneous savings of \$730 thousand resulting from the ongoing review of budgets; these reductions will not impact service levels.
- A reduction of \$3.0 million in electricity cost resulting from continuation of leveraging the Industrial Conservation Initiative and improving energy performance at water and wastewater facilities.

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

- No significant changes in service level
- Continuation of the 5.0% infrastructure levy to maintain condition and performance of water and wastewater infrastructure
- Four new regular FTE requests for front line operators to meet demands for on-going construction project support related to system growth
- Two new regular FTE requests for mechanics at fleet operations to support growth in Regional fleet vehicles and equipment. This will allow the division to maintain existing service levels, while reducing downtime and additional costs associated with overtime and outsourcing. This FTE is split at 40/60 between Tax and Utility services.
- One new regular FTE request for Health & Safety (H&S) specialist to ensure effective management of H&S requirements and compliance with applicable H&S legislation. This FTE is split at 50/50 between Tax and Utility services.
- One new regular FTE request for program manager to provide expert guidance to the Region’s capital team and comply with the new Excess Soils Management Regulation This FTE is split at 20/80 between Tax and Utility services

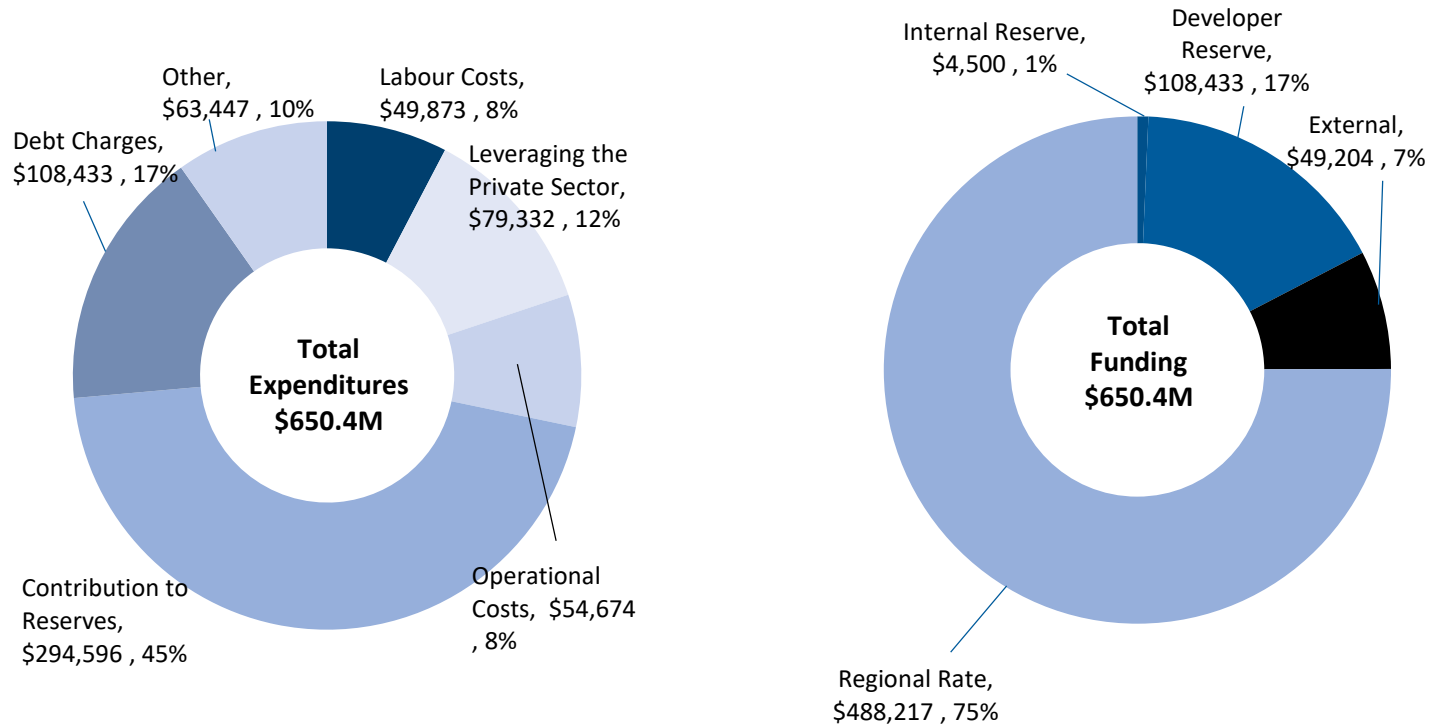
## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
585.2	591.7	613.1	619.9	623.1

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

- 6.5 FTEs requested in 2023 budget to ensure meeting on-going construction and system growth, health and safety of staff, compliance with the Excess Soils Management Regulation as well as fleet demands.

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 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

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Net Expenditure</b>	502,276	531,212	5.8%	564,302	6.2%	599,247	6.2%	635,272	6.0%
<b>Other Billings</b>	(42,852)	(42,995)	0.3%	(45,278)	5.3%	(46,174)	2.0%	(47,067)	1.9%
<b>Peel Billings</b>	459,424	488,217	6.3%	523,811	7.3%	557,860	6.5%	593,700	6.4%
<b>Average Combined Rate Increase</b>			7.9%		6.8%		5.8%		6.0%

Note: May not add up due to rounding

Overall, the utility rate programs are forecasting an average combined annual rate increase of 6.2% for the years 2024-2026. 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.



# Proposed Capital Budget

**Capital Budget: \$641.4 million** (Ten Year Plan: \$8,283.7 million)

## 2023 Capital Budget Overview

The following table provides a summary of the Water and Wastewater Service planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	1,584,467	312,177	1,896,644
Externally Funded	101,220	-	101,220
Non-DC Internal	939,639	329,265	1,268,904
<b>Total Expenditures</b>	<b>2,625,327</b>	<b>641,442</b>	<b>3,266,768</b>
<b># of Projects</b>	<b>686</b>	<b>173</b>	<b>859</b>

## Existing Capital Projects - \$2,625.3M

- \$1.6B for DC Funded Growth projects including East-to-West Diversion Sanitary Trunk Sewer, East Brampton Transmission Main Twinning, Central Brampton Sub-Transmission Main, Zone 6 Transmission Main & Reservoir, GE Booth Construction and West Trunk Sewer Twinning, & Lining.

- \$0.9B for State of Good Repair projects including Replacement of Watermain projects, Local Wastewater Collection System Repairs, Sewage Pumping Station Rehabilitation, System improvements in Southwest Mississauga, System Improvements in Central Erin Mills and Highway 401 Expansion
- \$101M for External funded projects including Highway 401 Expansion, Downtown Brampton Sanitary Sewer and Hurontario/Main Street Light Rail Transit
- Remaining Work in Progress (WIP) amount includes unspent budgets that have been committed through Purchase Orders, Vendor Contract agreements and with a planned commitment within the next twelve months. 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. The remaining work in progress to be actioned is estimated to be \$600 million.

## 2023 Capital Budget - \$641.4M

### Key highlights:

- \$144.5M for water main replacement and construction
- \$139.7M for expansion of Water Resource Recovery Facilities
- \$120.8M for wastewater collection main replacement and construction
- \$71.4M for pumping station expansion, rehabilitation and water treatment plant equipment replacement
- \$63.4M for Operation Support facility expansions, equipment upgrades and technology initiatives

See Appendix I for details.

## 2023 Budget Risks

- Implementation of capital projects may be impacted by COVID-19
- Increased resources required to execute growing capital plan – including backlog of work due to COVID-19 impact

## Operating Impact of 2023 Capital Budget

- OCWA operations and maintenance fee increase as new facilities are brought on line
- Additional operations resources will be required in 2023 and beyond as capital projects are delivered and placed into service

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$8,283.7M

### By Project Classification:

<b>State of Good Repair</b> <b>\$2,941.6M</b>	<b>DC Funded Growth</b> <b>\$5,121.9M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$220.2M</b>
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#### Key Highlights:

- \$2,143.3M for wastewater collection main construction and replacement
- \$2,047.4M for expansion of Water Resource Recovery Facilities
- \$1,921.7M for water main construction and replacement
- \$1,035.7M for water treatment plant equipment replacements, pumping station rehabilitation and expansion
- \$600.2M for sanitary trunk sewers, sewage pumping station and odour, corrosion control facilities construction and rehabilitation
- \$199.6M for Operation Support facility expansions, equipment upgrades and technology initiatives

See Appendix II for details.

# Budget Requests

This table presents the costs by Budget Request for proposed new initiatives. Each BR is numbered. Detailed descriptions of the budget requests can be found in the pages following the table.

Proposed Initiative	Division	Budget Request #	FTEs Requested	Contract FTE Requested	Net Operating Impact \$	Capital \$
4 Front line operators to meet demands for on-going construction project commissioning as well as water and wastewater system growth	Water	48	4.0	0.0	0	0
Mechanics to meet increasing regional fleet demand	Operations Support	49	2.0	0.0	U -118,260 T – 78,840	0
Specialist to address the Health & Safety requirements on worksites	Operations Support	50	1.0	0.0	U – 32,465 T – 32,465	0
Project manager to ensure compliance with new On-Site and Excess Soils management regulations	Operations Support	51	1.0	0.0	0	0
Billing system upgrade	Operations Support	43	0.0	0.0	0	1,940,000
Wolfedale Yard Expansion	Operations Support	44	0.0	0.0	0	16,000,000
Electric Vehicle Charging Infrastructure	Operations Support	45	0.0	0.0	0	2,000,000
Waste Soils Dewatering Facilities	Operations Support	46	0.0	0.0	0	1,000,000
Victoria Yard Replacement	Operations Support	47	0.0	0.0	0	15,000,000
<b>TOTAL UTILITY (U)</b>			<b>8.0</b>	<b>0.0</b>	<b>150,725</b>	<b>35,940,000</b>
<b>TOTAL TAX (T)</b>					<b>113,305</b>	<b>0</b>

## Budget Request #: 48

Proposed Initiative	Department	Division	Service Area
4 Front line operators to meet demands for on-going construction project commissioning as well as water and wastewater system growth	Public Works	Water	Water Supply

### Description of Budget Request

The Region of Peel has continued to add infrastructure for our water and wastewater services, such as hydrants, valves, maintenance holes, pipe yet we have no staff increases in the past 5 years. Currently we are asking for 4 front line operators to meet the maintenance target that is currently under achieved so there is uninterrupted water supply and continued wastewater collection that contributes to the overall well-being of residents and businesses in Peel.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	520,000	-	-	-
Less: Internal and Capital Recovery	(520,000)	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	4.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Currently we do not meet our service level requirements of annual inspections of hydrants, valves and maintenance access points. These are critical components of our system needed for the proper operation of the system and by adding staff we will enhance our service levels to get us closer to our required targets.

## Details of Service Change

Currently staff that look after maintenance of our assets are completing 80% of our valve inspections (15,000 of 18,700 completed) and 60% of our hydrant inspections (14,900 of 26,900 completed). Maintenance staff regularly get diverted to support capital projects and the regular work for hydrants and valve maintenance suffers. In a year, over 10,000 work orders are issued to Operations staff to support Capital projects and over 7,000 work orders are issued to support Development projects. The hours that are needed for Capital and Development support in a year would be the equivalent of 9 staff over a year, but the bulk of the work is in the months of May to October and in peak months, over 20 staff are required to support this work. By adding staff, there will be increased maintenance on key assets in our system. The requirements from the Fire Departments are to inspect each hydrant on an annual basis and currently we are not meeting these requirements. Maintaining assets helps ensure a properly operating systems.

## Service Impact

Hiring and training staff to become certified operators takes approximately 1 year. Much of their first year is spent in maintenance as the operators learn the system. By adding staff, there will be an increased number of inspections completed on our assets and there should be an increase in the overall targets. Our challenge is keeping up with the growth and adding new staff in a timely manner to keep up with new assets as an outcome of our capital work. A subsequent request for additional staff to support the capital programs is being submitted in a council report to ensure that we can continually support Capital and Development related work.

## Budget Request #: 49

Proposed Initiative	Department	Division	Service Area
Mechanics to meet increasing regional fleet demand	Public Works	Operations Support	Water Supply

### Description of Budget Request

Two (2) additional mechanics to support growth in Regional fleet vehicles and equipment. This will allow us to maintain existing service levels, while reducing downtime and additional costs associated with overtime and outsourcing. This FTE is split at 40/60 between Tax and Utility services.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	197,100	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	197,100	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	78,840	-	-	-
Net Impact - Utility Rate	118,260	-	-	-
<b>FTEs</b>	2.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

Since 2019, the Regional Fleet has grown by approximately 100 vehicles (PW, Ambulance and Transhelp). This has resulted in an increase to garage workload of approximately 3,000 labor hours. The addition of (2) full-time mechanics is required to meet this increased demand and to maintain Fleet maintenance and repair service levels.

## Details of Service Change

Historically, sustained fleet growth has resulted in the necessity to hire an additional mechanic approximately every 2 years to accommodate repair and maintenance demands. On average, the optimal ratio has been approximately 45-50 vehicles per mechanic to sustain service levels while minimizing increased costs due to unnecessary outsourcing and overtime.

An additional mechanic was added in 2019, however since this time the Regional Fleet has grown by approximately 100 vehicles (Public Works, Ambulance and Transhelp) and the ratio of vehicles to mechanics has increased from 48 to 54. This recent growth has also resulted in an increase to garage workload of approximately 3,000 labor hours.

To meet this demand, Fleet Services has hired out-of-budget temporary mechanics (at a cost of \$140,000 in 2021) to avoid the increased costs associated with additional outsourcing and overtime.

The addition of (2) full-time mechanics is required to sustainably manage this increased demand while also providing a vehicle/mechanic ratio within the optimal range to maintain service levels.

## Service Impact

Addition of two (2) FTE mechanics will allow us to maintain optimal levels of preventative, reactive repairs while avoiding additional costs due to overtime and additional outsourcing.

Without the additional FTE's, and without continuing to hire temporary staff, the estimated cost of additional outsourcing is estimated at \$350,000.



## Budget Request #: 50

1 specialist to address the Health & Safety requirements on worksites	Public Works	Operations Support	Water Supply
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### Description of Budget Request

This request is for 1.0 new Health & Safety (H&S) Field Specialist FTE. (There is also a H&S Field Specialist FTE requested as part of the corporate contract conversion exercise for a total of 2 field specialists.) These two positions are required to ensure that Public Works (PW) effectively manages H&S requirements on over 125 worksites and ensures that PW maintains compliance with applicable H&S legislation. This FTE is split at 50/50 between Tax and Utility services.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	129,860	-	-	-
Less: Internal and Capital Recovery	(64,930)	-	-	-
<b>Total Expense</b>	64,930	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact - Tax	32,465	-	-	-
Net Impact - Utility Rate	32,465	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

In 2019, PW developed a H&S strategy to address underlying & growing H&S risks associated with service delivery. Part of the strategy was to build a dedicated H&S team within PW consisting of a H&S manager, coordinator & 2 field specialists. This team will ensure that the required work is completed so PW worksites follow appropriate H&S practices to keep our staff, contractors, & community safe from workplace accidents. They will also ensure compliance with H&S legislation and Ministry of Labor (MOL) inspections.

## Details of Service Change

In 2019, PW developed a plan to implement a H&S strategy to address the underlying and growing H&S risks associated with service delivery. Part of the strategy was to build a dedicated H&S team within PW consisting of a H&S manager, coordinator & 2 field specialists. The coordinator and 1 field specialist were initially approved as contract positions with the expectation that they would become permanent after a period of time. The additional request for a second field specialist has evolved due to increased demand from PW. The Field Specialist is required to ensure that PW continues to manage H&S in their workplaces in an effective & meaningful manner by assisting departmental H&S staff with field inspections, employee training, project management, sub-contractor management, & make recommendations on safe work practices to all levels of employees. By doing this we will ensure our PW sites are administering the appropriate H&S practices to keep our staff, contractors, and community safe from workplace accidents. As well, to ensure compliance with H&S legislation & MOL inspections by identifying, via inspections, our gaps & assisting the departmental leads & coordinators with corrective actions to our deficiencies. They are also responsible for aiding PW employees in practicing safe habits and providing guidance on H&S issues as they arise, at both the supervisor and operator levels.

## Service Impact

The addition of 2 full time FTE Field H&S Specialists (this request is for one FTE while the other FTE position has been requested through the contract conversion exercise) will ensure that the required work is completed so PW worksites are following appropriate H&S practices to keep our staff, contractors, and community safe from workplace accidents. They will also ensure compliance with H&S legislation, Ministry of Labour (MOL) inspections and H&S programs and project as they are implemented.

## Budget Request #: 51

Proposed Initiative	Department	Division	Service Area
1 project manager to ensure compliance with new On-Site and Excess Soils management regulations	Public Works	Operations Support	Water Supply

### Description of Budget Request

This request is for 1 FTE to create a project manager (PM) position with a Qualified Persons (QP) designation on the Environmental Engineering Team. This position is required in order to provide expert guidance to the Region's capital team so that capital projects are compliant with the new On-Site and Excess Soils Management Regulation. This FTE is split at 20/80 between Tax and Utility services

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	141,620	-	-	-
Less: Internal and Capital Recovery	(141,620)	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	1.0	-	-	-
<b>New Contracts</b>	-	-	-	-

### No Capital Investment Required

## Why Staff Recommend this Initiative

The new Regulation supports the improved management of excess soil and provides clarification on the responsibilities for both generators and receivers. Supports the proper management of excess soil, recognizes excess soil as a valuable resource and will prevent the improper disposal/reuse of the soil, which will inhibit contamination of clean sites alongside reducing illegal dumping.

## Details of Service Change

In 2019, the provincial government passed the On-Site and Excess Soils Management Regulation which supports the improved management of excess construction soil, recognizes excess soil as a valuable resource and prevents the improper disposal/reuse of the soil, which will inhibit contamination of clean sites alongside reducing illegal dumping. The regulation is being implemented using a multi-phased approach over a five-year period, from 2020 to 2025. The new Excess Soils Regulation requires the need for consistent interpretation of the regulation and how it impacts capital projects; from documentation, tracking, and registration of excess soils generated on Regional sites to managing beneficial reuse sites for soils. In order to effectively and consistently apply the new regulations, a PM is required to oversee this work for all Regional capital projects. This PM will also be required to hold a 'Qualified Persons' (QP) designation under the regulation, so that they can interpret and provide expert guidance to the capital teams and ensure compliance with the regulation.

## Service Impact

The new PM will support the Region's Excess Soils Team with the following focus areas to ensure compliance with the regulation:

- Capital Project Support - As a designated QP, the PM will ensure consistent application of the regulation and oversee compliance across all capital projects.
- Documentation, Tracking and Registration System
- Reuse, Temporary Storage and Disposal

The Project Manager will work with internal and external engineering teams to provide a shared service approach. This approach which was intended through industry scans will allow for the most efficient and effective delivery of services needed to support the regulation.

## Budget Request #: 43

Proposed Initiative	Department	Division	Service Area
Billing system upgrade	Public Works	Operations Support	Financial Management

### Description of Budget Request

The professional services required to upgrade the current version of Customer Care & Billing (CC&B) to Customer Care and Billing Cloud Service (CCBCS) version have been secured through a competitive RFP process. The pricing quote from the successful vendor is \$3.1 million for the upgraded scope of work. The existing approved budget is \$3.0 million. Council also approved the rate structure implementation which will also be delivered by the same vendor under a new scope of work. The additional scope of work is not part of the current pricing quote

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	1,940,000
Reserves (Water and Wastewater Capital Stabilization Reserve)	1,940,000
Development Charges	-
External Funding	-
Debt	-
<b>Total Funding</b>	1,940,000

## **Why Staff Recommend this Initiative**

The main driver is to achieve a service level enhancement by upgrading CC&B to the Cloud CCBCS version with all up-to-date patches and eliminating the risk of the un-supported current version of 2.24. With the upgrade, we would be able to introduce Council approved revised rate structure that would achieve fairness and equity to the rate payers.

## **Details of Service Change**

The upgrade of CC&B to Cloud CCBCS version will remove the risk of the unsupported application by Oracle. This application (CC&B) is used to bill water, wastewater and stormwater customers with an annual revenue of approximately \$0.5 billion. The upgraded version will also enable the Region to introduce a revised rate structure approved by the Regional council.

## **Service Impact**

The outcomes will be achieved by following Project Management principles and guidelines for the implementation project. Progress will be monitored through each phase of the project and risks will be evaluated and reported to the Steering Committee. A third part vendor has been secured through a competitive RFP process who has experience and expertise to deliver the solutions successfully.

## Budget Request #: 44

Proposed Initiative	Department	Division	Service Area
Wolfedale Yard Expansion	Public Works	Operations Support	Asset Management

### Description of Budget Request

Expansion of Wolfedale Yard to accommodate growth of Regional fleet parking, maintenance and operational storage requirements. The Wolfedale Yard is the main Mississauga area Public Works facility for Water/Wastewater operations. It also serves as the central fleet maintenance facility to all off-site Mississauga-based Region owned vehicles; including those operated by Peel Paramedics and Waste Management, as well as Credit Valley Conservation (CVC) vehicles that the Region maintains on their behalf.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	-	200,000	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	100,000	-
Net Impact - Utility Rate	-	-	100,000	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	16,000,000
Reserves (Water and Wastewater Capital Stabilization Reserve & Fleet Reserve)	4,800,000
Development Charges	11,200,000
External Funding	-
Debt	-
<b>Total Funding</b>	16,000,000

### **Why Staff Recommend this Initiative**

Currently, we are at full capacity at Wolfedale Yard for both indoor and outdoor Fleet parking. Electrical infrastructure to accommodate future Fleet replacements at the current Wolfedale Yard is not available. Anticipated growth in the number of Fleet vehicles at this location, as well as future Peel Paramedics/CVC/Waste Management vehicles that will be maintained at this location requires development of the newly purchased property to meet this demand.

### **Details of Service Change**

This property will be developed to include the following: Expanded indoor parking for Water/Wastewater vehicles that are required to respond to emergencies on short notice; phased installation of Electric Vehicle charging infrastructure to accommodate future fleet replacements with electric vehicles; additional surface parking for Fleet growth; Snow storage area to facilitate snow melting activities during significant winter snow events.

### **Service Impact**

Feasibility and concept design complete summer 2022

Site planning approval to be complete fall 2022

Procurement of Design Build to take place spring 2023

Construction to start summer 2023 and complete by winter 2024

The project team met with The Office of Climate Change and Energy Management (OCCEM) and discussed the following: given that a corporate Net-Zero Energy (NZE) standard has not yet been approved, the relatively small size, timelines and state of maturity of the project, that the project team will not be pursuing a NZE certification. OCCEM and Public Works team have discussed various options to build the new Wolfedale Yard expansion facility to be low carbon and best energy management, in addition to the required Electric Vehicle Infrastructure.



## Budget Request #: 45

Proposed Initiative	Department	Division	Service Area
Electric Vehicle Charging Infrastructure	Public Works	Operations Support	Asset Management

### Description of Budget Request

Installation of electrical infrastructure at various Public Works Facilities to accommodate the charging requirements for anticipated Fleet electric vehicle purchases. This project is specifically to retrofit existing facilities with charging infrastructure, while Electric Vehicle (EV) infrastructure for planned new facilities (Victoria Yard, Wolfedale expansion) have been allocated within the overall project budgets.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	-	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	-
Net Impact - Utility Rate	-	-	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	2,000,000
Reserves (Fleet Reserve)	2,000,000
Development Charges	-
External Funding	-
Debt	-
<b>Total Funding</b>	2,000,000

## Why Staff Recommend this Initiative

Gradual replacement of current Fleet vehicles with available electric vehicles will significantly reduce greenhouse gasses. Consequently, we need to provide adequate electrical infrastructure to ensure that the vehicles can be charged once replaced.

## Details of Service Change

Over the next 10 years, it is anticipated that over 300 fleet vehicles located at various Public Works facilities (currently Gasoline or Diesel powered) will be replaced with a fully electric option. This has the potential to reduce annual Greenhouse Gas (GhG) emissions by 3,200 tonnes Co2 per year (this represents a 30% reduction in the current total Region of Peel fleet GhG emissions). The construction of necessary electrical infrastructure will take place in phases over the next 10 years with all underground infrastructure being provided during Phase 1 to minimize costs during subsequent phases in future years as vehicles are being replaced at the end of their life cycles. Above ground EV chargers will be added in future years to meet demand.

## Service Impact

Feasibility and concept designs for various facilities to be complete winter 2022

Procurement to take place spring 2023

Construction to start winter 2023 and complete by winter 2024

The Council approved Green Fleet Strategy identified the following GhG reduction targets:

30 percent below 2017 levels by 2023

50 percent below 2017 levels by 2028

80 percent below 1990 levels by 2050

Anticipated fleet electrification over the next 10 years will result in a 30% reduction towards these targets.

Above ground charging infrastructure will only be installed when required as vehicles reach the end of their current lifecycles and are replaced by Electric. However, all underground infrastructure will be installed during phase 1 to accommodate future year installation. This will significantly reduce construction costs in future years as more electric vehicles are available.

## Budget Request #: 46

Proposed Initiative	Department	Division	Service Area
Waste Soils Dewatering Facilities	Public Works	Operations Support	Asset Management

### Description of Budget Request

Construction of two (2) dewatering facilities at existing Public Works properties to manage and process waste materials from hydroexcavation activities. Public Works Water operations requires frequent use of Hydroexcavation machines to maintain water mains, sewer mains and associated underground infrastructure. This results in a waste soil and water mix that is required to be disposed of in compliance with Ontario Excess Soils regulations.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	(90,000)	-	-
Reserves	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	(45,000)	-	-
Net Impact - Utility Rate	-	(45,000)	-	-
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	1,000,000
Reserves (Water Capital Stabilization Reserve)	1,000,000
Development Charges	-
External Funding	-
Debt	-
<b>Total Funding</b>	1,000,000

### **Why Staff Recommend this Initiative**

Currently, we manage this material at Copper Yard and Wolfedale Yard, however significant volume increases of this material over the past few years has caused operational and maintenance issues at these two facilities.

Currently, we are incurring costs of over \$100,000 annually to maintain and repair existing systems at Wolfedale and Copper Yards. It is expected that with the new dewatering facilities, the maintenance requirements and costs will be reduced to less than \$10,000 annually.

### **Details of Service Change**

The proposed new facilities will provide an effective and efficient method of separating the water from the soil before ultimate disposal of soil in compliance with Excess Soils Regulations.

Currently, we manage this material at Copper Yard and Wolfedale Yard, however significant volume increases of this material over the past few years has caused operational and maintenance issues at these two facilities.

Currently, we are incurring costs of over \$100,000 annually to maintain and repair existing systems at Copper Yard and Wolfedale Yard. It is expected that with the new dewatering facilities, the maintenance requirements and costs will be reduced to less than \$10,000 annually.

### **Service Impact**

Design to take place summer 2023

Procurement summer 2023

Construction to begin winter 2023 and complete by summer 2024

The Public Works team has connected in with the Climate Change and Energy Management (OCCEM) and to confirm that this structure will not require occupancy, and therefore will not be considered as part of the net zero emission standard. The construction will require slab heating and the project team will connect in with OCCEM to identify the best low carbon (likely electrical) solution to heat the slabs.

## Budget Request #: 47

Proposed Initiative	Department	Division	Service Area
Victoria Yard Replacement	Public Works	Operations Support	Roads & Transportation

### Description of Budget Request

An increase to budget is required for the construction of the Victoria Yard replacement. Current available budget in this project is \$30.5M. This budget was initially developed in 2015 based only on high level estimates, without comparable completed projects to fully inform budget development at the time.

### Required Annual Operating Investment

Impacts	2023 \$	2024 \$	2025 \$	2026 \$
Gross Expenditures	-	-	-	-
Less: Internal and Capital Recovery	-	-	-	-
<b>Total Expense</b>	-	-	-	400,000
Reserves	-	-	-	-
External Funding	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Revenue</b>	-	-	-	-
Net Impact -Tax	-	-	-	200,000
Net Impact - Utility Rate	-	-	-	200,000
<b>FTEs</b>	-	-	-	-
<b>New Contracts</b>	-	-	-	-

### Required Capital Investment

	2023 \$
<b>Total Expenditures</b>	15,000,000
Reserves	-
Development Charges	15,000,000
External Funding	-
Debt	-
<b>Total Funding</b>	15,000,000

## Why Staff Recommend this Initiative

Our current Victoria yard is occupied by Roads Operations and Operations Support staff. The site has insufficient space to support ongoing and future operations and has exceeded its operational life expectancy without requiring significant investments to buildings and infrastructure. The new site will also include a significant increase in available salt storage, reducing the risk of shortages during the winter months.

## Details of Service Change

Construction includes: Office space, indoor parking garage, warehouse storage space, Fleet maintenance and repair, Vehicle wash and fueling facilities, Salt storage facility, brine production and storage.

Additional recent additions to scope include environmental initiatives which include:

Low Impact Development (Rainwater harvesting for use in wash facilities and brine production),  
On-site wastewater treatment,  
Electric vehicle charging infrastructure,  
Solar energy recovery.

## Service Impact

Engineering, design and site planning to occur through 2022 into spring 2023

Procurement in summer 2023, Construction start summer 2023

Final completion spring 2026

The New Victoria Yard will be built to the Net Zero Emission standard that the region is currently developing, and to this effect the current scope of work has already included wording that will require this project to be built to the CaGBC Zero carbon building standard. The Climate Change and Energy Management (OCCEM) are working very closely with the Project Manager (PM) team from Certified Professional Project Manager (CPPM), in collaboration with PW team. The site will also include features such as Low Impact Development (LID), Solar recovery and Electric Vehicle (EV) Charging infrastructure.

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
121420	Rehabilitation and Upgrade 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.	5,000	2,500	2,500	0	0
141346	System Improvements in Central Erin Mills (Phase 2)	Implementation of system improvements in central Erin Mills to improve water quality, reliability and residual pressure for customers. Additional funds.	4,000	0	4,000	0	0
151138	600-mm Water Main - Heritage Road (Bram West)	Construction of a 600-mm water main from the Meadowvale North Pumping Station to Steeles Avenue West. Additional funds.	8,500	8,500	0	0	0
161166	750-mm Water Main - Goreway Drive	Construction of a 750-mm water main on Goreway Drive from Castlemore Road to Countryside Drive. Additional funds.	5,500	5,500	0	0	0
171340	Replacement of 300-mm Water Main on McVean Drive	Replacement of the existing 300-mm water main on McVean Drive from Castlemore Road to Countryside Drive. Additional funds.	4,500	0	4,500	0	0
181169	600-mm Water Main - Queen Street East (Bram East)	Construction of a 600-mm water main on Queen Street East from Goreway Drive to Cherrycrest Drive. Additional funds.	5,500	5,500	0	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
181310	Replacement of Water Mains in Mississauga	Replacement of water mains, system improvements and looping of dead-end mains in Mississauga to improve water quality and reliability of the distribution system. Additional funds.	2,250	0	2,250	0	0
181340	Replacement of 300-mm Water Main on Williams Parkway East	Replacement of the 300-mm water main on Williams Parkway East from Main Street North to Southlake Boulevard. Additional funds.	3,000	0	3,000	0	0
181394	Queen Elizabeth Way Widening (Cawthra to East Mall) - Water Impacts	Replacement or relocation of water mains in conjunction with the widening of the Queen Elizabeth Way.	2,000	0	2,000	0	0
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.	20,000	0	20,000	0	0
191120	750-mm Water Main - Lakeshore Road West	Construction of a 750-mm water main on Lakeshore Road West from the Lorne Park Water Treatment Plant to Elmwood Avenue.	1,000	1,000	0	0	0
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.	7,000	7,000	0	0	0



2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
191581	Caledon East - New Groundwater Well - Class Environmental Assessment	Class Environmental Assessment (EA) for a new groundwater well to service future development in Caledon East.	250	250	0	0	0
191592	Water Long-Term Financial Plan	Development of a long-term financial plan for the water system, including a review of the rate structure and stakeholder engagement.	250	0	250	0	0
201119	400-mm Water Main - Extension of Square One Drive (Mississauga City Centre)	Construction of a 400-mm water main on the extension of Square One Drive from Confederation Parkway to Rathburn Road West. Additional funds.	250	250	0	0	0
201583	Palgrave - New Groundwater Well - Class Environmental Assessment	Class Environmental Assessment for a new groundwater well to service future development in Palgrave.	100	100	0	0	0
211015	Water Enterprise Asset Management Implementation Program	Funding the implementation of the water enterprise asset management system and other costs related to asset management maturity.	700	0	700	0	0
211114	400-mm Water Main - Ninth Line (Ninth Line Lands)	Construction of a 400-mm water main on Ninth Line from Derry Road West to 620 metres southerly.	2,188	2,188	0	0	0
211951	Snelgrove Elevated Tank - Decommissioning	Decommissioning of the Snelgrove Elevated Tank after the Victoria Reservoir and Transmission Main are in service. Assessment in 2023.	275	138	138	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
211976	North Brampton Reservoir and Pumping Station - Improvements and Upgrades	Improvements and upgrades at the North Brampton Reservoir and Pumping Station.	8,100	0	8,100	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.	2,878	2,878	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.	2,577	2,577	0	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. Additional funds.	8,000	0	8,000	0	0
221506	Master Plan for the Groundwater-Based Systems	Review and update of the Region of Peel's Master Plan for the lake-based water supply system.	500	500	0	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 2023.	500	250	250	0	0
221936	Lorne Park Water Treatment Plant - Electrical Upgrades	Implementation of various electrical upgrades at the Lorne Park Water Treatment Plant.	1,375	0	1,375	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
221992	Hanlan West Pumping Station	Construction of a new pumping station with a logistics, training and storage facility. Design in 2023.	1,000	500	500	0	0
231000	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
231002	Easement Acquisition for Existing Water Infrastructure	Funding for the acquisition of easements for existing water infrastructure.	100	0	100	0	0
231016	Water Enterprise Asset Management Implementation Program for OCWA	Funding the implementation of the water enterprise asset management system for OCWA and other costs related to asset management maturity.	3,500	0	3,500	0	0
231127	600-mm Water Main - Derry Road East	Construction of a 600-mm water main on Derry Road East from Dixie Road to Airport Road. Design in 2023.	2,821	2,821	0	0	0
231160	600-mm Water Main - Queen Street East (Bram East)	Construction of a 600-mm water main on Queen Street East from Cherrycrest Drive to the Gore Road. Design in 2023.	1,339	1,339	0	0	0
231162	400-mm Water Main - Queen Street East (Bram East)	Construction of a 400-mm water main on Queen Street East from The Gore Road to Highway 50. Design in 2023.	315	315	0	0	0
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.	632	632	0	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
231195	400-mm Water Main - Humber Station Road (Bolton West)	Construction of a 400-mm water main on Humber Station Road from a future street north of Mayfield Road to Healey Road. Design in 2024.	625	625	0	0	0
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.	826	826	0	0	0
231227	Queensway Sub-Transmission Main Extension	Construction of a 900-mm/1500-mm sub-transmission main from Haines Road to Dixie Road. Design in 2023.	4,000	4,000	0	0	0
231300	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
231302	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
231303	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
231305	Water Distribution System - Condition Assessment Program	Inspection and condition assessment program for the lake-based water distribution system.	250	0	250	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
231310	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.	21,003	0	21,003	0	0
231340	Replacement of Water Mains in Brampton	Replacement of water mains, system improvements and looping of dead-end mains in Brampton to improve water quality and reliability of the distribution system.	11,510	0	11,510	0	0
231370	Replacement of Water Mains in Caledon	Replacement of water mains, system improvements and looping of dead-end mains in Caledon to improve water quality and reliability of the distribution system.	2,487	0	2,487	0	0
231405	Transmission Main Inspection Program	Inspection and condition assessment program for the lake-based water transmission mains and implementation of real-time monitoring.	4,500	0	4,500	0	0
231406	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
231407	Major Maintenance for the Water Transmission System	Major maintenance for the lake-based water transmission mains.	3,000	0	3,000	0	0
231408	Transmission Main Rehabilitation Program	Rehabilitation program for the lake-based water transmission mains.	5,000	0	5,000	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
231419	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
231424	1500-mm Streetsville Transmission Main - Rehabilitation	Rehabilitation of the 1500-mm Streetsville Transmission Main. Design in 2023.	2,000	0	2,000	0	0
231431	1200-mm Meadowvale North Transmission Main - Rehabilitation	Rehabilitation of the 1200-mm Meadowvale North Transmission Main. Design in 2023.	2,000	0	2,000	0	0
231432	1500-mm Beckett Sproule Transmission Main - Rehabilitation	Rehabilitation of the 1500-mm Beckett Sproule Transmission Main. Design in 2023.	2,000	0	2,000	0	0
231501	Hydraulic Water Modelling Support	Funding for hydraulic water modelling support for the Division to support day-to-day operations, emergency planning, growth planning and planned shutdowns.	300	150	150	0	0
231520	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
231525	Groundwater Well Monitoring Program	Implementation of an automated system to collect real-time groundwater data for our well-based systems.	100	0	100	0	0
231526	Groundwater Well Structural Casing Analysis	Structural assessment and integrity analysis of municipal groundwater well casings to meet the enhanced requirements of the Ministry of the Environment, Conservation and Parks.	200	100	100	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
231527	Caledon Village and Palgrave Feasibility Analysis	Additional studies to investigate the declining efficiency of municipal groundwater wells in Caledon.	150	0	150	0	0
231530	Development-Related Water Infrastructure Planning	Funding for water infrastructure planning and studies related to new development.	2,000	2,000	0	0	0
231531	Water Resources Support to Water Capital Projects	Funding to support water capital projects for any issues related to water resources.	150	90	60	0	0
231532	Source Water Protection	Funding for various activities related to source water protection, including wellhead protection area delineation, risk management, modelling, threats verification and climate change assessments.	300	60	240	0	0
231535	Long-Term Property Acquisition Strategy	Development of a comprehensive long-term property acquisition strategy for Public Works.	100	100	0	0	0
231540	Water and Wastewater Operations and Optimization Studies	Various studies and investigations related to the efficient operation and optimization of Peel's water and wastewater treatment plants.	500	0	500	0	0
231590	External Agency Project Impacts on Water Infrastructure	Various studies, investigations and pre-design related to the impacts of external agency projects in Peel's water infrastructure.	100	50	50	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
231805	Groundwater Systems - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement for the groundwater systems.	650	0	650	0	0
231810	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
231830	Caledon East - New Groundwater Well	Construction of a new municipal groundwater well in Caledon East to service future development. Design in 2023.	1,375	688	688	0	0
231902	Transmission Facilities - Condition Assessment Program	Condition assessment of the lake-based transmission facilities and development of a maintenance plan.	100	0	100	0	0
231903	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.	3,150	0	3,150	0	0
231906	A.P. Kennedy Water Treatment Plant - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the A.P. Kennedy Water Treatment Plant.	2,300	0	2,300	0	0
231907	Lorne Park Water Treatment Plant - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the Lorne Park Water Treatment Plant.	1,250	0	1,250	0	0



2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
231908	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
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.	9,240	0	9,240	0	0
231915	Reservoir Rehabilitation and Improvement Program	Program to rehabilitate and upgrade various reservoirs in the lake-based water supply system.	750	0	750	0	0
231920	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
231930	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
231942	West Caledon Elevated Tank	Construction of a new 10-million-litre elevated tank in southwest Caledon to provide storage for Pressure Zone 7. Property acquisition in 2023 and design in 2024.	4,200	4,200	0	0	0
231981	Improvements to Automation Equipment at the Water Facilities	Funding for various improvements and upgrades to the automation equipment at the water treatment plants.	2,450	0	2,450	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
231983	Cellular Repeater Installation at the Water Treatment Plants	Installation of cellular repeaters at the water treatment plants for health and safety to provide cellular signal in tunnels and other dead spots. Design in 2023.	1,100	0	1,100	0	0
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.	2,625	2,625	0	0	0
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.	2,625	2,625	0	0	0
231994	Silverthorn Pumping Station Expansion - Transient Protection	Expansion of the Silverthorn Pumping Station with the construction of new transient protection.	1,200	1,200	0	0	0
<b>Water</b>			<b>217,417</b>	<b>64,077</b>	<b>153,340</b>	<b>0</b>	<b>0</b>
221140	400-mm Water Main - Future Lagerfeld Drive (Mount Pleasant)	Construction of a 400-mm water main on the future extension of Lagerfeld Drive from Mississauga Road to Creditview Road.	4,714	4,714	0	0	0
231137	400-mm Water Main - Future Lagerfeld Drive (Heritage Heights)	Construction of a 400-mm water main on the future extension of Lagerfeld Drive from Mississauga Road to 800 metres westerly.	1,560	1,560	0	0	0
<b>Water Development Services</b>			<b>6,274</b>	<b>6,274</b>	<b>0</b>	<b>0</b>	<b>0</b>

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
152241	Cooksville Creek to Burnhamthorpe Road Sanitary Trunk Sewer Diversion	Construction of a diversion from the Cooksville Creek Sanitary Trunk Sewer to the Burnhamthorpe Road Sanitary Trunk Sewer. Additional funds.	4,000	4,000	0	0	0
162300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions. Additional funds.	5,000	0	5,000	0	0
182260	Etobicoke Creek Sanitary Trunk Sewer Twinning - Class Environmental Assessment	Class Environmental Assessment for a new sanitary trunk sewer in the Etobicoke Creek watershed. Additional funds.	750	750	0	0	0
182394	Queens Elizabeth Way Widening (Cawthra to Etobicoke Creek) - Wastewater Impacts	Replacement or relocation of sanitary sewers in conjunction with the widening of the Queens Elizabeth Way from the Etobicoke Creek to Cawthra Road.	2,000	0	2,000	0	0
182905	Sewage Pumping Station Rehabilitation Program (Phase 2)	Rehabilitation, upgrade or replacement of sewage pumping stations in the lake-based wastewater collection system.	10,000	0	10,000	0	0
182976	McVean Sewage Pumping Station Expansion	Expansion of the McVean Sewage Pumping Station to a firm capacity of 2100 litres per second.	25,200	25,200	0	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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.	1,000	800	200	0	0
192410	Erin Mills Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Erin Mills Sanitary Trunk Sewer from Erin Mills Parkway to Mississauga Road.	6,000	0	6,000	0	0
192592	Wastewater Long-Term Financial Plan	Development of a long-term financial plan for the wastewater system, including a review of the rate structure and stakeholder engagement.	250	0	250	0	0
192924	G.E. Booth Water Resource Recovery Facility - Automation Consolidation	Consolidation of Supervisory Control and Data Acquisition System (SCADA) equipment and removal of legacy product upgrades at the G.E. Booth Water Resource Recovery Facility.	1,500	375	1,125	0	0
192934	Clarkson Water Resource Recovery Facility - Automation Consolidation	Consolidation of Supervisory Control and Data Acquisition System (SCADA) equipment and removal of legacy product upgrades at the Clarkson Water Resource Recovery Facility.	1,200	300	900	0	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.	500	250	250	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
202951	Clarkson Water Resource Recovery Facility - Primary Thickening Facility	Construction of a primary treatment thickening facility to support the expansion of the Clarkson Water Resource Recovery Facility.	45,000	45,000	0	0	0
202992	Clarkson Water Resource Recovery Facility - CoGen Facility Expansion	Twinning of the CoGen facility at the Clarkson Water Resource Recovery Facility as part of the strategic energy plan. Additional funds.	3,700	0	3,700	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.	700	0	700	0	0
212402	Sanitary Trunk Sewer Inflow and Infiltration Implementation	Condition assessment and rehabilitation of sanitary trunk sewers and maintenance holes to reduce inflow and infiltration.	5,000	2,500	2,500	0	0
212411	Sawmill Creek and Levi Creek Sanitary Trunk Sewers - Rehabilitation	Rehabilitation of the Sawmill Creek and Levi Creek Sanitary Trunk Sewers.	6,000	0	6,000	0	0
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.	5,000	0	5,000	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. Additional funds.	750	750	0	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
222923	G.E. Booth Water Resource Recovery Facility - Plant 2 Blower Replacement	Replacement of the existing three blowers at Plant 2 with six multi-stage high-efficiency blowers.	35,000	17,500	17,500	0	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 2023 and 2024.	36,000	36,000	0	0	0
232000	Unallocated Funds for the Wastewater Program	Funding available for unforeseen, unplanned or emergency wastewater-related works.	1,000	0	1,000	0	0
232002	Easement Acquisition for Existing Wastewater Infrastructure	Funding for the acquisition of easements for existing wastewater infrastructure.	100	0	100	0	0
232016	Water Enterprise Asset Management Implementation Program for OCWA	Funding the implementation of the wastewater enterprise asset management system for OCWA and other costs related to asset management maturity.	3,500	0	3,500	0	0
232100	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.	200	200	0	0	0
232126	600-mm Sanitary Sewer - Kingsbridge Garden Circle/Elia Avenue (Uptown Mississauga)	Construction of a 600-mm sanitary sewer on Kingsbridge Garden Circle and Elia Avenue from Jenkins Crescent to Sorrento Drive. Design in 2023.	679	679	0	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
232127	525-mm Sanitary Sewer - Aviation Road	Construction of a 525-mm sanitary sewer on Aviation Road from the Beach Street Sewage Pumping Station to Lakeshore Road East.	9,000	4,500	4,500	0	0
232128	600-mm Sanitary Sewer - Lakeshore Road East	Construction of a 600-mm sanitary sewer on Lakeshore Road East from Aviation Road to East Avenue.	10,000	10,000	0	0	0
232129	525-mm Sanitary Sewer - Kirwin Avenue/Little John Lane (Cooksville)	Construction of a 525-mm sanitary sewer on Kirwin Avenue and Little John Lane from Hurontario Street to the Lower Cooksville Creek Sanitary Trunk Sewer. Design in 2023.	518	518	0	0	0
232150	450-mm Sanitary Sewer - Easement (Bramalea City Centre)	Construction of a 450-mm sanitary sewer in an easement from Central Park Drive and Knightsbridge Road to Kensington Road and Kings Cross Road. Design in 2023.	411	370	41	0	0
232165	675-mm Sanitary Sewer - Queen Street East (Bram East)	Construction of a 675-mm sanitary sewer on Queen Street East from The Gore Road to McVean Drive. Design in 2023.	1,983	1,983	0	0	0
232192	375-mm/450-mm Sanitary Sewer - George Bolton Parkway Extension/Industrial Road	Construction of a 375-mm/450-mm sanitary sewer on the future extension of George Bolton Parkway and Industrial Road. Design in 2023.	416	354	62	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
232261	Etobicoke Creek Sanitary Trunk Sewer Twinning	Construction of a 1500-mm sanitary trunk sewer in the Etobicoke Creek valley from Kennedy Road to Derry Road East. Design in 2023.	16,152	16,152	0	0	0
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.	986	986	0	0	0
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.	1,044	1,044	0	0	0
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.	2,104	2,104	0	0	0
232300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	24,280	0	24,280	0	0
232301	Implementation of Inflow and Infiltration Remediation Measures	Funding the implementation of remediation measures to reduce inflow and infiltration into the Region's sanitary sewer system.	3,000	1,500	1,500	0	0
232302	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



2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
232303	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
232304	Force Main Inspection and Condition Assessment Program	Periodic and ongoing inspection and condition assessment of the sanitary force mains.	500	0	500	0	0
232305	Force Main Rehabilitation Program	Periodic and ongoing inspection and condition assessment of the sanitary force mains.	750	0	750	0	0
232307	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
232401	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.	2,400	480	1,920	0	0
232405	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
232407	Sanitary Trunk Sewer Rehabilitation Program	Miscellaneous sanitary trunk sewer rehabilitation activities for the lake-based primary collection system.	2,000	0	2,000	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
232465	Spring Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Spring Creek Sanitary Trunk Sewer from Steeles Avenue East to north of Clark Boulevard. Design in 2023.	2,000	0	2,000	0	0
232468	Etobicoke Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Etobicoke Creek Sanitary Trunk Sewer from Conservation Drive to Archdekin Park. Assessment in 2023.	3,000	0	3,000	0	0
232501	Hydraulic Wastewater Modelling Support	Funding for hydraulic wastewater modelling support for the Division to support day-to-day operations, emergency planning, growth planning and planned shutdowns.	300	150	150	0	0
232503	Studies Related to the York-Peel Water and Wastewater Servicing Agreements	Various studies related to the Water and Wastewater York-Peel Servicing Agreements.	300	0	300	0	0
232512	Inflow and Infiltration Remediation Program	Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system.	2,500	1,250	1,250	0	0
232520	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
232530	Development-Related Wastewater Infrastructure Planning	Funding for wastewater infrastructure planning and studies related to new development.	2,000	2,000	0	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
232531	Water Resources Support to the Wastewater Program	Funding to support wastewater capital projects for any issues related to water resources.	150	90	60	0	0
232582	Lower West Sanitary Class Environmental Assessment	Assessment for the twinning of the Lower West Sanitary Trunk Sewer.	1,500	1,500	0	0	0
232590	External Agency Project Impacts on Wastewater Infrastructure	Various studies, investigations and pre-design related to the impacts of external agency projects in Peel's wastewater infrastructure.	100	50	50	0	0
232904	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
232905	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
232906	Clarkson Water Resource Recovery Facility - Major Maintenance	Funding for planned major maintenance and equipment replacement at the Clarkson Water Resource Recovery Facility.	3,000	0	3,000	0	0
232907	G.E. Booth Water Resource Recovery Facility - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the G.E. Booth Water Resource Recovery Facility.	3,500	0	3,500	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
232908	G.E. Booth Water Resource Recovery Facility - Biosolids Major Maintenance	Funding for planned major maintenance and equipment replacement for the biosolids process at the G.E. Booth Water Resource Recovery Facility.	5,500	0	5,500	0	0
232920	G.E. Booth Water Resource Recovery Facility - Condition Assessment Program	Condition assessment of the G.E. Booth Water Resource Recovery Facility and development of a maintenance plan.	150	0	150	0	0
232922	G.E. Booth Water Resource Recovery Facility Major Capital Improvement - Diffusers	Replacement of the fine bubble diffusers at the G.E. Booth Water Resource Recovery Facility.	1,000	0	1,000	0	0
232930	Clarkson Water Resource Recovery Facility - Condition Assessment Program	Condition assessment of the Clarkson Water Resource Recovery Facility and development of a maintenance plan.	100	0	100	0	0
232936	Clarkson Water Resource Recovery Facility - Health and Safety Upgrades	Various upgrades related to health and safety at disposal locations at the Clarkson Water Resource Recovery Facility.	500	0	500	0	0
232952	Clarkson Water Resource Recovery Facility - Biosolids Expansion	Expansion of the biosolids process at the Clarkson Water Resource Recovery Facility to service growth in the Region of Peel.	20,000	20,000	0	0	0
232975	Sewage Pumping Station Flow Meter Replacements	Replacement of flow meters at various sewage pumping stations in Peel.	300	0	300	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
232981	Miscellaneous Supervisory Control and Data Acquisition Improvements for the Wastewater Facilities	Funding for various improvements and upgrades to the automation equipment at the water resource recovery facilities.	1,350	0	1,350	0	0
232983	Cellular Repeater Installation at the Water Resource Recovery Facilities	Installation of cellular repeaters at the water resource recovery facilities for health and safety to provide cellular signal in tunnels and other dead spots. Design in 2023.	1,100	0	1,100	0	0
<b>Wastewater</b>			<b>339,923</b>	<b>199,334</b>	<b>140,589</b>	<b>0</b>	<b>0</b>
152151	525-mm Sanitary Sewer - Countryside Drive (Countryside Villages)	Construction of a 525-mm sanitary sewer on Countryside Drive from Airport Road to Inspire Boulevard. Additional funds.	1,987	1,987	0	0	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 315 metres southerly. Additional funds.	1,763	1,763	0	0	0
232136	525/450-mm Sanitary Sewer - Easement (Heritage Heights)	Construction of a 525/450-mm sanitary sewer in an easement from Mississauga Road to 240 metres westerly.	1,280	1,280	0	0	0
232137	375-mm Sanitary Sewer - Future Streets (Heritage Heights)	Construction of a 375-mm sanitary sewer on future streets in Heritage Heights from the future 450-mm sanitary sewer in the easement to 425 metres northerly.	1,656	1,656	0	0	0

2023 Financing Sources and Funding Status (\$'000)

<u>Projects</u>	<u>Name</u>	<u>Description</u>	<b>2023</b>				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
232154	450-mm Sanitary Sewer - Inspire Boulevard (Countryside Villages)	Construction of a 450-mm sanitary sewer on Inspire Boulevard from Countryside Drive to 1150 metres northwesterly.	4,717	4,717	0	0	0
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.	990	990	0	0	0
Wastewater Development Services			12,392	12,392	0	0	0
159060	Victoria Yard Replacement	Construction of a new centralized Public Works facility to accomodate growth in PW program delivery requirements in the north Peel area. The new facility is proposed to include an environmentally friendly salt management facility, as well as indoor/outdoor storage for parts and other materials required to maintain Peel's assets. It will also include office space to support these programs, as well as fleet maintenance and repair facilities, indoor fleet parking for critical vehicles and equipment, and fueling/washing facilities for vehicles and equipment.	15,000	15,000	0	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
239020	Vehicle and Gas Powered Equipment	Replacement of regional vehicles and equipment and system upgrades.	10,291	1,900	8,391	0	0
239040	Public Works Facility Repair and Maintenance	Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments.	976	0	976	0	0
239085	Electric Vehicle Charging Infrastructure	Installation of electrical infrastructure at various Public Works Facilities to accommodate the charging requirements for anticipated Fleet electric vehicle purchases.	2,000	0	2,000	0	0
239247	Mavis Yard Expansion	Expansion of the Mavis Yard facility to build additional workspace capacity at the Transhelp Mavis Road location to accommodate staff and operations from the existing Copper Road location. This will amalgamate Transhelp staff and operations into a single location from the current 2-facility model. This will also allow for significant growth capacity at the Copper Yard location for other Public Works programs, such as Water, Wastewater and Roads Operations.	5,000	2,000	3,000	0	0
Operations Support - Tax			33,267	18,900	14,367	0	0

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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.	1,940	0	1,940	0	0
209800	Public Works Health & Safety Initiative	To implement a Health & Safety program for Public Works department	980	0	980	0	0
217900	Commercial Water Meter Replacement	Replacement of obsolete commercial water meters.	1,750	0	1,750	0	0
217910	Residential Water Meter Replacement	Replacement of obsolete residential water meters.	8,900	0	8,900	0	0
217940	Meter Installation Equipment	New equipment ( handheld devices ) for field staff as part of the switch to electronic work orders.	100	0	100	0	0
239013	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



2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Projects</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
239050	Wolfedale Yard Expansion	Wolfedale Yard is the main Mississauga area Public Works facility for Water/Wastewater operations and also serves as the central fleet maintenance facility for all off-site Mississauga based Region owned vehicles. This project is for the expansion of Wolfedale Yard in order to accommodate growth of Regional fleet parking, maintenance and operational storage requirements.	16,000	11,200	4,800	0	0
239075	Waste Soils Dewatering Facilities	Construction of two (2) dewatering facilities at existing Public Works properties to manage and process waste materials from hydro excavation activities. The proposed new facilities will provide an effective and efficient method of separating the water from the soil before ultimate disposal of soil in compliance with Excess Soils Regulations.	1,000	0	1,000	0	0
Operations Support - Utility			32,170	11,200	20,970	0	0
<b>Water &amp; Wastewater</b>			<b>641,442</b>	<b>312,177</b>	<b>329,265</b>	<b>0</b>	<b>0</b>

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
121420	Rehabilitation and Upgrade 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.	5,000	15,000	0	0	0	0	20,000
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	10,773	10,773
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	10,500	0	4,998	0	63,000	78,498
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	8,834	8,834
141346	System Improvements in Central Erin Mills (Phase 2)	Implementation of system improvements in central Erin Mills to improve water quality, reliability and residual pressure for customers. Additional funds.	4,000	0	0	0	0	0	4,000

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
151138	600-mm Water Main - Heritage Road (Bram West)	Construction of a 600-mm water main from the Meadowvale North Pumping Station to Steeles Avenue West. Additional funds.	8,500	0	0	0	0	0	8,500
161166	750-mm Water Main - Goreway Drive	Construction of a 750-mm water main on Goreway Drive from Castlemore Road to Countryside Drive. Additional funds.	5,500	0	0	0	0	0	5,500
171340	Replacement of 300-mm Water Main on McVean Drive	Replacement of the existing 300-mm water main on McVean Drive from Castlemore Road to Countryside Drive. Additional funds.	4,500	0	0	0	0	0	4,500
181169	600-mm Water Main - Queen Street East (Bram East)	Construction of a 600-mm water main on Queen Street East from Goreway Drive to Cherrycrest Drive. Additional funds.	5,500	0	0	0	0	0	5,500
181310	Replacement of Water Mains in Mississauga	Replacement of water mains, system improvements and looping of dead-end mains in Mississauga to improve water quality and reliability of the distribution system. Additional funds.	2,250	0	0	0	0	0	2,250
181340	Replacement of 300-mm Water Main on Williams Parkway East	Replacement of the 300-mm water main on Williams Parkway East from Main Street North to Southlake Boulevard. Additional funds.	3,000	0	0	0	0	0	3,000

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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.	2,000	0	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.	20,000	0	0	0	0	0	20,000
191120	750-mm Water Main - Lakeshore Road West	Construction of a 750-mm water main on Lakeshore Road West from the Lorne Park Water Treatment Plant to Elmwood Avenue.	1,000	30,000	0	0	0	0	31,000
191156	750-mm Water Main - Centre Street	Construction of a 750-mm water main on Centre Street from Williams Parkway to John Street.	0	41,157	0	0	0	0	41,157
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.	7,000	0	0	0	0	0	7,000
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	2,625	0	0	0	2,625



## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
191581	Caledon East - New Groundwater Well - Class Environmental Assessment	Class Environmental Assessment (EA) for a new groundwater well to service future development in Caledon East.	250	0	0	0	0	0	250
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	0	0	0	0	250
201119	400-mm Water Main - Extension of Square One Drive (Mississauga City Centre)	Construction of a 400-mm water main on the extension of Square One Drive from Confederation Parkway to Rathburn Road West. Additional funds.	250	0	0	0	0	0	250
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	0	0	1,242	0	1,242
201583	Palgrave - New Groundwater Well - Class Environmental Assessment	Class Environmental Assessment for a new groundwater well to service future development in Palgrave.	100	0	0	0	0	0	100
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.	700	1,850	1,850	0	0	0	4,400

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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.	2,188	0	0	0	0	0	2,188
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. Design in 2023.	0	8,100	0	54,000	0	0	62,100
211951	Snelgrove Elevated Tank - Decommissioning	Decommissioning of the Snelgrove Elevated Tank after the Victoria Reservoir and Transmission Main are in service. Assessment in 2023.	275	0	3,250	0	0	0	3,525
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	7,500	0	0	0	0	7,500
211976	North Brampton Reservoir and Pumping Station - Improvements and Upgrades	Improvements and upgrades at the North Brampton Reservoir and Pumping Station.	8,100	0	0	0	0	0	8,100
211978	Beckett Sproule Pumping Station - Improvements and Upgrades	Construction of improvements and upgrades at the Beckett Sproule Pumping Station.	0	18,900	0	0	0	0	18,900
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.	2,878	0	0	0	0	0	2,878

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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.	2,577	0	0	0	0	0	2,577
221125	900-mm/600-mm Water Main - Easement/Rangeview Road (Inspiration Lakeview)	Construction of a 900-mm/600-mm water main in an easement and on Rangeview Road from the A.P. Kennedy Water Treatment Plant to Lakefront Promenade.	0	0	11,065	0	0	0	11,065
221161	750-mm Water Main - Goreway Drive	Construction of a 750-mm water main on Goreway Drive from Intermodal Drive to Steeles Avenue East.	0	18,992	0	0	0	0	18,992
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. Additional funds.	8,000	0	0	0	0	0	8,000
221506	Master Plan for the Groundwater-Based Systems	Review and update of the Region of Peel's Master Plan for the lake-based water supply system.	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 2023.	500	1,200	0	0	0	0	1,700



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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 under the Lake Ontario Collaborative Group.	0	2,500	0	0	0	0	2,500
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 under the Lake Ontario Collaborative Group.	0	2,500	0	0	0	0	2,500
221936	Lorne Park Water Treatment Plant - Electrical Upgrades	Implementation of various electrical upgrades at the Lorne Park Water Treatment Plant.	1,375	0	0	0	0	0	1,375
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) for transient protection.	0	15,750	0	0	0	0	15,750
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) for transient protection. Design in 2024.	0	2,520	0	16,800	0	0	19,320
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) for transient protection.	0	16,800	0	0	0	0	16,800



## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
221992	Hanlan West Pumping Station	Construction of a new pumping station with a logistics, training and storage facility. Design in 2023.	1,000	6,500	0	0	0	0	7,500
231000	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
231002	Easement Acquisition for Existing Water Infrastructure	Funding for the acquisition of easements for existing water infrastructure.	100	100	100	100	100	500	1,000
231016	Water Enterprise Asset Management Implementation Program for OCWA	Funding the implementation of the water enterprise asset management system for OCWA and other costs related to asset management maturity.	3,500	450	0	0	0	0	3,950
231127	600-mm Water Main - Derry Road East	Construction of a 600-mm water main on Derry Road East from Dixie Road to Airport Road. Design in 2023.	2,821	0	15,447	0	0	0	18,268
231160	600-mm Water Main - Queen Street East (Bram East)	Construction of a 600-mm water main on Queen Street East from Cherrycrest Drive to the Gore Road. Design in 2023.	1,339	0	6,063	0	0	0	7,402
231162	400-mm Water Main - Queen Street East (Bram East)	Construction of a 400-mm water main on Queen Street East from The Gore Road to Highway 50. Design in 2023.	315	0	1,534	0	0	0	1,850

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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.	632	0	2,946	0	0	0	3,578
231195	400-mm Water Main - Humber Station Road (Bolton West)	Construction of a 400-mm water main on Humber Station Road from a future street north of Mayfield Road to Healey Road. Design in 2024.	625	0	2,947	0	0	0	3,572
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.	826	0	3,920	0	0	0	4,746
231227	Queensway Sub-Transmission Main Extension	Construction of a 900-mm/1500-mm sub-transmission main from Haines Road to Dixie Road. Design in 2023.	4,000	0	0	38,006	0	0	42,006
231300	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
231302	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

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
231303	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
231305	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
231310	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.	21,003	20,000	20,000	20,000	20,000	95,000	196,003
231340	Replacement of Water Mains in Brampton	Replacement of water mains, system improvements and looping of dead-end mains in Brampton to improve water quality and reliability of the distribution system.	11,510	8,000	8,000	8,000	8,000	37,500	81,010
231370	Replacement of Water Mains in Caledon	Replacement of water mains, system improvements and looping of dead-end mains in Caledon to improve water quality and reliability of the distribution system.	2,487	1,000	1,000	1,000	1,000	5,000	11,487



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
231405	Transmission Main Inspection Program	Inspection and condition assessment program for the lake-based water transmission mains and implementation of real-time monitoring.	4,500	2,500	2,500	2,500	2,500	12,500	27,000
231406	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	0	0	0	0	3,000
231407	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
231408	Transmission Main Rehabilitation Program	Rehabilitation program for the lake-based water transmission mains.	5,000	5,000	5,000	5,000	5,000	32,500	57,500
231419	Transient Protection Program for the Water Transmission Mains	Program to replace existing transient protection on the lake-based transmission mains.	500	500	500	0	0	0	1,500
231424	1500-mm Streetsville Transmission Main - Rehabilitation	Rehabilitation of the 1500-mm Streetsville Transmission Main. Design in 2023.	2,000	4,000	0	0	0	0	6,000
231431	1200-mm Meadowvale North Transmission Main - Rehabilitation	Rehabilitation of the 1200-mm Meadowvale North Transmission Main. Design in 2023.	2,000	0	5,000	0	0	0	7,000

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
231432	1500-mm Beckett Sproule Transmission Main - Rehabilitation	Rehabilitation of the 1500-mm Beckett Sproule Transmission Main. Design in 2023.	2,000	0	4,000	0	0	0	6,000
231501	Hydraulic Water Modelling Support	Funding for hydraulic water modelling support for the Division to support day-to-day operations, emergency planning, growth planning and planned shutdowns.	300	300	300	300	300	1,500	3,000
231520	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
231525	Groundwater Well Monitoring Program	Implementation of an automated system to collect real-time groundwater data for our well-based systems.	100	100	100	100	100	500	1,000
231526	Groundwater Well Structural Casing Analysis	Structural assessment and integrity analysis of municipal groundwater well casings to meet the enhanced requirements of the Ministry of the Environment, Conservation and Parks.	200	100	0	0	0	0	300
231527	Caledon Village and Palgrave Feasibility Analysis	Additional studies to investigate the declining efficiency of municipal groundwater wells in Caledon.	150	0	0	0	0	0	150
231530	Development-Related Water Infrastructure Planning	Funding for water infrastructure planning and studies related to new development.	2,000	2,000	2,000	2,000	2,000	10,000	20,000

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
231531	Water Resources Support to Water Capital Projects	Funding to support water capital projects for any issues related to water resources.	150	150	150	150	150	750	1,500
231532	Source Water Protection	Funding for various activities related to source water protection, including wellhead protection area delineation, risk management, modelling, threats verification and climate change assessments.	300	300	300	300	300	1,500	3,000
231535	Long-Term Property Acquisition Strategy	Development of a comprehensive long-term property acquisition strategy for Public Works.	100	0	0	0	0	0	100
231540	Water and Wastewater Operations and Optimization Studies	Various studies and investigations related to the efficient operation and optimization of Peel's water and wastewater treatment plants.	500	500	500	500	500	2,500	5,000
231590	External Agency Project Impacts on Water Infrastructure	Various studies, investigations and pre-design related to the impacts of external agency projects in Peel's water infrastructure.	100	100	100	100	100	500	1,000
231805	Groundwater Systems - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement for the groundwater systems.	650	750	1,000	1,250	1,500	11,500	16,650



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
231810	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
231830	Caledon East - New Groundwater Well	Construction of a new municipal groundwater well in Caledon East to service future development. Design in 2023.	1,375	0	9,160	0	0	0	10,535
231902	Transmission Facilities - Condition Assessment Program	Condition assessment of the lake-based transmission facilities and development of a maintenance plan.	100	100	100	100	100	500	1,000
231903	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.	3,150	3,150	3,150	3,150	3,150	15,750	31,500
231906	A.P. Kennedy Water Treatment Plant - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the A.P. Kennedy Water Treatment Plant.	2,300	2,300	2,300	2,300	2,300	11,500	23,000
231907	Lorne Park Water Treatment Plant - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the Lorne Park Water Treatment Plant.	1,250	1,250	1,250	1,250	1,250	6,250	12,500

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
231908	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
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.	9,240	9,240	0	9,800	11,100	10,000	49,380
231915	Reservoir Rehabilitation and Improvement Program	Program to rehabilitate and upgrade various reservoirs in the lake-based water supply system.	750	750	750	750	0	0	3,000
231920	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
231930	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
231942	West Caledon Elevated Tank	Construction of a new 10-million-litre elevated tank in southwest Caledon to provide storage for Pressure Zone 7. Property acquisition in 2023 and design in 2024.	4,200	2,560	0	17,030	0	0	23,790



## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
231981	Improvements to Automation Equipment at the Water Facilities	Funding for various improvements and upgrades to the automation equipment at the water treatment plants.	2,450	2,000	900	0	0	0	5,350
231983	Cellular Repeater Installation at the Water Treatment Plants	Installation of cellular repeaters at the water treatment plants for health and safety to provide cellular signal in tunnels and other dead spots. Design in 2023.	1,100	3,600	0	0	0	0	4,700
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.	2,625	0	0	0	0	0	2,625
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.	2,625	0	0	0	0	0	2,625
231994	Silverthorn Pumping Station Expansion - Transient Protection	Expansion of the Silverthorn Pumping Station with the construction of new transient protection.	1,200	0	0	0	0	0	1,200
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	1,184	0	5,746	0	0	6,930

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	570	0	2,777	0	0	3,347
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	1,477	0	6,894	0	0	8,372
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	1,649	0	7,513	0	0	9,162
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	1,177	0	5,718	0	0	6,895
241180	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 2024.	0	1,753	0	8,304	0	0	10,057
241181	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 2024.	0	1,318	0	5,829	0	0	7,147

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
241182	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 2024.	0	1,512	0	6,687	0	0	8,199
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	1,011	0	4,583	0	0	5,594
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	407	0	1,896	0	0	2,303
241270	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 2024.	0	7,248	0	23,942	0	0	31,189
241423	2400-mm Hanlan Transmission Main - Rehabilitation	Rehabilitation of the 2400-mm Hanlan Transmission Main following completion of rehabilitation work on the 2100-mm Hanlan Transmission Main. Design in 2024.	0	1,500	0	10,000	0	0	11,500
241509	Water Distribution System Asset Management Plan	Update of the long-term state of good repair plan for the Region's water distribution system.	0	250	0	0	0	750	1,000



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
241510	Water Transmission System Asset Management Plan	Development of a long-term state of good repair plan for the Region's water transmission system.	0	750	0	0	0	0	750
241565	Meadowvale North Transmission Main - Class Environmental Assessment	Class Environmental Assessment for a new 1800-mm transmission main from the Streetsville Pumping Station to the Meadowvale North Reservoir.	0	1,500	0	0	0	0	1,500
241566	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
241831	Inglewood Village - New Groundwater Well	Construction of a new municipal groundwater well in Inglewood to service future development. Design in 2024.	0	1,615	0	10,775	0	0	12,390
241843	Groundwater Well Facilities - Ultraviolet Disinfection	Installation of ultraviolet disinfection at six of the groundwater well facilities in Caledon.	0	3,200	3,200	0	0	0	6,400
241911	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	4,850	0	5,250	0	5,250	15,350

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
241912	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	4,000	0	0	4,000	0	8,000
241954	East Brampton Reservoir - Improvements and Upgrades	Improvements and upgrades at the East Brampton Reservoir.	0	24,150	0	0	0	0	24,150
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	86	0	380	0	466
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	180	0	935	0	1,114
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	311	0	1,447	0	1,759
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	80	0	353	0	433

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	104	0	529	0	633
251502	Hydraulic Water Model Update	Update and calibration of the Region's hydraulic water model.	0	0	2,000	0	0	2,000	4,000
251983	West Brampton Pumping Station - Capacity Expansion	Installation of additional high-lift pumping capacity at the West Brampton Pumping Station. Design in 2024.	0	0	265	1,575	0	0	1,840
261017	Annual Maintenance of the Enterprise Asset Management System	Funding the ongoing maintenance of the water enterprise asset management system.	0	0	0	750	750	3,750	5,250
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 2026.	0	0	0	2,736	0	12,653	15,389
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	669	0	3,142	3,810



## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	732	0	3,348	4,080
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	616	0	3,053	3,668
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	806	0	3,837	4,643
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	100	0	100	200
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	2,100	21,000	0	23,100
271191	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 Healey Road to 1200 metres northerly. Design in 2027.	0	0	0	0	400	1,866	2,266

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
271192	750-mm Water Main - Healey Road	Construction of a 750-mm water main on Healey Road from Innis Lake Road to Humber Station Road. Design in 2027.	0	0	0	0	2,643	14,692	17,335
271193	900-mm Water Main - Innis Lake Road	Construction of a 900-mm water main on Innis Lake Road from the Tullamore Pumping Station to Healey Road. Design in 2027.	0	0	0	0	2,298	10,334	12,632
271228	Streetsville Transmission Main	Construction of a 2100-mm transmission main from the Herridge Pumping Station to the Streetsville Reservoir. Design in 2027.	0	0	0	0	34,727	227,863	262,590
271418	1500-mm Herridge Transmission Main - Rehabilitation	Rehabilitation of the 1500-mm Herridge Transmission Main and installation of acoustic fibre optic condition monitoring equipment.	0	0	0	0	7,000	0	7,000
271504	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.	0	0	0	0	1,500	1,500	3,000
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	1,100	12,600	13,700
271992	Transmission System - Standby Power	Upgrade and expansion of the standby power capacity at various water facilities. Design in 2027.	0	0	0	0	1,100	12,600	13,700



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	20,000	359,470	379,470
281199	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	90,327	90,327
281299	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	403,763	403,763
281395	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
281910	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	16,800	16,800
281995	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	81,800	81,800

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
281996	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	157,500	157,500
281997	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	3,230	3,230
281999	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	7,660	7,660
<b>Water</b>			<b>217,417</b>	<b>351,339</b>	<b>142,684</b>	<b>322,131</b>	<b>177,504</b>	<b>1,916,044</b>	<b>3,127,118</b>
221140	400-mm Water Main - Future Lagerfeld Drive (Mount Pleasant)	Construction of a 400-mm water main on the future extension of Lagerfeld Drive from Mississauga Road to Creditview Road.	4,714	0	0	0	0	0	4,714
231137	400-mm Water Main - Future Lagerfeld Drive (Heritage Heights)	Construction of a 400-mm water main on the future extension of Lagerfeld Drive from Mississauga Road to 800 metres westerly.	1,560	0	0	0	0	0	1,560
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	2,519	0	0	0	0	2,519

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
251129	Construction of various water mains in Lakeview Village	Construction of various water mains in the Lakeview Village development area.	0	0	3,593	0	0	0	3,593
251197	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.	0	0	2,105	0	0	0	2,105
271131	400-mm Water Main - Future Financial Drive (Bram West)	Construction of a 400-mm water main on the future Financial Drive from Heritage Road to Winston Churchill Boulevard.	0	0	0	0	3,631	0	3,631
271173	600-mm Water Main - Future Street (Highway 427 Industrial)	Construction of a 600-mm water main on the future east-west road from Clarkway Drive to the future north-south road.	0	0	0	0	1,063	0	1,063
271179	400-mm Water Main - Future Street (Highway 427 Industrial)	Construction of a 400-mm water main on the future east-west road from Coleraine Drive to the future north-south road.	0	0	0	0	1,168	0	1,168
271190	600-mm Water Main - Future Street (Bolton West)	Construction of a 600-mm on a future street from the West Bolton Elevated Tank to Humber Station Road.	0	0	0	0	1,614	0	1,614



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
281198	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	26,373	26,373
Water Development Services			6,274	2,519	5,698	0	7,476	26,373	48,340
142930	Clarkson Water Resource Recovery Facility Major Capital Improvement - Primary Treatment	Replacement of the travelling bridges in the primary settling tanks at the Clarkson Water Resource Recovery Facility.	0	4,000	0	0	0	0	4,000
152241	Cooksville Creek to Burnhamthorpe Road Sanitary Trunk Sewer Diversion	Construction of a diversion from the Cooksville Creek Sanitary Trunk Sewer to the Burnhamthorpe Road Sanitary Trunk Sewer. Additional funds.	4,000	0	0	0	0	0	4,000
162300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions. Additional funds.	5,000	0	0	0	0	0	5,000
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

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
182260	Etobicoke Creek Sanitary Trunk Sewer Twinning - Class	Class Environmental Assessment for a new sanitary trunk sewer in the Etobicoke Creek watershed. Additional funds.	750	0	0	0	0	0	750
182394	Queens Elizabeth Way Widening (Cawthra to Etobicoke Creek) -with the widening of the Wastewater Impacts	Replacement or relocation of sanitary sewers in conjunction with the widening of the Queens Elizabeth Way from the Etobicoke Creek to Cawthra Road.	2,000	0	0	0	0	0	2,000
182905	Sewage Pumping Station Rehabilitation Program (Phase 2)	Rehabilitation, upgrade or replacement of sewage pumping stations in the lake-based wastewater collection system.	10,000	15,000	10,000	0	0	0	35,000
182976	McVean Sewage Pumping Station Expansion	Expansion of the McVean Sewage Pumping Station to a firm capacity of 2100 litres per second.	25,200	9,875	0	0	0	0	35,075
192158	600-mm Sanitary Sewer - Malta Avenue/Easement	Construction of a 600-mm sanitary sewer on Malta Avenue and a future easement from the Fletcher's Creek Sanitary Trunk Sewer to Tina Court. Additional funds.	0	5,600	0	0	0	0	5,600
192208	Upper West Sanitary Trunk Sewer Diversion	Construction of 1500-mm sanitary trunk sewers on Britannia Road, Mississauga Road and Erin Centre Boulevard in the vicinity of Streetsville.	0	0	120,000	0	0	0	120,000

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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.	1,000	146,000	0	0	0	0	147,000
192410	Erin Mills Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Erin Mills Sanitary Trunk Sewer from Erin Mills Parkway to Mississauga Road.	6,000	0	0	0	0	0	6,000
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	0	0	0	0	0	250
192924	G.E. Booth Water Resource Recovery Facility Automation Consolidation	Consolidation of Supervisory Control and Data Acquisition System (SCADA) equipment and removal of legacy product upgrades at the G.E. Booth Water Resource Recovery Facility.	1,500	6,000	2,000	0	0	0	9,500
192934	Clarkson Water Resource Recovery Facility Automation Consolidation	Consolidation of Supervisory Control and Data Acquisition System (SCADA) equipment and removal of legacy product upgrades at the Clarkson Water Resource Recovery Facility.	1,200	5,000	1,000	0	0	0	7,200



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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.	500	1,200	0	0	0	0	1,700
202450	East Brampton Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the East Brampton Sanitary Trunk Sewer from Humberwest Parkway north of Queen Street East to north of Steeles Avenue East.	0	25,000	0	0	0	0	25,000
202453	Burnhamthorpe Road East Sanitary Trunk Sewer	Construction of a 1200-mm sanitary trunk sewer on Burnhamthorpe Road East from The Little Etobicoke Creek Sanitary Trunk Sewer to Cawthra Road. Additional funds.	0	6,000	0	0	0	0	6,000
202951	Clarkson Water Resource Recovery Facility Primary Thickening Facility	Construction of a primary treatment thickening facility to support the expansion of the Clarkson Water Resource Recovery Facility.	45,000	0	0	0	0	0	45,000
202961	G.E. Booth Water Resource Recovery Facility 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.	0	140,500	0	0	0	0	140,500

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
202992	Clarkson Water Resource Recovery Facility - CoGen Facility Expansion	Twinning of the CoGen facility at the Clarkson Water Resource Recovery Facility as part of the strategic energy plan. Additional funds.	3,700	0	0	0	0	0	3,700
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.	700	1,850	1,850	0	0	0	4,400
212402	Sanitary Trunk Sewer Inflow and Infiltration Implementation	Condition assessment and rehabilitation of sanitary trunk sewers and maintenance holes to reduce inflow and infiltration.	5,000	0	0	0	0	0	5,000
212408	Sanitary Trunk Sewer Erosion Risk Management Program	Development and implementation of a program to rehabilitate and protect exposed sanitary trunk sewers within floodplains near watercourses. In coordination with the conservation authorities.	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.	6,000	0	0	0	0	0	6,000



## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
212444	Upper Cooksville Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Upper Cooksville Creek Sanitary Trunk Sewer from north of Eglinton Avenue West to Burnhamthorpe Road East.	0	15,000	0	0	0	0	15,000
222254	Cawthra Road Sanitary Trunk Sewer (Phase 4)	Construction of a 1500-mm sanitary trunk sewer on Burnhamthorpe Road East from Central Parkway East to Wilcox Road.	0	32,255	0	0	0	0	32,255
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.	0	0	0	138,731	0	0	138,731
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.	0	0	0	25,951	0	0	25,951
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.	5,000	0	1,000	0	5,260	0	11,260
222456	Lower Cooksville Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Lower Cooksville Creek Sanitary Trunk Sewer from Burnhamthorpe Road East to The Queensway.	0	0	8,000	0	0	0	8,000

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
222581	Bolton Residential Expansion Class Environmental Assessment	Class Environmental Assessment for new wastewater infrastructure to service growth in the Bolton Residential Expansion Area. Additional funds.	750	0	0	0	0	0	750
222923	G.E. Booth Water Resource Recovery Facility - Plant 2 Blower Replacement	Replacement of the existing three blowers at Plant 2 with six multi-stage high-efficiency blowers.	35,000	0	0	0	0	0	35,000
222944	G.E. Booth Water Resource Recovery Facility Expansion - New Outfall	Construction of a new outfall at the G.E. Booth Water Resource Recovery Facility to accommodate a peak flow of 2,000 million litres per day.	0	0	175,000	0	0	0	175,000
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 2023 and 2024.	36,000	60,000	25,000	290,000	0	0	411,000
232000	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
232002	Easement Acquisition for Existing Wastewater Infrastructure	Funding for the acquisition of easements for existing wastewater infrastructure.	100	100	100	100	100	500	1,000

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
232016	Water Enterprise Asset Management Implementation Program for OCWA	Funding the implementation of the wastewater enterprise asset management system for OCWA and other costs related to asset management maturity.	3,500	450	0	0	0	0	3,950
232100	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.	200	200	200	200	200	1,000	2,000
232126	600-mm Sanitary Sewer - Kingsbridge Garden Circle/Elia Avenue (Uptown Mississauga)	Construction of a 600-mm sanitary sewer on Kingsbridge Garden Circle and Elia Avenue from Jenkins Crescent to Sorrento Drive. Design in 2023.	679	3,005	0	0	0	0	3,685
232127	525-mm Sanitary Sewer - Aviation Road	Construction of a 525-mm sanitary sewer on Aviation Road from the Beach Street Sewage Pumping Station to Lakeshore Road East.	9,000	0	0	0	0	0	9,000
232128	600-mm Sanitary Sewer - Lakeshore Road East	Construction of a 600-mm sanitary sewer on Lakeshore Road East from Aviation Road to East Avenue.	10,000	0	0	0	0	0	10,000



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
232129	525-mm Sanitary Sewer - Kirwin Avenue/Little John Lane (Cooksville)	Construction of a 525-mm sanitary sewer on Kirwin Avenue and Little John Lane from Hurontario Street to the Lower Cooksville Creek Sanitary Trunk Sewer. Design in 2023.	518	2,590	0	0	0	0	3,108
232150	450-mm Sanitary Sewer - Easement (Bramalea City Centre)	Construction of a 450-mm sanitary sewer in an easement from Central Park Drive and Knightsbridge Road to Kensington Road and Kings Cross Road. Design in 2023.	411	2,596	0	0	0	0	3,007
232165	675-mm Sanitary Sewer - Queen Street East (Bram East)	Construction of a 675-mm sanitary sewer on Queen Street East from The Gore Road to McVean Drive. Design in 2023.	1,983	0	8,901	0	0	0	10,884
232192	375-mm/450-mm Sanitary Sewer - George Bolton Parkway Extension/Industrial Road	Construction of a 375-mm/450-mm sanitary sewer on the future extension of George Bolton Parkway and Industrial Road. Design in 2023.	416	1,011	858	0	0	0	2,284
232261	Etobicoke Creek Sanitary Trunk Sewer Twinning	Construction of a 1500-mm sanitary trunk sewer in the Etobicoke Creek valley from Kennedy Road to Derry Road East. Design in 2023.	16,152	0	116,364	0	0	0	132,516

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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.	986	0	4,362	0	0	0	5,348
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.	1,044	0	4,617	0	0	0	5,661
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.	2,104	0	6,165	0	0	0	8,269
232300	Local Collection System Repair and Replacement	Funding for sanitary sewer repairs, replacements and relining including alignment of projects with area municipalities and other divisions.	24,280	25,000	30,000	35,000	40,000	255,000	409,280
232301	Implementation of Inflow and Infiltration Remediation Measures	Funding the implementation of remediation measures to reduce inflow and infiltration into the Region's sanitary sewer system.	3,000	5,140	6,450	5,000	5,000	28,380	52,970
232302	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

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
232303	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
232304	Force Main Inspection and Condition Assessment Program	Periodic and ongoing inspection and condition assessment of the sanitary force mains.	500	500	500	500	500	2,500	5,000
232305	Force Main Rehabilitation Program	Periodic and ongoing inspection and condition assessment of the sanitary force mains.	750	750	750	1,000	1,000	7,500	11,750
232307	Sanitary Maintenance Hole Rehabilitation Program	Funding to rehabilitate sanitary maintenance holes in the Region's wastewater collection system.	5,000	5,000	3,000	3,000	3,000	15,000	34,000
232401	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.	2,400	2,400	2,400	2,400	2,400	12,000	24,000
232405	Sanitary Trunk Sewer Inspection and Condition Assessment Program	Inspection, cleaning and condition assessment of the lake-based primary collection system.	2,500	2,500	2,500	2,500	2,500	12,500	25,000
232407	Sanitary Trunk Sewer Rehabilitation Program	Miscellaneous sanitary trunk sewer rehabilitation activities for the lake-based primary collection system.	2,000	2,000	2,000	2,000	2,000	10,000	20,000



## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
232465	Spring Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Spring Creek Sanitary Trunk Sewer from Steeles Avenue East to north of Clark Boulevard. Design in 2023.	2,000	0	5,000	0	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.	3,000	0	15,000	0	0	0	18,000
232501	Hydraulic Wastewater Modelling Support	Funding for hydraulic wastewater modelling support for the Division to support day-to-day operations, emergency planning, growth planning and planned shutdowns.	300	300	300	300	300	1,500	3,000
232503	Studies Related to the York-Peel Water and Wastewater Servicing Agreements	Various studies related to the Water and Wastewater York-Peel Servicing Agreements.	300	0	0	0	0	0	300
232512	Inflow and Infiltration Remediation Program	Collection and analysis of data and development of solutions to reduce inflow and infiltration in the sanitary collection system.	2,500	3,000	3,000	3,000	3,000	15,000	29,500
232520	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

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
232530	Development-Related Wastewater Infrastructure Planning	Funding for wastewater infrastructure planning and studies related to new development.	2,000	2,000	2,000	2,000	2,000	10,000	20,000
232531	Water Resources Support to the Wastewater Program	Funding to support wastewater capital projects for any issues related to water resources.	150	150	150	150	150	750	1,500
232582	Lower West Sanitary Trunk Sewer Twinning - Class Environmental Assessment	Class Environmental Assessment for the twinning of the Lower West Sanitary Trunk Sewer.	1,500	0	0	0	0	0	1,500
232590	External Agency Project Impacts on Wastewater Infrastructure	Various studies, investigations and pre-design related to the impacts of external agency projects in Peel's wastewater infrastructure.	100	100	100	100	100	500	1,000
232904	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
232905	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	17,500	27,500
232906	Clarkson Water Resource Recovery Facility Major Maintenance	Funding for planned major maintenance and equipment replacement at the Clarkson Water Resource Recovery Facility.	3,000	3,000	3,000	3,000	3,000	15,000	30,000



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
232907	G.E. Booth Water Resource Recovery Facility - Major Maintenance and Equipment Replacement	Funding for planned major maintenance and equipment replacement at the G.E. Booth Water Resource Recovery Facility.	3,500	7,000	4,000	4,000	4,000	20,000	42,500
232908	G.E. Booth Water Resource Recovery Facility - Biosolids Major Maintenance	Funding for planned major maintenance and equipment replacement for the biosolids process at the G.E. Booth Water Resource Recovery Facility.	5,500	4,000	4,000	4,000	4,000	27,500	49,000
232920	G.E. Booth Water Resource Recovery Facility - Condition Assessment Program	Condition assessment of the G.E. Booth Water Resource Recovery Facility and development of a maintenance plan.	150	150	150	150	150	750	1,500
232922	G.E. Booth Water Resource Recovery Facility - Major Capital Improvement - Diffusers	Replacement of the fine bubble diffusers at the G.E. Booth Water Resource Recovery Facility.	1,000	1,000	1,000	1,000	1,000	0	5,000
232930	Clarkson Water Resource Recovery Facility - Condition Assessment Program	Condition assessment of the Clarkson Water Resource Recovery Facility and development of a maintenance plan.	100	100	100	100	100	500	1,000
232936	Clarkson Water Resource Recovery Facility - Health and Safety Upgrades	Various upgrades related to health and safety at disposal locations at the Clarkson Water Resource Recovery Facility.	500	0	0	0	0	0	500

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
232952	Clarkson Water Resource Recovery Facility - Biosolids Expansion	Expansion of the biosolids process at the Clarkson Water Resource Recovery Facility to service growth in the Region of Peel.	20,000	0	194,000	0	0	0	214,000
232975	Sewage Pumping Station Flow Meter Replacements	Replacement of flow meters at various sewage pumping stations in Peel.	300	360	0	0	0	0	660
232981	Miscellaneous Supervisory Control and Data Acquisition Improvements for the Wastewater Facilities	Funding for various improvements and upgrades to the automation equipment at the water resource recovery facilities.	1,350	900	900	0	0	0	3,150
232983	Cellular Repeater Installation at the Water Resource Recovery Facilities	Installation of cellular repeaters at the water resource recovery facilities for health and safety to provide cellular signal in tunnels and other dead spots. Design in 2023.	1,100	3,600	0	0	0	0	4,700
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	625	0	2,808	0	0	3,434
242221	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 2024.	0	4,962	0	21,949	0	0	26,911

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	2,354	0	10,414	0	0	12,768
242412	Upper West Sanitary Trunk Sewer (East Leg) - Rehabilitation	Rehabilitation of the east leg of the Upper West Sanitary Trunk Sewer from Britannia Road West to Dundas Street West. Design in 2024.	0	5,000	0	20,000	20,000	0	45,000
242455	Mississauga Industrial Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Mississauga Industrial Sanitary Trunk Sewer from Datsun Road to east of Luke Road. Design in 2024.	0	2,000	0	6,000	0	0	8,000
242457	GTAA Sanitary Trunk Sewer Rehabilitation	Rehabilitation of Peel-owned sanitary trunk sewers within the GTAA property. Assessment in 2024.	0	3,000	0	8,000	0	0	11,000
242466	Etobicoke Creek Sanitary Trunk Sewer (East Leg) - Rehabilitation	Rehabilitation of the east leg of the Etobicoke Creek Sanitary Trunk Sewer from north of Steeles Avenue East to Kennedy Road. Assessment in 2024.	0	3,000	0	10,000	0	0	13,000
242470	Lower Mimico Creek Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the Lower Mimico Creek Sanitary Trunk Sewer from west of Goreway Drive to north of Derry Road East. Design in 2024.	0	2,000	0	4,000	0	0	6,000



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
242509	Wastewater Collection System Asset Management Plan	Development of a long-term state of good repair plan for the Region's wastewater collection system.	0	250	0	0	0	750	1,000
242510	Primary Collection System Asset Management Plan	Development of a long-term state of good repair plan for the Region's primary wastewater collection system.	0	750	0	0	0	0	750
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	1,500	0	0	0	0	1,500
242593	Central Brampton Wastewater Capacity Improvements - Class Environmental Assessment	Class Environmental Assessment to develop a wastewater servicing plan for central Brampton.	0	2,000	0	0	0	0	2,000
242594	Bramalea Sanitary Trunk Sewer - Class Environmental Assessment	Class Environmental Assessment for a new sanitary trunk sewer on Bramalea Road.	0	1,500	0	0	0	0	1,500
242917	G.E. Booth Water Resource Recovery Facility - Site Security Improvements	Removal and replacement of existing site fencing along the east side of the G.E. Booth Water Resource Recovery Facility.	0	1,100	0	0	0	0	1,100

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
242943	G.E. Booth Water Resource Recovery Facility - Administration Building	Construction of a new administration building, parking structure, maintenance complex and standby power at the G.E. Booth Water Resource Recovery Facility. Design in 2024.	0	5,000	0	50,000	0	0	55,000
242971	Beach Street Sewage Pumping Station - Rehabilitation and Repurposing	Rehabilitation and repurposing of the Beach Street Sewage Pumping Station. Design in 2024.	0	2,100	0	5,250	0	0	7,350
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	3,150	0	22,000	0	0	25,150
242994	Strategic Energy Plan for the G.E. Booth Water Resource Recovery Facility	Various improvements at the G.E. Booth Water Resource Recovery Facility to implement the recommendations of the Strategic Energy Plan.	0	2,100	1,313	0	0	0	3,413
252135	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 2025.	0	0	900	0	4,043	0	4,943

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
252219	Lower West Sanitary Trunk Sewer Twinning	Construction of a 2400-mm sanitary trunk sewer on Southdown Road and through easements from Lincoln Green Way to the Clarkson Water Resource Recovery Facility. Design in 2025.	0	0	11,541	0	80,149	0	91,690
252322	375-mm Sanitary Sewer - Maple Avenue South (Port Credit)	Construction of a 375-mm sanitary sewer on Maple Avenue South from the former BenMachree Sewage Pumping Station to Lakeshore Road West. Design in 2025.	0	0	2,155	0	8,620	0	10,775
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. Design in 2025.	0	0	2,155	0	7,541	0	9,696
252325	375-mm Sanitary Sewer - Elmwood Avenue South	Construction of a 375-mm sanitary sewer on Elmwood Avenue South from the Elwood Avenue Sewage Pumping Station to Lakeshore Road East. Design in 2025.	0	0	486	0	2,151	0	2,637
252445	East Sanitary Trunk Sewer - Rehabilitation	Rehabilitation of the East Sanitary Trunk Sewer from Derry Road East to Dundas Street East. Design in 2025.	0	0	6,000	0	50,000	0	56,000



## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	3,000	0	8,000	0	11,000
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	3,000	0	8,000	0	11,000
252502	Hydraulic Wastewater Model Update	Update and calibration of the Region's hydraulic wastewater model.	0	0	2,500	0	0	2,500	5,000
252937	Clarkson Water Resource Recovery Facility - Disgestor Coating Program	Program to install internal coatings in the five digesters at the Clarkson Water Resource Recovery Facility.	0	0	400	400	400	800	2,000
252942	G.E. Booth Water Resource Recovery Facility - Ash Management Facility	Construction of a new ash management facility at the G.E. Booth Water Resource Recovery Facility. Design in 2025.	0	0	3,000	0	30,000	0	33,000
252945	G.E. Booth Water Resource Recovery Facility Expansion	Expansion of the liquids treatment capacity at the G.E. Booth Water Resource Recovery Facility to 550 ML/d. Design in 2025 and 2027.	0	0	10,000	0	65,000	390,000	465,000

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
252960	Future Odour and Corrosion Control Facilities	Construction of new odour and corrosion control facilities at various locations in the Region of Peel.	0	0	5,764	0	9,766	0	15,530
262017	Annual Maintenance of the Enterprise Asset Management System	Funding the ongoing maintenance of the wastewater enterprise asset management system.	0	0	0	750	750	3,750	5,250
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	758	0	3,405	4,163
262268	Castlemore Road Sanitary Trunk Sewer	Construction of a 1500-mm sanitary trunk sewer on Castlemore Road from Highway 50 to Airport Road. Design in 2026.	0	0	0	20,543	0	138,966	159,509
262269	Upper East Sanitary Trunk Sewer (Phase 1)	Construction of a 2400-mm sanitary trunk sewer on Airport Road from Castlemore Road to Queen Street. Design in 2026.	0	0	0	15,936	0	107,806	123,742
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	3,500	0	15,000	18,500



## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	3,000	8,000	0	11,000
262946	G.E. Booth Water Resource Recovery Facility Expansion - Biosolids	Expansion of the biosolids process capacity at the G.E. Booth Water Resource Recovery Facility to service growth in the Region of Peel. Design in 2026.	0	0	0	15,000	5,000	120,000	140,000
262978	Decommissioning of Sewage Pumping Stations in Port Credit	Decommissioning of seven sewage pumping stations once the Lakeshore West Sanitary Trunk Sewer and associated infrastructure is in service. Design in 2026.	0	0	0	3,150	0	6,300	9,450
272194	600-mm Sanitary Sewer - Humber Station Road	Construction of a 600-mm sanitary sewer on Humber Station Road from Healey Road to 1080 metres northerly. Design in 2027.	0	0	0	0	462	2,044	2,506
272195	600-mm Sanitary Sewer - Humber Station Road	Construction of a 600-mm sanitary sewer on Humber Station Road from 1080 metres north of Healey Road to 790 metres northerly. Design in 2027.	0	0	0	0	843	3,728	4,571

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
272504	Wastewater Master Servicing Plan Update	Review and update of the Region of Peel's Master Servicing Plan for the lake-based wastewater collection system.	0	0	0	0	1,500	1,500	3,000
282199	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	43,996	43,996
282299	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	204,315	204,315
282499	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	170,000	170,000
282599	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
282998	Future Non-Growth-Related Water Resource Recovery Facility Projects	Future non-growth-related Water Resource Recovery Facility projects.	0	0	0	0	0	152,500	152,500

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
282999	Future Growth-Related Water Resource Recovery Facility 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	36,750	36,750
Wastewater			339,923	622,075	827,431	757,140	399,484	1,896,988	4,843,040
152151	525-mm Sanitary Sewer - Countryside Drive (Countryside Villages)	Construction of a 525-mm sanitary sewer on Countryside Drive from Airport Road to Inspire Boulevard. Additional funds.	1,987	0	0	0	0	0	1,987
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 315 metres southerly. Additional funds.	1,763	0	0	0	0	0	1,763
232136	525/450-mm Sanitary Sewer - Easement (Heritage Heights)	Construction of a 525/450-mm sanitary sewer in an easement from Mississauga Road to 240 metres westerly.	1,280	0	0	0	0	0	1,280
232137	375-mm Sanitary Sewer - Future Streets (Heritage Heights)	Construction of a 375-mm sanitary sewer on future streets in Heritage Heights from the future 450-mm sanitary sewer in the easement to 425 metres northerly.	1,656	0	0	0	0	0	1,656
232154	450-mm Sanitary Sewer - Inspire Boulevard (Countryside Villages)	Construction of a 450-mm sanitary sewer on Inspire Boulevard from Countryside Drive to 1150 metres northwesterly.	4,717	0	0	0	0	0	4,717



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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.	990	0	0	0	0	0	990
242103	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	980	0	0	0	0	980
242104	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	379	0	0	0	0	379
242105	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	689	0	0	0	0	689
242106	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 300 metres southwesterly.	0	1,169	0	0	0	0	1,169
242157	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	1,645	0	0	0	0	1,645

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
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	4,129	0	0	0	0	4,129
242189	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	475	0	0	0	0	475
252190	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	0	2,828	0	0	0	2,828
262152	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	0	4,871	0	0	4,871
262155	600-mm Sanitary Sewer - Future Street (Countryside Villages)	Construction of a 600-mm sanitary sewer on a future street west of Airport Road from Mayfield Road to approximately 760 metres southerly.	0	0	0	3,787	0	0	3,787

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
272132	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	0	3,111	0	3,111
272134	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	679	0	679
272159	375-mm Sanitary Sewer - Future Malta Avenue	Construction of a 375-mm sanitary sewer on the future extension of Malta Avenue from Tina Court to 300 metres northerly.	0	0	0	0	349	0	349
272177	375-mm Sanitary Sewer - Future Street (Highway 427 Industrial)	Construction of a 375-mm sanitary sewer on a future street west of Coleraine Drive from Countryside Drive to 600 metres northerly.	0	0	0	0	470	0	470
272178	375-mm Sanitary Sewer - Future Street (Highway 427 Industrial)	Construction of a 375-mm sanitary sewer on a future street from Highway 50 to 810 metres northwesterly.	0	0	0	0	3,155	0	3,155
272191	450-mm Sanitary Sewer - Future Street (Bolton West)	Construction of a 450-mm sanitary sewer on a future street from the future extension of George Bolton Parkway to 500 metres northerly.	0	0	0	0	527	0	527

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
272192	450-mm Sanitary Sewer - Future Street (Bolton West)	Construction of a 450-mm sanitary sewer on a future street from Humber Station Road to 680 metres easterly, north of Healey Road.	0	0	0	0	716	0	716
272193	375-mm Sanitary Sewer - Future Street (Bolton West)	Construction of a 375-mm sanitary sewer on a future street from a future street east of Humber Station Road to 780 metres northerly.	0	0	0	0	757	0	757
282198	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	20,418	20,418
Wastewater Development Services			12,392	9,465	2,828	8,659	9,765	20,418	63,526



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
159060	Victoria Yard Replacement	Construction of a new centralized Public Works facility to accommodate growth in PW program delivery requirements in the north Peel area. The new facility is proposed to include an environmentally friendly salt management facility, as well as indoor/outdoor storage for parts and other materials required to maintain Peel's assets. It will also include office space to support these programs, as well as fleet maintenance and repair facilities, indoor fleet parking for critical vehicles and equipment, and fueling/washing facilities for vehicles and equipment.	15,000	0	0	0	0	0	15,000
239020	Vehicle and Gas Powered Equipment	Replacement of regional vehicles and equipment and system upgrades.	10,291	3,763	5,022	6,563	5,462	43,830	74,930
239040	Public Works Facility Repair and Maintenance	Planned repairs and replacements at various Public Works facilities as indicated in Building Condition Assessments.	976	355	743	442	1,064	8,158	11,738



2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
239085	Electric Vehicle Charging Infrastructure	Installation of electrical infrastructure at various Public Works Facilities to accommodate the charging requirements for anticipated Fleet electric vehicle purchases.	2,000	0	0	0	0	0	2,000
239247	Mavis Yard Expansion	Expansion of the Mavis Yard facility to build additional workspace capacity at the Transhelp Mavis Road location to accommodate staff and operations from the existing Copper Road location. This will amalgamate Transhelp staff and operations into a single location from the current 2-facility model. This will also allow for significant growth capacity at the Copper Yard location for other Public Works programs, such as Water, Wastewater and Roads Operations.	5,000	0	0	0	0	0	5,000
Operations Support - Tax			33,267	4,118	5,765	7,005	6,526	51,988	108,668
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.	1,940	0	0	0	0	0	1,940

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
209800	Public Works Health & Safety Initiative	To implement a Health & Safety program for Public Works department	980	560	560	600	0	0	2,700
217900	Commercial Water Meter Replacement	Replacement of obsolete commercial water meters.	1,750	1,800	1,900	2,000	0	0	7,450
217910	Residential Water Meter Replacement	Replacement of obsolete residential water meters.	8,900	11,200	11,700	12,200	0	4,050	48,050
217940	Meter Installation Equipment	New equipment ( handheld devices ) for field staff as part of the switch to electronic work orders.	100	0	100	0	0	200	400
239013	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

2023 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
239050	Wolfedale Yard Expansion	Wolfedale Yard is the main Mississauga area Public Works facility for Water/Wastewater operations and also serves as the central fleet maintenance facility for all off-site Mississauga based Region owned vehicles. This project is for the expansion of Wolfedale Yard in order to accommodate growth of Regional fleet parking, maintenance and operational storage requirements.	16,000	0	0	0	0	0	16,000
239075	Waste Soils Dewatering Facilities	Construction of two (2) dewatering facilities at existing Public Works properties to manage and process waste materials from hydro excavation activities. The proposed new facilities will provide an effective and efficient method of separating the water from the soil before ultimate disposal of soil in compliance with Excess Soils Regulations.	1,000	0	0	0	0	0	1,000

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
247930	Meter Reading Equipment	Upgrade of handheld Meter Reading equipment. Includes obtaining new drive-by computer software to be installed in a vehicle to remotely read RF (remote frequency) water meters while in the vehicle.	0	0	0	0	220	220	440
Operations Support - Utility			32,170	15,060	15,760	16,300	1,720	11,970	92,980
Water & Wastewater			641,442	1,004,575	1,000,167	1,111,235	602,474	3,923,781	8,283,673

# Reserves and Reserve Funds

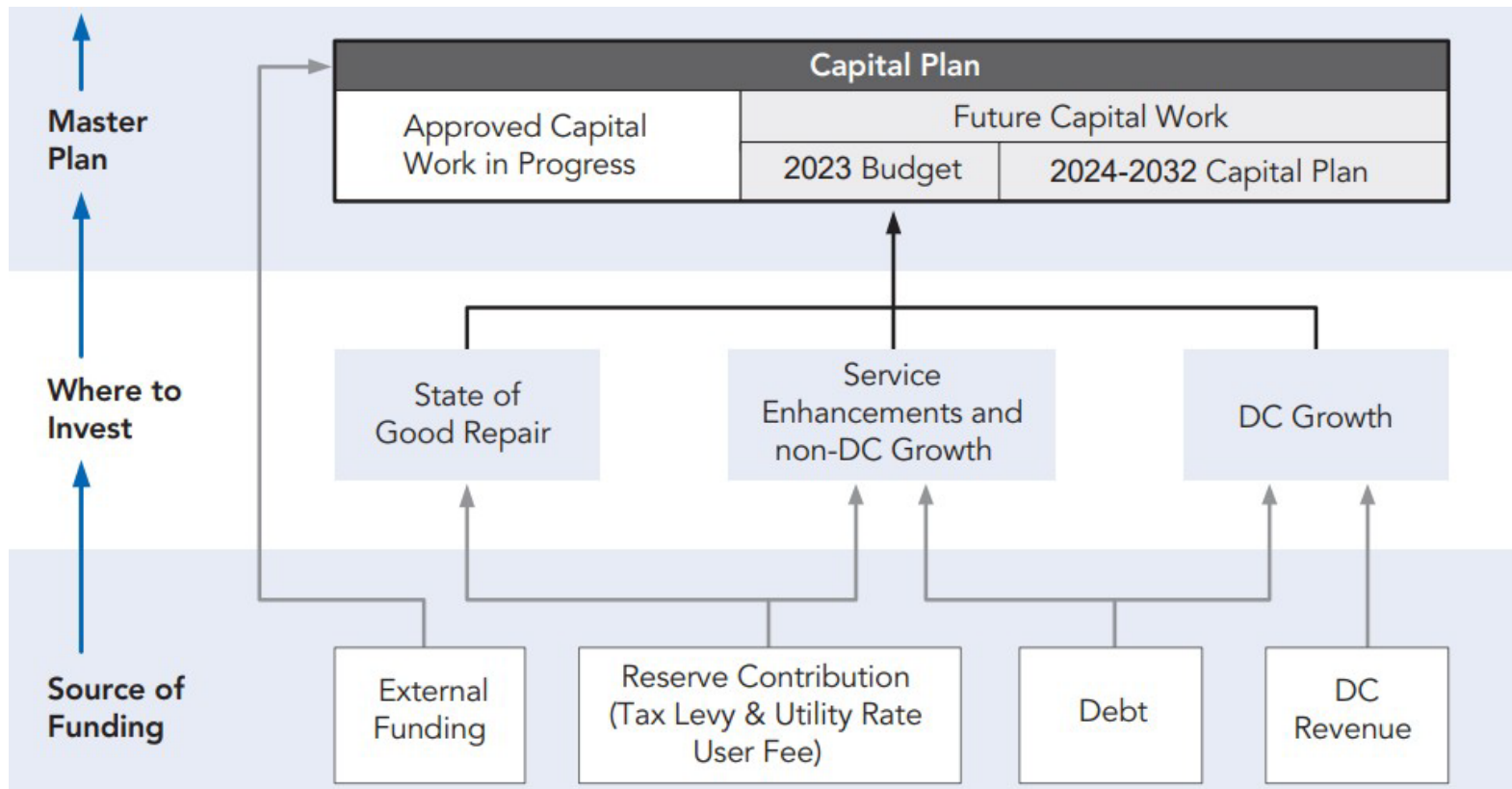
2023–2026 Business Plan  
and 2023 Budget

Reserves and Reserve Funds .....	1
Executive Summary .....	3
Overview .....	4
Rate Stabilization Reserves .....	5
Tax Supported Rate Stabilization Reserve .....	5
Utility Rate Stabilization Reserve .....	5
Capital Reserves .....	6
Tax Supported Capital Reserves .....	6
Utility Rate Supported Capital Reserves .....	8
Summary of Specialty Reserves and Reserve Funds .....	9
Additional Details for Specialty Reserves and Reserve Funds .....	10

# Executive Summary

Reserves and Reserve Funds are established by Regional Council to provide long-term financial sustainability, enable financial planning and to provide flexibility to manage financial volatility. Maintaining reserves enables the Region to accumulate funds for future capital and operating needs or contingent liabilities, a key part of a strong and prudent financial strategy. Rate stabilization reserves provide funding to help mitigate fluctuations in revenues and expenditures and fund one-time expenditures. This enables more stable and consistent budgets and financial results. Maintaining high levels of Reserves and Reserve Funds are good indicators of strong financial management to credit rating agencies. The diagram below provides a high level view of the relationship between capital reserves and reserve contributions to the capital plan.

## Relationship between Capital Financing and the Ten Year Capital Plan



## Overview

In 2013, Regional Council approved a new reserve management policy that was in line with Peel's long term financial strategy. The policy outlined a portfolio approach to the management of capital reserves and operating reserves to centralize the management of reserves and to create more flexibility to address priority needs in the organization. Each year a report is presented to Regional Council on the status of the reserves including their adequacy and compliance with target levels as outlined in the Reserve Management policy.

### Reserves and Reserve Funds Definitions

- **A Reserve** is an accumulation, at the direction of Council, of appropriations from net revenues. Reserves can either be for operating purposes such as the rate stabilization reserves which are used primarily to mitigate annual fluctuations in revenues and expenditures or one-time expenditures. Capital Reserves are used to fund capital work such as the state of good repair of assets and infrastructure not eligible for development charge funding.
- **A Reserve Fund** is an accumulation of appropriations from net revenues for purposes which are restricted by law or by the direction of Council contained in the by-law establishing the Reserve Fund.

### Reserves for Tax Supported Services and Utility Rate Supported Services

Two types of reserves that have significant impact on the annual budget are the rate stabilization reserves and capital reserves. There is one rate stabilization reserve that helps support operations for the tax supported services and one that support operations for the utility rate services. Similarly, there is a capital reserve to fund capital work for Regionally Controlled tax supported services and a capital reserve to fund the capital work of the utility rate funded services or water/wastewater services. The following pages will provide additional details of these reserves.



## Rate Stabilization Reserves

The Rate Stabilization Reserve (an operating reserve), as defined in the Reserve Management Policy, is a reserve arising from the operation of programs. Surpluses from tax supported programs and utility rate supported programs are put into separate reserves. These reserves are used to minimize annual fluctuations in property tax and utility rates as it provides funding for one-time costs, allows significant pressures to be phased in and is also used to address program pressures where there is some degree of uncertainty. The Region of Peel has generally two types of Rate Stabilization Reserves; Tax Supported Rate Stabilization Reserves to support Regionally Controlled Tax Supported Services and Utility Supported Rate Stabilization Reserves for the water and wastewater services.

Table 1: Table of Rate Stabilization Reserves

Rate Stabilization Reserve	Projected Uncommitted Balance Dec 31, 2022 (\$millions)	2023 Budget Contribution (\$millions)	2023 Budget Requirement* (\$millions)	Projected Interest (\$millions)	Projected Uncommitted Balance Dec 31, 2023 (\$millions)
Tax Supported Rate Stabilization Reserve	140.7	0.0	70.9	3.6	73.4
Utility Rate Supported Stabilization Reserve	48.8	0.0	5.3	1.2	44.7
<b>Total Tax &amp; Utility Rate Supported Stabilization Reserves</b>	<b>189.5</b>	<b>0.0</b>	<b>76.2</b>	<b>4.8</b>	<b>118.1</b>

\*Summary III of the Regional Budget Overview (Section C of the Business Plan) provides details of the 2023 budget requirements.

### Tax Supported Rate Stabilization Reserve

As seen in Table 1 above, the projected balance at the beginning of 2023 for the Tax Rate Stabilization Reserve is \$140.7 million. With 2023 budgeted draws of \$70.9 million and estimated interest revenue of \$3.6 million, an estimated year end balance of \$73.4 million is projected for December 31, 2023. Overall, the Tax Rate Stabilization Reserve is projected to have sufficient funds to manage the operational needs for the Regionally Controlled tax supported services.

### Utility Rate Stabilization Reserve

For the Utility Rate Stabilization Reserve, a balance of \$48.8 million is projected at the beginning of 2023. Budget. With 2023 budget draws of \$5.3 million and estimated interest of \$1.2 million, a year end balance of \$44.7 million is projected for December 31, 2023. Overall, the Utility Rate Supported Stabilization Reserve is projected to have sufficient funds to manage the operational needs for the water/wastewater services.

## Capital Reserves

The Region of Peel's capital plans are financed through capital reserves, development charges (DC), internal borrowing, external funding and debt. Capital Reserves provide financial flexibility to meet long term financing requirements and help achieve the long term financial sustainability of its assets. They are used to fund the state of good repair of existing assets and to fund other capital work not eligible for DC funding. The Region has two capital reserves, a Tax Supported Capital Reserve to fund capital work for tax funded Regionally Controlled services and a Utility Rate Supported Capital Reserve to fund capital work for the water and wastewater services. Since 2008, with the exception of one year, Council has approved infrastructure levies to increase capital reserves to help fund the capital plan. Each year these reserves are assessed to determine if their uncommitted balances and planned future contributions are adequate to fund the planned capital work that will be funded by capital reserves. This prudent approach has helped to fund significant infrastructure needs in the community.

Table 2: Table of Capital Reserves

Capital Reserve	Projected Uncommitted Balance Dec 31, 2022 (\$millions)	2023 Budget Contribution (\$millions)	2023 Budget Requirement (\$millions)	Projected Interest (\$millions)	Projected Uncommitted Balance Dec 31, 2023 (\$millions)
Tax Supported Rate Capital Reserve	331.1	194.9	420.2	23.4	129.2
Utility Rate Supported Capital Reserve	33.0	295.5	313.7	21.3	36.1
<b>Total Tax &amp; Utility Rate Supported Capital Reserves</b>	<b>364.1</b>	<b>490.4</b>	<b>733.9</b>	<b>44.7</b>	<b>165.3</b>

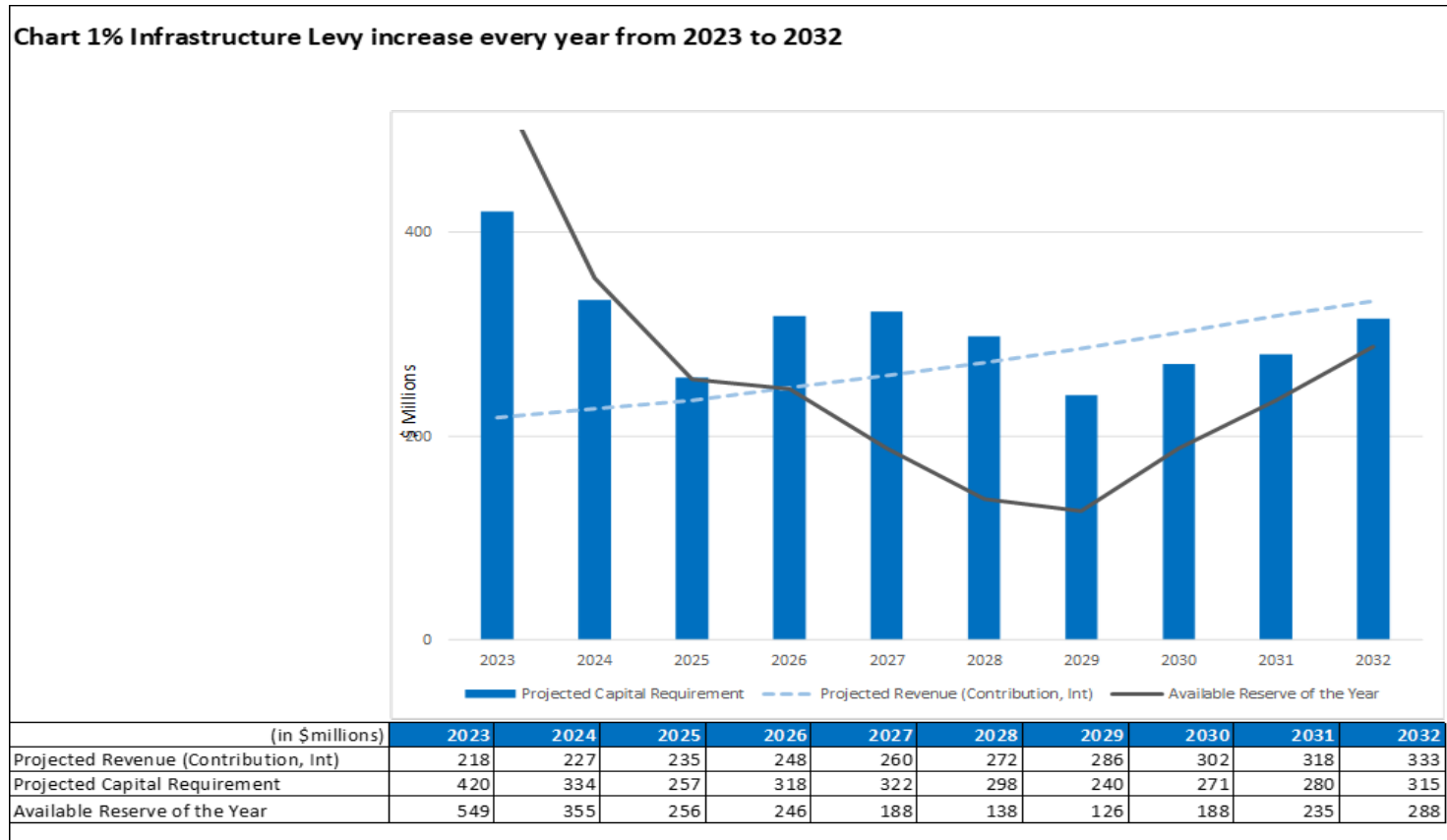
### Tax Supported Capital Reserves

The Tax Supported Capital Reserves are reserves accumulated through annual budgeted contributions through the property tax that fund the infrastructure needs of Regionally Controlled Tax Supported Services. Infrastructure that is funded by the Tax Supported Capital Reserve includes new affordable housing, the redevelopment of the Peel Manor long term care (future Seniors Health and Wellness Village), replacing ambulances and ensuring the state of good repair of roads and Peel's housing stock. As seen in Table 2, the Tax Supported Capital Reserve has a project uncommitted of \$331.1 million at the beginning of 2023. With a budgeted reserve contribution of \$194.9 million, budgeted requirement or use of \$420.2 million to fund the 2023 Tax Supported Capital Budget and interest of \$23.4 million, a year end uncommitted balance of \$129.2 million is projected.

Chart 1 below provides a longer term projection of the Tax Supported Capital Reserve balance over the next ten years.

As seen in Chart 1 below, the uncommitted balance (solid black line) of the Tax Supported Capital Reserve, assuming a 1% infrastructure levy increase each year, is insufficient to fund the forecasted capital work requiring capital reserve funding (blue bars). The most significant driver that is behind the projected expenditures is the need to fund the new affordable housing and the replacement of existing affordable housing, mostly in the Peel Living portfolio. Not included in the future planned future capital work yet are the requirements to attain a net zero emissions standard for all new facilities and other impacts from the climate emergency.

**Chart 1**



## Utility Rate Supported Capital Reserves

The Utility Rate Supported Capital Reserves are reserves accumulated through annual budgeted contributions through the utility rate fees (water and wastewater fees) that fund the infrastructure needs of the Water/Wastewater service. Infrastructure that is funded by the Utility Rate Supported Capital Reserve includes the replacement of watermains, pumping stations, keeping the water and wastewater facilities in a state of good repair and other capital enhancements needed by the water/wastewater service. As seen in Table 2, the Utility Rate Supported Capital Reserve has a project uncommitted of \$33.0 million at the beginning of 2023. With a budgeted reserve contribution of \$295.5 million, budgeted requirement or use of \$313.7 million to fund the 2023 Tax Supported Capital Budget and interest of \$21.3 million, a year end uncommitted balance of \$36.1 million is projected.

Chart 2

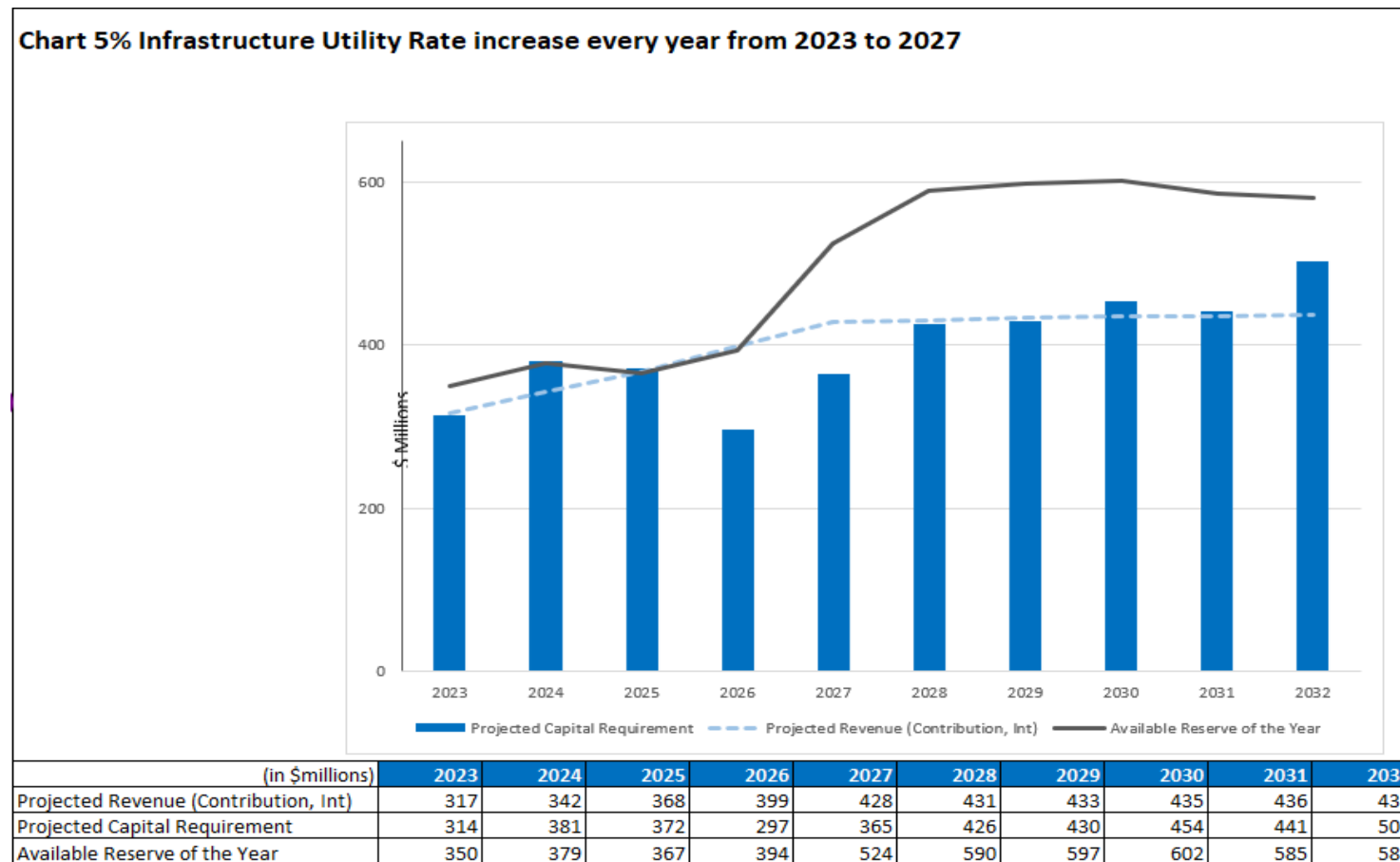


Chart 2 above provides a longer term projection of the Utility Rate Supported Capital Reserve balance over the next ten years. As seen in the chart, assuming a 5% infrastructure levy increase each year from 2023 to 2027, there will be sufficient uncommitted Utility Rate Supported Capital Reserves (black line) to fund the capital work that is planned to be funded from the Utility Rate Supported Capital Reserve.

## Summary of Specialty Reserves and Reserve Funds

The table below provides a summary of specialty reserves and reserve funds.

Table 3: Table of Specialty Reserves and Reserve Funds

Reserve and Reserve Funds	Projected Uncommitted Balance Dec 31, 2022 (\$millions)	2023 Budget Contribution (\$millions)	2023 Budget Requirement (\$millions)	Projected Interest (\$millions)	Projected Uncommitted Balance Dec 31, 2023 (\$millions)
Insurance Stabilization Reserve	9.5	0.0	0.0	0.2	9.7
Administrative Service Only (ASO) Benefit Stabilization	7.7	0.0	1.3	0.2	6.7
WSIB Reserve Pensions	15.1	0.0	0.0	0.4	15.5
Capital Finance Stabilization -Greenlands Securement	0.2	0.8	0.8	0.0	0.3
Capital Long Term Waste Management Strategy - Energy From Waste Savings	97.1	11.1	0.0	2.5	110.7
DC Financial Incentive Reserve	4.0	0.5	0.0	0.0	4.5
COVID-19 Recovery Reserve	30.6	0.0	0.0	0.0	30.6
Human Services Revolving Capital Fund	0.7	0.0	0.0	0.0	0.7
<b>Total Specialty Reserves</b>	<b>165.0</b>	<b>12.3</b>	<b>2.0</b>	<b>3.4</b>	<b>178.7</b>
Canada Community-Building Fund	36.8	45.7	39.8	1.1	43.9
Other Reserves	3.3	0.5	0.7	0.1	3.2
Other Reserve Funds	40.1	46.2	40.4	1.2	47.0
Provincial COVID-19 Recovery Funding	3.2	0.0	3.2	0.0	0.0
<b>Total Regionally Controlled Reserve Funds</b>	<b>761.9</b>	<b>548.9</b>	<b>855.8</b>	<b>54.0</b>	<b>509.1</b>
<b>Total Development Charges Reserve Funds</b>	<b>-2,057.9</b>	<b>410.0</b>	<b>578.5</b>	<b>4.5</b>	<b>-2,221.9</b>

## Additional Details for Specialty Reserves and Reserve Funds

Reserve	Description	Intended Use	Cash Balance October 31, 2022 (\$Millions)	Assessment
<b>R0500</b>	Insurance Stabilization Reserve	To fund any material variances that could adversely impact the Region relating to liability claims or accidental losses.	9.5	<b>Sufficient:</b> Currently deemed sufficient to reduce the impact of potential unexpected events. Detailed assessment of risk severity and its impact on reserve will be conducted and included in future reporting.
<b>R0520</b>	Administrative Service Only (ASO) Benefit Stabilization	To fund any material unexpected variances in self-insured Extended Health Care (EHC) and Group Life benefit plans	9.0	<b>Sufficient:</b> Currently deemed sufficient; there is limited impact on reserves due to provision of stop-loss in self-insured Extended Health Care (EHC) and Group plans.
<b>R0880</b>	WSIB Reserve Pensions	To fund the Region's future Workplace Safety & Insurance Board (WSIB) liability (self-insured) as determined by the actuaries.	15.1	<b>Insufficient:</b> Reserve balance insufficient to fund the current estimate of Workplace Safety & Insurance Board (WSIB) unfunded liability at about \$21.6 million. Detailed assessment of risk severity and its impact on reserve will be conducted and included in future reporting.
<b>R1140</b>	Capital Long Term Waste Management Strategy - Energy From Waste Savings	To receive savings from interim landfill operation placed after expiry of third party incineration contract	104.8	<b>Sufficient:</b> Reserve funds 75% 3Rs Target projects approved by Council. If required, amount will be supplemented by debt issuance.
<b>R1919</b>	Housing -Contingency Liability Reserve	To fund the potential gap in the state of good repair reserves faced by affordable housing service providers	61.7	<b>Insufficient :</b> An estimate of \$708 million deficit (previous \$607 million deficit in 2021) is expected by 2032 due to increase in Peel Housing Corporation (PHC) capital plan with no data provided by PHC for projecting repayments.
<b>R1923</b>	Housing-Advances to Providers	To track loans that the service provider obtains from Region (draw from R1919) that is under \$500 thousand.	0.0*	<b>N/A:</b> Reserve is for tracking of loans issued from R1919; Notional use only, no incremental commitment is expected.



Reserve	Description	Intended Use	Cash Balance October 31, 2022 (\$Millions)	Assessment
R1924	Housing-Loans to Providers Pre	To track loans that the service provider obtains from Region (draw from R1919) that is over \$500 thousand.	0.0*	<b>N/A:</b> Reserve is for tracking of loans issued from R1919; Notional use only, no incremental commitment is expected.
R1925	Housing- Loan to Providers Post	This reserve is to track repayments which have begun from housing service providers.	0.0*	<b>N/A:</b> Reserve is for tracking of loans issued from R1923/24; Notional use only, no incremental commitment is expected.
R1261A	Human Services Revolving Capital Fund	To support community partner integration and system improvements activities in Human Services Department	0.7	<b>N/A:</b> Reserve is for tracking of loans issued from R1261A; Notional use only, no incremental commitment is expected.
R0221	Capital Finance Stabilization - Greenlands Securement	To provide annual funding of Greenlands capital project which involve securing greenlands by Peel's Conservation Partners	1.8	<b>Sufficient:</b> Spending projections are always aligned to reserve fund availability. Reserve balance is sufficient.
R1169	Development Charges (DC) Financial Incentive Reserve	To provide funding for grant-in-lieu of development charges for eligible developments	4.0	<b>Sufficient:</b> The reserve is to track and facilitate financial incentives to support certain developments in Peel as per Council Approved Development Charges (DC) policies and programs. Reserve contributions will be determined during annual budget processes.
R1171	COVID-19 Recovery Reserve	To address work that has been backlogged due to COVID-19	30.6	<b>Sufficient:</b> Spending is aligned to reserve fund availability. Reserve balance is sufficient.

# Financial Policies

2023–2026 Business Plan  
and 2023 Budget



THE REGIONAL MUNICIPALITY OF PEEL BY-LAW NUMBER 31-2019

**A by-law establishing financial management principles to provide guidance towards the goal of ensuring the long term Financial Health of The Regional Municipality of Peel, and to repeal By-law 49-2013.**

WHEREAS the Council of the Regional Corporation has, by resolution adopted on the 25th day of April, 2019, authorized a by-law establishing the financial principles to provide guidance towards the goal of ensuring the long term financial sustainability of The Regional Municipality of Peel;

NOW THEREFORE, the Council of the Regional Corporation enacts as follows:

1. Definitions in this by-law:

a) Financial Terminology

- i) "Assets" means capital assets that are used to produce or provide goods or services. They have a useful life extending beyond one accounting period (e.g. a year), are used on a continuing basis and are not for sale in the ordinary course of operations;
- ii) "Borrow" means the act of issuing debt or other financial instruments for the purpose of raising funds;
- iii) "Capital Plan" means the combined Capital Budget and Capital Forecast;
- iv) "Financial Health" means the overall financial condition as indicated by its Financial Flexibility, Financial Sustainability and Financial Vulnerability;
- v) "Financial Flexibility" means the ability to change either debt levels or taxes and utility rates to meet financial obligations and ensure intergenerational equity;
- vi) "Financial Sustainability" means the ability to provide and maintain planned service and infrastructure Assets without unplanned increases in rates or disruptive cuts to services;
- vii) "Financial Vulnerability" means the degree to which an organization is dependent on external funding sources that it cannot control; it is the level of risks that could impact the

ability to meet existing financial obligations and commitments, including the delivery of services;

viii) "Reserve" means an unrestricted accumulation, at the direction of Council, of appropriations from net revenues;

ix) "Reserve Fund" means an accumulation of appropriations from net revenues for purposes which are restricted by law or by the direction of Council contained in the by-law establishing the Reserve Fund;

x) "Users" means residents and businesses who use a service or services provided by The Regional Municipality of Peel;

b) Organizational Structure

i) "Local Municipalities" means the City of Brampton, City of Mississauga and the Town of Caledon;

ii) "Council" means the Council of The Regional Municipality of Peel;

iii) "Chief Administrative Officer" means the employee designated as such by Council and any person who has been authorized to temporarily act as the Chief Administrative Officer during the incumbent's absence or a vacancy in the office;

iv) "Chief Financial Officer" means the employee designated as such by Council and any person who has been authorized to temporarily act as the Chief Financial Officer during the incumbent's absence or a vacancy in the office;

2. The Financial Principles for Financial Sustainability, to manage Financial Vulnerability and for Financial Flexibility set out in the first column of Schedule A to this by-law are adopted as principles to provide guidance towards the goal of ensuring the long term Financial Health of The Regional Municipality of Peel;
3. The Meanings attributed to the principles set out in Schedule A are to be considered for purposes of interpretation but shall not be considered to be exhaustive or prescriptive;
4. The Policy Alignments identified in Schedule A refer to the policy or legal instruments which are the primary means of advancing the corresponding principle;
5. The Chief Financial Officer shall undertake a review of this by-law not less frequently than once every seven years and report to Council the results of such review;

6. The Chief Administrative Officer, upon the recommendation in writing of the Chief Financial Officer, is authorized to create, implement, amend and revoke policies for the financial administration of The Regional Municipality of Peel which are consistent with the Financial Health principles adopted in this by-law;
7. By-law 49-2013 is hereby repealed;
8. Where policies for the financial administration of The Regional Municipality of Peel provide for a requirement of Council approval or a Council report being made, the approval may be given or the report may be made to the Interim Period Approvals Committee established under By-law 56-2008 or any successor by-law during any "Interim Period" as defined in that by-law;
9. This by-law may be referred to as the Region of Peel Financial Management By-law, 2019.

READ THREE TIMES AND PASSED IN OPEN COUNCIL this 25<sup>th</sup> day of  
April, 2019.

K. Lockyer  
\_\_\_\_\_  
Regional Clerk

N. Iannicca  
\_\_\_\_\_  
Regional Chair

## Schedule 'A' to By-law 31-2019

### SCHEDULE A

#### 1. Financial Principles for Financial Sustainability

	<b>Financial</b>	<b>Meaning</b>	<b>Policy Alignment</b>
1.	Respect the Tax Payer	Achieve reasonable and responsible tax rates to ensure that the Regional Council's highest priority services are maintained. The Region will strive to deliver its desired service outcomes without placing undue financial pressures on its tax payers.	Budget Policy
2.	Ensure the Capital Plan is Sustainable	Capital Reserves and Reserve Funds are funded to levels to enable the Capital Plan. Capital expenditures should be continually reviewed in the context of affordability, and the operating impact of capital should be sustainable and affordable.	Reserve Management Policy
3.	Maintain Assets	Replace or maintain Assets over their lifecycle in a timely manner to ensure service level targets are met.	Asset Management Policy
4.	Deliver Value for Money	Continuously find efficiency and quality improvements to manage and deliver services.	Procurement By-law

## Schedule 'A' to By-law 31-2019

### 2. Financial Principles for Financial Vulnerability

	<b>Financial Principle</b>	<b>Meaning</b>	<b>Policy Alignment</b>
5.	Users pay where appropriate	Ensure that the Users of services pay for the services, and balance growth-related investments with revenue to achieve intergenerational equity where possible.	Development Charge By-Law  User Fee By-Law
6.	Work with Local Municipalities to manage growth and support economic viability of the community	Work together with Local Municipalities to ensure that the Region continues to be a desirable area in which to live, work, and play.	Development Charge By-Law
7.	Make Responsible Investments	Maintain an investment portfolio that balances the safety of principal and maintenance of liquidity while striving to obtain returns that benefit residents and businesses.	Investment Policy

## Schedule 'A' to By-law 31-2019

### 3. Financial Principles for Financial Flexibility

	<b>Financial Principle</b>	<b>Meaning</b>	<b>Policy Alignment</b>
8.	Mitigate significant fluctuations in tax and utility rates	Implement ways to smooth and maintain tax and utility rates to provide financially stable and predictable environments for residents and businesses.	Reserve Management Policy  Budget Policy
9.	Borrow when appropriate for capital infrastructure	Maintain an affordable level of debt required to achieve desired service levels while minimizing the impact of borrowing to the tax payer and ensuring intergenerational equity.	Debt Policy  Cash Management Strategy

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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The Region's [Long Term Financial Planning Strategy](#) is to ensure the long term financial sustainability of Regional services and maintain its high quality credit rating. The strategy is founded on balancing the three fiscal pillars of Financial Sustainability, Financial Vulnerability and Financial Flexibility. To implement the three pillars of sustainability, the following nine principles have been developed.

- 1. Respect the tax payer**
- 2. Ensure the Capital Plan is sustainable**
3. Manage assets
- 4. Deliver value for money**
- 5. Users pay where appropriate**
6. Work with local municipalities to manage growth and support economic viability of the community
7. Make responsible investments
8. Mitigate significant fluctuations in tax and utility rates
9. Borrow when appropriate for capital infrastructure

The Budget Policy supports these principles with particular focus on: “1. Respect the tax payer”, “2. Ensure the Capital Plan is sustainable”, “4. Deliver value for money”, and “5. Users pay where appropriate”.

## **A. PURPOSE**

A policy establishing financial controls related to Operating Budget and Capital Budget.

## **B. SCOPE**

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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This Policy provides the prescriptive requirements to develop, change and report on the Operating Budget and Capital Budget for the Region of Peel and applies to all Regional employees who have responsibilities in these areas.

### C. DEFINITIONS

- “Account” means classification of expenditure or revenue within a Cost Centre to which an estimated budget value and actual expense or revenue amount is assigned.
- “Capital Budget” means the annual Council approved plan of the Regional Corporation for expenditures and financing sources to acquire, improve, maintain or construct capital assets or to conduct studies.
- “Capital Forecast” means the projection of expenditures and financing sources for years beyond the Capital Budget approval year in which the forecast is made.
- “Capital Plan” means the combined Capital Budget and Capital Forecast.
- “Capital Project” means an undertaking for which expenditures of a capital nature are made, or are to be made, including expenditures to acquire, improve or maintain land, buildings, structures, machinery and equipment, to install computer software and to conduct studies relating to Corporate assets.
- “Compliance Report” means the summary of activities related to adjustments made to Operating Budget, Capital Budget and Reserves provided to Council by the Chief Financial Officer and Commissioner of Corporate Services.
- “Deficiency” means a defective or substandard performance on a project while under warranty.



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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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- “Emergency” means an unforeseen situation of an urgent nature, presenting an unacceptable risk to the health and safety of persons or to property requiring an immediate expenditure of funds or presenting an opportunity which if not pursued would result in an unacceptable cost (including opportunity cost) or risk to the Regional Corporation.
- “Envelope Project” means a Capital Project set up with an established budget for the purpose of performing work of like nature within the defined scope as outlined in a Program’s annual work plan.
- “Financial Report” means the summary of financial performance activities related to the Operating Budget, Capital Budget and Reserve Management provided to Council by the Chief Financial Officer and Commissioner of Corporate Services.
- “Interim Period” means a time during which there is no regular meeting of Council scheduled for a period of more than 21 days after the date of the previously scheduled regular Council meeting.
- “Maintenance Project” means a Capital Project set up for the purpose of funding a deficiency within a completed project while under warranty. Maintenance Project Procedures have been developed.
- “Operating Budget” means the annual Council approved plan of the Regional Corporation for expenditures, revenues, staffing levels and service levels for operations of the Regional Corporation taking place from January 1st to December 31st each year.
- “Operating Forecast” means the projection of expenditures, revenues, staffing levels and service levels for years beyond the Operating Budget approval year in which the forecast is made.
- “Reclassification of a Sub-Reserve” means the transfer of the Unexpended Amount of a Sub-Reserve from one Sub-Reserve Cost Centre to another which does not change the purpose for which the Unexpended Amount will be spent.

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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- “Redeployment of the Capital Budget” means the transfer of an Unexpended Budgeted Amount from one Capital Project Cost Centre to another within the same Division which has the effect of changing the purpose for which the Unexpended Budgeted Amount will be spent.
- “Redeployment of the Operating Budget” means the transfer of an Unexpended Budgeted Amount which has the effect of changing the purpose for which the Unexpended Budgeted Amount will be spent.
- “Redistribution of the Capital Budget” means the splitting of the financing sources of one Capital Project into financing sources for new smaller Capital Projects having the same purpose.
- “Regular Position” means a position under which employees are employed for an indefinite period of time, whether full time or part time, that has been approved by Regional Council either specifically or through approval of workforce levels in an annual budget in accordance with [Policy HR04-01 Workforce Level Control](#).
- “Reserve” means an unrestricted accumulation, at the direction of Council, of appropriations from net revenues. Reserves include Tax Rate Stabilization Reserves, Utility Rate Stabilization Reserves, Capital Financing Reserves, Capital Construction Reserves and Infrastructure Replacement Reserves.
- “Restructure of the Operating Budget” means the transfer of a Budget Amount which does not change the purpose of the approved budget.
- “Sub-Project” means a Capital Project established through the redistribution of budget from an envelope project.
- “Sub-Reserve” means the result of the splitting of a Reserve into smaller amounts.

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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- “Tax Rate Stabilization Reserve” means a Reserve arising from the operation of programs funded from property taxation to minimize annual fluctuations in property tax rates.
- “Temporary Position” means a position under which employees are employed for a finite period of time, whether full time or part time.
- “Unallocated Project” means a Capital Project related to events not specifically foreseen but which may reasonably be expected to occur within the given budget year.
- “Unexpended Budgeted Amount” means the amount of approved budget funds in an Account that have not been spent or committed for spending.
- “Utility Rate Stabilization Reserve” means a Reserve arising from the operation of programs funded from utility charge collections to minimize annual fluctuations in utility rates.
- “Warranty Period” means the time period where a project remains open to ensure all services and conditions of the vendor contract have been met.

## D. POLICY

### 1. General:

- a) This Policy is guided by the [Financial Management By-law 49-2013 \(FMBL\)](#).
- b) This Policy is subject to specific direction on Operating and Capital Budgets as provided by:

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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- i. Council; or
  - ii. The Chief Administrative Officer (CAO) upon written recommendation of the Chief Financial Officer (CFO) as provided for in the *FMBL*; or
  - iii. A higher level of government.
- c) The Operating and Capital Budgets submitted to Council must first be reviewed by the CFO and the CAO.
- d) Staff under the delegated authority from the CAO are authorized to carry on day-to-day business rules related to the Operating and Capital Budgets.
- e) Public notice of the intention of Council to adopt or amend the Operating and Capital Budget shall be given in accordance with the provisions of [Policy G00-16 Public Notice](#) or any successor legislation.
- f) In the absence of Council for an interim period, the role of Council under this Policy may be discharged by the Interim Period Approvals Committee established under [By-law 56-2008](#) pursuant to the authority to do so provided by the [Financial Management By-law 49-2013](#).

## 2. Operating Budget:

### a) Annual Budget Submission

- i. The Operating Budget shall be submitted annually to Council for approval.
- ii. All Departments, and all boards and agencies for which the Regional Corporation provides funding, shall annually prepare an operating budget and a three year forecast.

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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iii. A summary of Regular Positions representing staffing complement shall be submitted annually to Council for approval.

**b) Financial Management**

- i. Goods and services shall be expensed in the fiscal year in which they are actually received, in accordance with Canadian Generally Accepted Accounting Principles (GAAP).
- ii. Unanticipated revenues shall not be spent or committed without approval of Council, unless:
  1. Approval is granted by Council via a report outside of the budget process; or
  2. The revenue is received in accordance with the provisions of [Appendix "B"](#) to this Policy.
- iii. Regular Positions are approved in accordance with [Policy HR04-01 Workforce Level Control](#), Section D. 1.
- iv. Temporary Positions are approved in accordance with [Policy HR04-01 Workforce Level Control](#), Section D. 3, unless approval is granted in accordance with [Appendix "B"](#) of this Policy.
- v. Unless otherwise provided in accordance with this Policy, a Restructure or a Redeployment of the Operating Budget between Cost Centres having the same revenue source, whether property taxation or utility charges, shall be approved in accordance with the provisions of [Appendix "A"](#) to this Policy.
- vi. Departmental reports with financial implications submitted to Council for approval must first be reviewed by the CFO to ensure availability of financing sources and compliance with Regional Corporation financial by-laws and policies and then shall be reviewed by the CAO.

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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- vii. The CFO is authorized to approve contributions to, or withdrawals from, the Tax Rate Stabilization Reserve or Utility Rate Stabilization Reserve of a Department of up to \$250,000 as transitional funding to meet an unanticipated expenditure pressure or a revenue receipt that was not budgeted. All such contributions to, or withdrawals from, the Tax Rate Stabilization Reserve or Utility Rate Stabilization Reserve shall be reported to Council in the next Compliance Report following the contribution or withdrawal.
- viii. At year-end unexpended unanticipated revenues shall be treated in the same manner as Unexpended Budgeted Amounts and shall become a part of the year-end surplus or shall be applied against the year-end deficit.
- ix. The CFO is authorized to make contributions to, or withdrawals from, Sub-Reserves established for the purposes of programs funded from property taxation including a Tax Rate Stabilization Sub-Reserve to adjust a surplus or deficit in tax supported programs at the end of the current year. Such contributions or withdrawals shall be for the purpose of reducing or eliminating changes in future property tax rates which would otherwise result from an unadjusted surplus or deficit. All such contributions or withdrawals will be guided by the principles as outlined in [Appendix “F”](#) of this Policy and shall be reported to Council in the current year-end Financial Report.
- x. The CFO is authorized to make contributions to, or withdrawals from, Sub-Reserves established for the purposes of programs funded from utility charge collections including a Utility Rate Stabilization Sub-Reserve to adjust a surplus or deficit in utility rate supported programs at the end of the current year. Such contributions or withdrawals shall be for the purpose of reducing or eliminating changes in future utility rates which would otherwise result from an unadjusted surplus or deficit. All such contributions or withdrawals will be guided by the principles as outlined in [Appendix “F”](#) of this Policy and shall be reported to Council in the current year-end Financial Report.

### c) Reporting

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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Council shall be informed of any variance between the approved Operating Budget and actual expenditures, actual revenues, or actual service levels where such variance is deemed to be material by the CFO not less frequently than semi-annually in a Financial Report including a written status report on each such variance.

### **3. Capital Budget:**

#### **a. Annual Budget Submission**

- i. The Capital Budget shall be submitted annually to Council for approval.
- ii. All Departments, and all boards and agencies for which the Regional Corporation provides funding, shall annually prepare a capital budget and a nine year capital forecast.
- iii. The annual Capital Budget shall not exceed the aggregated uncommitted balance, including planned reserve contributions, of the non-development charge Corporate reserve portfolio.
- iv. Upon approval of the Capital Budget, Capital Projects designated with the status "P" for "pending" shall require separate approval from Council before funds may be released or project tenders may be issued. Upon approval of the Capital Budget, all Capital Projects not designated in the approved Capital Budget with the status of "P" for "pending" shall be designated with the status "A" for "approved" for purposes of the release of funds and issuance of project tenders.
- v. Capital Project financing sources shall be authorized by resolution or by by-law. Where external long-term debt financing is prescribed, it shall be obtained in accordance with current provincial legislation and the Region's [Policy F20-06 Debt Management](#).

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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- vi. Growth related expenditures may be eligible for financing from development charges subject to the provisions of the [Development Charges Act, 1997](#) and the related [Development Charges By-law](#).

**b. Financial Management**

- i. A Capital Project shall not commence without prior Council approval, unless:
1. Approval is granted by Council via a report outside of the budget process; or
  2. The Capital Project is financed, in accordance with a Redistribution or a Redeployment of the Capital Budget as per the provisions of [Appendix “C”](#) to this Policy; or
  3. The Capital Project is financed, in accordance with a Redeployment of the Envelope Project Budget as outlined in a Program’s work plan as per the provisions of [Appendix “C”](#) to this Policy; or
  4. The Capital Project qualifies to be financed from the Venture Capital Fund in accordance with [Policy F10-03 Venture Capital Program](#).
- ii. No commitment shall be made to make expenditures upon Capital Projects which exceed the Council approved net budget unless such expenditures are pre-approved in accordance with the provisions of [Appendix “D”](#) to this Policy.
- iii. Unanticipated revenues shall not be spent or committed without approval of Council, unless:
1. Approval is granted by Council via a report outside of the budget process; or
  2. The revenue is received in accordance with the provisions of [Appendix “E”](#) to this Policy.



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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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- iv. In the event of an Emergency requiring capital expenditures, the CFO is authorized to create a new Capital Project or add to an existing Capital Project and to authorize its financing from sources recommended. The CFO shall cause any such Emergency Capital Project funding to be reported to Council as soon as may be reasonably practical following the identification of the Emergency need for the Capital Project.
- v. In the event of a deficiency occurring during the maintenance period of a completed Capital Project, the funds to cover the deficiency will be redeployed from the program Maintenance Project to the original project.
- vi. Previously Council approved Capital Projects must be resubmitted by the Department Head to Council in the event that the expenditure requirements for the Capital Project will increase substantially. An increase in the expenditure requirements for a Capital Project shall be deemed to be "substantial" where, by reason of a scope change to the service rendered by the Capital Project or for any other reason, an increase in the net Capital Project budget is greater than the lesser of 20% of the previously approved net budget or \$250,000.
- vii. Departmental reports submitted to Council for approval for the release of funds for the purposes of a Capital Project or for the commencement of a Capital Project must first be reviewed by the CFO to ensure availability of financing sources and then shall be reviewed by the CAO.

**c. Reporting**

- i. Council shall be informed of any variance between the approved Capital Budget and actual expenditures or actual revenues where such variance is deemed to be material by the CFO not less frequently than semi-annually in a Financial Report including a written status report on:
  - 1. each such variance;

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**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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2. Capital Projects in progress;
  3. all Unallocated Project activity;
  4. a summary of capital spending.
- ii. Council shall be provided with written status on the execution of an Envelope Project annually after the establishment of the envelope.
  - iii. Council shall be provided with a written report annually detailing the activity related to Capital Project increases resulting from external funding in accordance with the provisions of [Appendix "E"](#) to this Policy.

## **E. GUIDELINES**

Contact your [Finance Support Unit \(FSU\) representation](#) for assistance in interpretations and questions.

## **APPENDICES A to F**

[Appendix A – Managing Operating Budget](#)  
[Appendix B – Unanticipated Funding - Operating Budget](#)  
[Appendix C – Managing Capital Budgets](#)  
[Appendix D – Capital Expenditure Commitment Change](#)  
[Appendix E – External Funding - Capital Budget](#)  
[Appendix F – Principles of Surplus/Deficit Tax Management](#)

**CATEGORY:** FINANCIAL MANAGEMENT  
**SUBCATEGORY:** FINANCIAL PLANNING  
**SUBJECT:** BUDGET POLICY

**RELATED FORMS**

[Change to Capital Budget V-06-192](#)  
[Change to Operating Budget V-06-193](#)

<b>APPROVAL SOURCE:</b>	Council Resolutions 2013-398 & 2013-929; ACP13-07 & 14-01
<b>ORIGINAL DATE:</b>	May 9, 2013
<b>LAST REVIEW DATE:</b>	April 25, 2019
<b>LAST UPDATE:</b>	April 25, 2019
<b>EFFECTIVE DATE:</b>	Nov 14, 2013
<b>RESPONSIBILITY:</b>	Corporate Services Department/Business Planning and Finance Support Services Division/Business and Capital Planning Section

**CATEGORY:** FINANCIAL MANAGEMENT  
**SUBCATEGORY:** FINANCIAL PLANNING  
**SUBJECT:** BUDGET POLICY

**Appendix A – Managing Operating Budget**

Description	Dollar Range	Financial Approval	Reporting to Council Required
<b>Restructure</b>			
Transfer of a Budget Amount which does not change the purpose of the approved budget	To the value of the approved budget	Delegated Staff	Not Required
<b>Redeployment</b>			
Transfer of an Unexpended Budgeted Amount which has the effect of changing the purpose for which the Unexpended Budgeted Amount will be spent.	No Impact on Number of Regular Positions	Less than or equal to \$250,000	Delegated Staff
		Greater than \$250,000	Council
Compliance Report	Report to Council		

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**SUBJECT: BUDGET POLICY**

	Impact on Number of Regular Positions	Any Value	Council	Report to Council
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**Note:** Redeployments between Tax and Rate Supported Programs are not permitted

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**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

**Appendix B – Unanticipated Funding - Operating Budget**

External Funding	Financial Approval	
	One Time & Short Term Funding (≤2Yrs)	Long Term Funding (>2Yrs)
<b>Net Zero Cost</b>		
Less than or equal to \$250,000	Delegated Staff	Council
Greater than \$250,000	Council	
<b>Cost Sharing* (Region's share)</b>		
Less than or equal to \$250,000	Delegated Staff	Council
Greater than \$250,000	Council	

\* If external funding in a cost shared agreement exceeds \$500,000, a Council Report is required

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**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

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**Notes:**

1. All funding that relates to new services requires Council approval
2. All categories may include the hiring of Temporary Positions
3. All changes made under delegated authority will be reported in the Compliance Report
4. Region's share to be funded from within existing resources or from a draw from reserve as directed through year-end surplus management
5. Expenditures related to funding occurring over a period of 24 months requires Council Approval

**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: BUDGET POLICY**

**Appendix C – Managing Capital Budgets**

Description	Dollar Range	Financial Approval	Reporting to Council Required
<b>Redistribution</b>			
Large project to new smaller project (s) within the same purpose within the same division	To the value of the project	Delegated Staff	Not Required
<b>Merging Projects</b>			
Merging projects within the same division prior to tender or upon award of a contract, due to proximity, or for similar work	To the value of the project	Delegated Staff	Not Required
<b>Envelope Projects</b>			
Envelope project to new smaller sub-project for the same purpose within the same division	To the value of the envelope	Delegated Staff	Compliance Report
<b>Maintenance Projects</b>			
Redeploy from program Maintenance Project to deficient project	To the value of the program Maintenance Project	Delegated Staff	Compliance Report
<b>Redeployment</b>			
Unallocated project to new project	Less than or equal to \$250,000	Delegated Staff	Compliance Report



**CATEGORY: FINANCIAL MANAGEMENT**

**SUBCATEGORY: FINANCIAL PLANNING**

**SUBJECT: BUDGET POLICY**

	Greater than \$250,000	Council	Report to Council
Between similar or dissimilar Capital Projects within the same division	To a maximum of \$250,000 but not greater than 20% of Council's approved net budget	Delegated Staff	Compliance Report
	Greater than \$250,000 or greater than 20% of Council's approved net budget	Council	Report to Council
<b>Reduce Budget</b>			
Reduce project budget requirements	Up to the value of the project	Delegated Staff	Compliance Report

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**SUBCATEGORY:** FINANCIAL PLANNING  
**SUBJECT:** BUDGET POLICY

**Appendix C – Managing Capital Budgets (Continued)**

Description	Dollar Range	Financial Approval	Reporting to Council Required
<b>Financing Source* Change</b>			
Changes within a financing source e.g. between sub-reserves within a reserve	No change to the Net Budget	Delegated Staff	Compliance Report
Changes between financing sources or changes to the approved combination of funds within a financing source	N/A	Council	Report to Council

**Note:** Redeployments between Tax and Rate Supported Programs are not permitted

\***Financing Source** are approved funds or an approved combination of funds for capital activities that includes but are not limited to internal reserves and reserve funds including Development Charges, external funding and debt.

**CATEGORY:** FINANCIAL MANAGEMENT  
**SUBCATEGORY:** FINANCIAL PLANNING  
**SUBJECT:** BUDGET POLICY

**Appendix D –Capital Expenditure Commitment Change**

Description	Dollar Range	Financial Approval	Reporting to Council Required
<b>Authorization to Commit a Project to Over Budget Expenditure (ACPOBE)</b>			
Increase the Council approved net budget to accommodate an over budget expenditure	To a maximum of \$250,000 but not greater than 20% of Council's approved net budget	Delegated Staff	Compliance Report
	Greater than \$250,000 or greater than 20% of Council's approved net budget	Council	Report to Council

**Appendix E – External Funding - Capital Budget**

One Time Funding	Financial Approval	Reporting to Council Required
Net Zero Cost to the Region*	Delegated Staff	Compliance Report

\*If funding has capital induced operating impact, refer to Appendix B

**CATEGORY:** FINANCIAL MANAGEMENT  
**SUBCATEGORY:** FINANCIAL PLANNING  
**SUBJECT:** BUDGET POLICY

**Appendix F – Principles of Surplus/Deficit Tax Management**

<b>1</b>	<b>Council Direction:</b> Implement previous approved Council direction prior to surplus/deficit allocations
<b>2</b>	<b>Tax Management:</b> Reverse any contingent reserve draws approved through the annual budget that are no longer required
<b>3</b>	<b>Reserve Policy:</b> Ensure rate stabilization portfolio balances for both Tax and Utility Supported Programs are between 5 and 10 per cent of total expenditures. If working fund balances exceed 10 per cent, surplus to be redirected to address capital liability, if under 5 per cent, top up working fund.
<b>4</b>	<b>10 Year Capital Liability:</b> Fund liability for state of good repair on existing infrastructure as a first priority
<b>5</b>	<b>10 Year Capital Liability:</b> Mitigate risks within existing assets
<b>6</b>	<b>10 Year Capital Liability:</b> Provide financing for non-DC growth capital works as a second priority
<b>7</b>	<b>Loans:</b> Review existing loans for prepayment to optimize future financial flexibility

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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The goal of the Region of Peel's [Long Term Financial Planning Strategy](#) is to ensure the long term financial sustainability of Regional services and maintain its high quality credit rating. The strategy is founded on balancing the three fiscal pillars of Financial Sustainability, Financial Vulnerability and Financial Flexibility. To implement the three pillars of sustainability, the following nine principles have been adopted.

1. Respect the tax payer
2. **Ensure the Capital Plan is sustainable**
3. Manage assets
4. Deliver value for money
5. Users pay where appropriate
6. Work with local municipalities to manage growth and support economic viability of the community
7. Make responsible investments
8. **Mitigate significant fluctuations in tax and utility rates**
9. Borrow when appropriate for capital infrastructure

The Reserve Management Policy supports these principles with particular focus on principles; “2. Ensure the Capital Plan is sustainable” and “8. Mitigate significant fluctuations in tax and utility rates”.

#### **A. PURPOSE**

- A policy establishing financial controls related to the management of the Region’s reserves and reserve funds. The policy is intended to establish guidelines and standards, which will assist in the management of reserves and reserve funds in a responsible manner and be consistent with the principles of the Long Term Financial Planning Strategy.

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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## **B. SCOPE**

- To provide the prescriptive requirements and guidance to develop, use, maintain, change and report on Reserve Management for the Region of Peel. This policy applies to all reserves and reserve funds of Regionally-controlled programs.

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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## C. DEFINITIONS

### 1. Financial Terminology

- “Capital Budget” means the annual Council approved plan of the Regional Corporation for expenditures and financing sources to acquire, improve, maintain or construct capital assets or to conduct studies;
- “Capital Forecast” means the projection of expenditures and financing sources of capital projects for years beyond the Capital Budget approval year in which the forecast is made;
- “Capital Plan” means the combined Capital Budget and Capital Forecast;
- “Capital Project” means an undertaking for which expenditures of a capital nature are made or are to be made including expenditures to acquire, improve or maintain land, buildings, structures, machinery and equipment, to install computer software and to conduct studies relating to Corporate assets;
- “Compliance Report” means the summary of activities related to adjustments made to Operating Budget, Capital Budget and Reserves provided to Council by the Chief Financial Officer and Commissioner of Corporate Services in compliance with this policy;
- “Debt” means any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions, and loans from reserves;

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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- “Development Charges” means the charge imposed by the Region pursuant to the *Development Charges Act, 1997* as amended or successor legislation;
- “Emergency” means an unforeseen situation of an urgent nature, presenting an unacceptable risk to the health and safety of persons or to property requiring an immediate expenditure of funds or presenting an opportunity which if not pursued would result in an unacceptable cost (including opportunity cost) or risk to the Regional Corporation;
- "Financial Report" means the summary of financial performance activities related to the Operating Budget, Capital Budget and Reserve Management provided to Council by the Chief Financial Officer and Commissioner of Corporate Services;
- “Adequacy of Forecasted Reserves” means the difference between the internal reserve financed capital expenditures included in the ten year forecasted Capital Plan and the forecasted capital reserve balance plus budgeted contributions to the capital reserve;
- “Interim period” means a time during which there is no regular meeting of Council scheduled for a period of more than 21 days after the date of the previously scheduled regular Council meeting;
- "Operating Budget" means the annual Council approved plan of the Regional Corporation for expenditures, revenues, staffing levels and service levels for operations of the Regional Corporation taking place from January 1st to December 31st each year;
- “Reclassification of a Sub Reserve” means the transfer of the unexpended amount of a Sub Reserve from one Sub Reserve Cost Centre to another which does not change the purpose for which the unexpended amount will be spent;
- "Reserve" means an accumulation, at the direction of Council, of appropriations from net revenues;



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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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- "Reserve Fund" means an accumulation of appropriations from net revenues for purposes which are restricted by law or by the direction of Council contained in the by-law establishing the Reserve Fund;
- "Sub Reserve" means the result of the splitting of a Reserve into smaller amounts;
- "Status Report" means a report summarizing the situation of the reserve(s) as of a stated time or financial period;
- "Total Budget" means the Total Expenditures (gross expenditures less internal recoveries) as approved by Council through the annual budget process.

## **2. Organizational Structure**

- "Chief Administrative Officer" means the employee designated as such by Council and any person who has been authorized to temporarily act as the Chief Administrative Officer during the incumbent's absence or a vacancy in the office;
- "Chief Financial Officer" means the Chief Financial Officer and Commissioner of Corporate Services of the Regional Municipality of Peel and any person who has been authorized to temporarily act as the Chief Financial Officer during the incumbent's absence or a vacancy in the office;
- "Council" means the Council of the Regional Municipality of Peel;
- "External Agencies" means organizations that require annual approval from Council of certain regionally funded budgeted expenditures, revenues, and staffing and service levels for operations taking place from January 1st to December 31st each year. These organizations include but are not limited to the Peel Regional Police, Ontario Provincial Police (Town of Caledon

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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detachment), Credit Valley Conservation, Toronto and Regional Conservation Authority, Conservation Halton and the Municipal Property Assessment Corporation;

- "Region" means the Regional Municipality of Peel;
- "Regionally-controlled Programs" means all services and programs provided by the Region of Peel excluding those provided by External Agencies.

## **D. POLICY**

### **1. General:**

- a) This policy is guided by the [Financial Management By-law \(FMBL\)](#), (By-law 49-2013);
- b) This policy is subject to specific direction on reserve management as provided by Council, by the Chief Administrative Officer (CAO), acting upon written recommendation of the Chief Financial Officer and Commissioner of Corporate Services (CFO) or as legally prescribed by a higher level of government;
- c) Staff under delegated authority from the CAO are authorized to carry out tasks and duties that would be perceived as normal day-to-day activities related to Reserve Management including, without limiting the generality, contributions, transfers or withdrawals from reserves for expenditures approved to be funded from reserves, reserve funds and specialty funds through the annual budget or Council Report, ;

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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- d) Public notice of the intention of Council to create a Reserve or Reserve Fund outside of the budget process, thereby creating an amendment to the Operating Budget and Capital Budget, shall be given as prescribed in accordance with the provisions of [Public Notice Policy G00-16](#), or any successor provision;
- e) In the absence of Council for an interim period, the role of Council under this policy may be discharged by the Interim Period Approvals Committee established under [By-law 56-2008](#) or a successor by-law pursuant to the authority to do so provided by the FMBL 49-2013;

## 2. Framework of Reserves, Reserve Funds and Specialty Funds

The Region's portfolio of reserves consists of four major categories; Operating Reserves, Capital Reserves, Reserve Funds and Specialty Funds.

- a) **Operating Reserve;** is used to provide financial stability to the Region's operations. It is used to minimize annual fluctuations in property tax and utility rates caused by uncertainties in revenue and expenditure. It is also used to mitigate operating deficits that may arise because of unexpected events, economic uncertainties or unanticipated funding changes.
  - i. **Rate Stabilization Reserve;** is an Operating Reserve arising from the operation of programs. It is used to minimize annual fluctuations in rates by providing funding for one-time costs, phasing in significant financial pressures and addressing program pressures where there is some degree of uncertainty;

A property tax supported Rate Stabilization Reserve - Tax is funded by and utilized for property tax supported programs;

A utility rate supported Rate Stabilization Reserve - Utility is funded by and utilized for utility rate supported programs.

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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- b) **Capital Reserve** is a Reserve providing financing sources for the Region's Capital Plan. It is used to fund Capital Projects for state of good repair, growth, service enhancement and other capital needs to support the delivery of Peel's services and programs. The state of good repair is informed by the Asset Management Policy to ensure an appropriate amount has been included in the capital plan.
- i. Property Tax supported capital reserve is a Reserve arising primarily from property tax supported operating budget contributions determined through the budget process. It is used to support capital requirements of tax rate supported Regionally-Controlled Programs;
  - ii. Utility Rate supported capital reserve is a Capital Reserve arising primarily from utility rate supported operating budget contributions determined through the budget process. They are used to support capital requirements of utility rate supported Regionally Controlled Programs;
- c) **Reserve Fund** is the accumulation of appropriations from net revenues for purposes which are restricted by law or by the direction of Council contained in the by-law establishing the Reserve Fund. It is funded from one of a number of different financing sources; Development Charges, property tax, utility rate charges or other financing sources as directed by Council.
- i. Development Charges Reserve Funds: includes reserve funds that are designated to finance growth-related capital projects as governed by the Development Charges By-law in accordance with the Development Charges Act (1997)
  - ii. Other Reserve Funds: includes reserve funds that have been set up for a specified or restricted purpose other than for growth related capital works and are established by the passing of a by-law (Refer to Schedule A for a list of Non-Development Charges related Reserve Funds)

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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- d) **Specialty Fund** is the accumulation of appropriations from net revenues for purposes which are restricted by the direction of the Chief Financial Officer or Council. It is funded from one of a number of different financing sources; development charges, property tax, utility rate charges or other financing sources as directed by Council. (Refer to Schedule B for a list of Non-Development Charges related Specialty Funds)

### **3. Establishment of a Reserve or Reserve Fund**

- a) Prior to the establishment of a reserve or reserve fund, a financial plan will be prepared which identifies need, target funding level (if applicable), contribution sources and projected disbursements (when practicable);
- b) Council may authorize the creation of a Reserve by means of a resolution, which shall identify the purpose of the Reserve;
- c) Council may authorize the creation of a Reserve Fund by means of a by-law which shall identify the purpose of the Reserve Fund;

### **4. Management of Reserves, Reserve Funds and Specialty Funds:** This section provides guidelines to manage (fund, use and invest) and administer the Region's Operating Reserves, Capital Reserves. Reserve Funds and Specialty Funds.

#### **a) Portfolio approach to reserve management**

A portfolio approach is used to manage Regional Reserves. Under this approach, individual reserves are pooled together and managed as larger groups of reserves as outlined within this policy. Pooling reserves helps to mitigate financial volatility and risk that a specific program reserve might otherwise experience. Financial volatility and risk can be driven by unanticipated expenditures or revenues, changing legislation, an evolving economy and other significant factors. A

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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portfolio approach to reserve management provides the Region with additional financial flexibility to address priority needs.

The following groups of reserves would be managed on a portfolio basis;

- Operating Reserves - Tax supported
- Operating Reserves - Utility rate supported
- Capital Reserves - Tax supported
- Capital Reserves - Utility rate supported

#### **b) Funding**

Funding for each of the above Reserve groups is provided through the following sources;

- Reserve contributions to each group of reserves as approved by Council through the annual budget process
- Annual year-end operating surplus allocation as outlined in the Budget Policy (2013)
- Transfers from other Regional reserves as approved by Council
- External funding from higher level government bodies as approved by Council
- Any other funding sources approved by Council permitted under the Municipal Act (2001) and other relevant legislation, Regional by-laws and Regional policies

#### **c) Use**

Use of the reserves, both Capital and Operating, are restricted to the services and programs funded from the same source revenue. Therefore, property tax funded Reserves can only be used for any property tax supported Regional service and utility rate funded Reserves can only be used for any utility rate supported service.

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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Use of the Reserve Funds is restricted to the specific purpose for which they were created and cannot be used for any other purpose unless otherwise approved by Council subject to any other relevant legislation.

Use of the Specialty Funds is restricted to the specific purpose for which they were created and cannot be used for any other purpose unless otherwise approved by CFO (in the case of Specialty Funds originally designated by the CFO) or Council subject to any other relevant legislation.

**d) Investment**

Unless specified otherwise, all reserves and reserves fund will be interest bearing. Applicable funds must be invested in accordance with the approved Investment Policy (Policy F20-05, 2009);

**5. Level of Reserves, Reserve Funds and Specialty Funds**

The adequacy of each of the reserve groups and reserve funds is determined using a risk based approach. The level of the reserve group or reserve fund is considered against what the reserve group or reserve fund is intended to fund.

Unless otherwise specified within this policy or any other relevant policy, by-law or legislation, the level of the reserve or reserve fund will set at an amount, percentage or range to achieve the long term sustainability of Peel's services and be consistent with the Long Term Financial Planning Strategy.

**a) Reserves:**

- i. The balance of the Rate Stabilization Reserve – Tax shall be maintained within a range of a minimum of 5% and a maximum of 10% of the Total Budget for programs funded from property taxation;

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**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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- ii. The balance of the Rate Stabilization Reserve - Utility shall be maintained within a range of a minimum of 5% and a maximum of 10% of the Total Budget for programs funded from utility charge collections;
- iii. The balance of the Tax Supported Capital Reserve portfolio will be managed with a target to fully fund the forecasted reserve shortfall for tax supported programs;
- iv. The balance of the Utility Rate Supported Capital Reserve portfolio will be managed with a target to fully fund the forecasted reserve shortfall for utility rate supported programs;

b) Reserve Fund will be limited to amounts which have been:

- i. Established in a separate account by Council for a specific purpose and designated by a by-law; or
- ii. Required to be set aside for a specific purpose as set out in a federal or provincial statute, provincial regulation, or by agreement or contract

#### **6. Reserve and Reserve Fund Administration**

During the course of business, situations arise whereby reserves and reserve funds require changes. These changes include:

- Establishing a Sub-Reserve or Specialty Fund
- Withdrawals from/contributions to Reserves and Reserve Funds
- Transfers and Intra-reserve borrowing
- Allocation of interest revenue



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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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**a) Establishing a Sub-Reserve or Specialty Fund**

- i. The CFO may create a new Sub Reserve, within an authorized Reserve category.
- ii. The CFO may authorize the creation of a Specialty Fund by means of appropriations from net revenues for purposes which are restricted by the direction of the Chief Financial Officer or Council.

**b) Withdrawals from / Contributions to Reserves and Reserve Funds**

- i. Departmental reports submitted to Council for approval which seek authority for the contribution or withdrawal of funds to or from Reserves or Reserve Funds must first be reviewed by the CFO to ensure availability of financing sources and compliance with Regional Corporation financial by-laws and then shall be reviewed by the CAO;
- ii. All contributions to and all withdrawals from Reserves or Reserve Funds shall require advance Council approval either as part of the Operating or Capital Budget approval process or by means of a resolution, save and except that:
  1. The CFO may authorize the contribution to Reserves of revenues, including the contribution of settlements paid to the Regional Corporation up to a value of not more than \$250 thousand. All contributions shall be disclosed to Council in the next Financial Report following the contribution;
  2. Collected development charges shall be contributed to the development charges Reserve Funds in accordance with the Development Charges Act, 1997 or any successor legislation;
  3. The transfer of funds between Sub Reserve Cost Centres for the purposes of a Reclassification of a Sub Reserve may be authorized by the CFO. Such Reclassifications shall be reported to Council in the next Compliance Report;

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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4. Contributions to or withdrawals from Reserves may be authorized in accordance with sections 2 II (d)-(g) of the Budget Policy as set out in Schedule C.

**c) Transfers and Intra-Reserve/Reserve Fund borrowing**

- i. Intra-Reserve Fund borrowing within the Development Charges Reserve Funds that may be required to avoid external temporary borrowing costs are permissible, provided that any investment income be retroactively reimbursed to the source Reserve Fund; and
- ii. The transfer of funds between Sub Reserve Cost Centres for the purposes of a Reclassification of a Sub Reserve may be authorized by the CFO. Such Reclassifications shall be reported to Council in the next semi- annual Compliance Report;
- iii. Council authority is required to transfer balances between reserves / reserve funds

**d) Allocation of Interest Revenue**

At monthly intervals, associated interest will be allocated by applying the quarterly investment rate (as provided by the Treasurer) to individual reserve / reserve fund actual balances.

**7. Reporting Requirements**

- a) Not less frequently than semi-annually, the CFO shall provide Council with a Financial Report including a Compliance Report on the Reserves, Reserve Funds and Specialty Funds.
- b) Annually, the CFO shall present to Council a report on the Adequacy of Forecasted Reserves.

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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- c) Annually, the CFO shall present to Council a Status Report for all Specialty Reserves to assess the balances for appropriateness.

<b>APPROVAL SOURCE:</b>	Council Resolution 2013-929; ACP14-
<b>ORIGINAL DATE:</b>	November 14, 2013
<b>LAST REVIEW DATE:</b>	April 25, 2019
<b>LAST UPDATE:</b>	April 25, 2019
<b>EFFECTIVE DATE:</b>	November 14, 2013
<b>RESPONSIBILITY:</b>	Corporate Services Department/Business Planning and Financial Support Services Division/Business & Capital Planning Section

**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

**E. SCHEDULES**

**Schedule A – Reserve Funds**

<b>Reserve Number</b>	<b>Short Description</b>
R0008	Heritage - Programming
R0019	Heritage – Peel Heritage Complex Renewal Campaign
R0011	Transport Demand Management
R0018	Britannia Golf Course
R0020	Housing - Provincial Rent Bank
R0022	Provincial Gas Tax Funds
R0025	Federal Gas Tax Funds
R0030	Public Sector Network Reserve Fund
R0031	Ontario Business Replacement Program
R2225	Reserve Fund for Partnership with Peel Regional Police for Vehicle Communications System Management

**Schedule B – Specialty Funds**

**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

<b>Reserve Number</b>	<b>Short Description</b>
R0221	Capital Finance Stabilization – Greenlands Securement
R1261A	Human Services Revolving Capital Fund
R1919	Housing -Contingency Liability Reserve
R1923	Housing – Advances to Providers
R1924	Housing – Loans to Providers for Capital Replacement
R0500	Insurance Stabilization -Region R0500
R0520	Administrative Services Only Benefit Stabilization
R0880	Workplace Safety and Insurance Board Reserve Pensions
R1140	Capital Long Term Waste Management Strategy – Energy From Waste Savings

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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**Schedule C – Extract from the Budget Policy F10-04 related to Reserve activity**

The schedule below outlines the activities staff have been authorized by Council to carry out under delegated authority through the Budget Policy.

**2. Operating Budget:**

**b. Financial Management**

- vii. The CFO is authorized to approve contributions to or withdrawals from the Working Funds Reserve or Utility Rate Stabilization Reserve of a Department of up to \$250,000 as transitional funding to meet an unanticipated expenditure pressure or a revenue receipt that was not budgeted. All such contributions to or withdrawals from the Working Funds Reserve or Utility Rate Stabilization Reserve shall be reported to Council in the next Compliance Report following the contribution or withdrawal;
- viii. At year-end unexpended unanticipated revenues shall be treated in the same manner as Unexpended Budgeted Amounts and shall become a part of the year-end surplus or shall be applied against the year-end deficit;
- ix. The CFO is authorized to make contributions to or withdrawals from Sub Reserves established for the purposes of programs funded from property taxation including a Working Funds Sub Reserve to adjust a surplus or deficit in tax supported programs at the end of the current year. Such contributions shall be for the purpose of reducing or eliminating changes in future property tax rates which would otherwise result from an unadjusted surplus or deficit. All such contributions or withdrawals will be guided by the principles as outlined in Appendix F of this policy and shall be reported to Council in the current year-end Financial Report;
- x. The CFO is authorized to make contributions to or withdrawals from Sub Reserves established for the purposes of programs funded from utility charge collections including a Utility Rate Stabilization Sub Reserve to adjust a surplus or

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**CATEGORY: FINANCIAL MANAGEMENT**  
**SUBCATEGORY: FINANCIAL PLANNING**  
**SUBJECT: RESERVE MANAGEMENT AND REPORTING REQUIREMENTS**

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deficit in utility rate supported programs, at the end of the current year. Such contributions or withdrawals shall be for the purpose of reducing or eliminating changes in future utility rates which would otherwise result from an unadjusted surplus or deficit. All such contributions or withdrawals will be guided by the principles as outlined in Appendix F of this policy and shall be reported to Council in the current year-end Financial Report;

# Police Services - Appendix A



# Peel Regional Police

**2023–2026 Business Plan  
and 2023 Budget**



Police Services - Appendix A.....	1
Peel Regional Police.....	1
Executive Summary.....	3
Services we provide:.....	3
Interesting facts about this service:.....	3
Highlights of the Business Plan include:.....	3
Core Services.....	4
Vision, Mission, Goals of Service and Service Delivery Model.....	4
Service Levels and Trends.....	5
Performance Measures and Results.....	6
Awards and Achievements.....	7
The 2023 -2026 Business Plan Outlook.....	8
Planning for the Future.....	8
Finding Efficiencies.....	9
Transforming Our Business with Technology.....	10
Maintaining our Infrastructure.....	11
Proposed Operating Budget.....	12
2023 Operating Budget Pressures.....	12
Staffing Resources to Achieve Level of Service.....	13
2023 Total Expenditures & Funding Source (In \$M).....	14
2023 Budget Risks.....	14
2024 – 2026 Operating Forecast.....	15
Proposed Capital Budget.....	16
2023 – 2032 10-Year Capital Plan.....	18
By Project Classification.....	18

# Executive Summary

Mission: To be the most progressive, innovative, and inclusive police service in Canada protecting the rights and well-being of all persons and property in Mississauga and Brampton through service excellence and community engagement.

## Services we provide:

- Promoting and maintaining the safety and well-being of our community through crime prevention initiatives, and effective response to citizen calls for service, and proactive approaches.
- Ongoing collaboration with policing and community partners to provide support to community members and ensure community safety, under the framework of the Provincial Community Safety and Well-Being plan.

## Interesting facts about this service:

- Comprised of 4 public divisions and specialized bureaux, we provide policing services in Brampton and Mississauga, including responding to approximately 245,000 citizen initiated events.
- We are the second largest municipal police service in Ontario and the third largest in Canada.
- PRP were one of the first police services to launch a Community Safety and Well-being (CSWB) plan. 'Our Way Forward' is aligned with Peel Region's CSWB Plan, and outlines our commitment to operationalizing community safety and well-being in how we serve the community in areas such as Mental Health & Addictions; Decreasing Family Violence; and Eliminating Systemic Discrimination.

- Signed Canada's only Memorandum of Understanding (MOU) with a Provincial Human Rights Commission to eliminate systemic racism in policing.
- Founding member of the Public Safety Broadband Network Innovation Alliance with Halton Regional Police.
- One of a few police services nationally to have a specialized Intimate Partner Violence Unit, which is joined with the Safe Centre of Peel as an onsite partner to provide support to victims.

## Highlights of the Business Plan include:

- 70 officers and 50 civilian professionals to support the demands of our community.
- Capital investments to replace infrastructure, vehicles and equipment, expansion of facilities and advancing technological innovation.

	2023	2024	2025	2026
Operating	524.6	571.3	632.0	697.5
Capital	847.3	43.0	35.6	37.8
Operating required to fund capital infrastructure	6.2	12.4	12.4	12.4
Full Time Equivalents	3,288	3,411	3,511	3,613

# Core Services

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

A safer community together.

### Mission

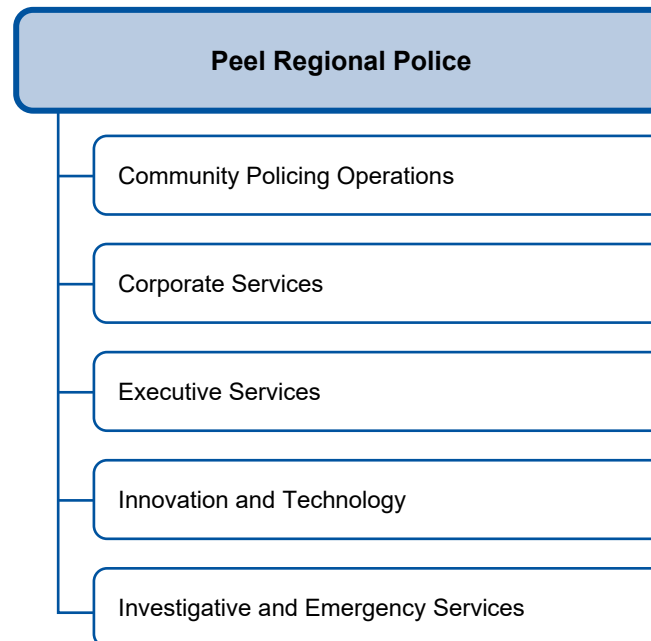
To protect the rights and well-being of all through service excellence and community engagement.



### Goals of Service

1. Our Community – Community safety and well-being together
2. Our People – Inclusive, engaged and progressive workplace
3. Our Work – Accountability, equity and service excellence

### Service Delivery Model



## Service Levels and Trends

### Service Levels

Peel Regional Police ensure the security, safety and well-being of all persons and property in Brampton and Mississauga. Service levels for various PRP policing activities are summarized below:

**Mental Health and Addiction** – PRP are implementing the PRP Mental Health and Addiction Strategy; looking towards embedding a mental health support worker in its 9-1-1 Communications Centre; and have partnered 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 towards support/information about alcohol, drugs or problem gambling.

**Priority Populations** – Integrating a CSWB lens within operations to achieve the commitments outlined in the PRP CSWB Plan; developing a Youth Action Plan, implementing the PRP Mental Health and Addiction Strategy; and establishing partnerships to provide timely, wrap-around services to individuals through the Peel Situation Table. Divisional Mobilization Teams deliver engagement, intervention and risk prevention support to vulnerable priority populations.

**Road Safety** – PRP's commitment to road safety includes targeted enforcement and road safety campaigns. Our Safer Roads Team is focused on street racing, repeat dangerous drivers, and conducting proactive activities to improve safety on Peel roadways.

**Violent Crime** – combatting gang violence and illegal gun activity in our Region.

### Trends

Significant growth in our Region continues to put demand on policing services. Increased pressures are driven by the need to address intimate partner incidents, mental health related calls, theft of motor vehicles, road safety and guns and gangs. We continue to address these pressures with innovative work such as our dedicated Intimate Partner Violence Unit, our Mental Health & Addiction strategy, projects with policing partners to address motor vehicle thefts, our Safer Roads Teams and support of the Region's Vision Zero plan and integrating our CSWB strategy and ensuring people in need of services receive the right services



## Performance Measures and Results

PRP is committed to ensuring the safety and security of all who live, visit and work in the Region. The following performance measures are used to help assess how well we are doing at meeting the needs of our community.

Crime rates are a measure of the volume of crime reported to police and through proactive policing, and solvency rates reflect crimes solved by police. PRP's performance is also reflected by community perception of safety and how well we are meeting community expectations. These are reflected through community ratings on satisfaction with personal safety from crime, how they were treated, and how good a job PRP is doing. Personal Injury and Fatal Motor Vehicle Collision rates are a reflection of road safety and PRP's efforts towards keeping Peel's roads safer.

**Performance Measure:** Crime Rates – PRP's crime rate per 100,000 for Crimes against Person (551), remains below Canada (1,323) and Ontario (948) rates. Similarly, the crime rate for Crimes against Property (1,421) also remains well below Canada (3,044) and Ontario (2,349) rates.

**Performance Measure:** Solvency Rates – PRP's solvency rates for Crimes against Persons (71%) remains above Canada (57%) and Ontario (61%) rates. PRP's solvency rate for Crimes against Property (17%) is the same as Canada's rate (17%) and slightly above Ontario's rate (16%).

**Performance Measure:** Traffic Enforcement – PRP's Personal Injury Motor Vehicle Collision rate per 100,000 (71) remains below the Canada (192) and Ontario (151) rates. Peel's Fatal Motor Vehicle Collision rate (2) also remains below Canada (4) and Ontario (3) rates.

**Community Satisfaction Level:** The Residential and Business Community Surveys were completed in early 2020. Residents are satisfied (82 per cent) with their personal safety from crime. Businesses approached by PRP were satisfied (79 per cent) with how they were treated. Additionally, most residents (74 per cent) and businesses (77 per cent) assess PRP as doing a good or excellent job.





## Awards and Achievements

### Awards

Following the submission of thousands of community votes cast from across the United States and Canada, one of PRP's officers was awarded the Axon RISE Officer Award in recognition of her courage and heroism in relation to a call that occurred in February 2022. The officer's heroic actions prevented loss of life, harm to others and a volatile situation from escalating.

The Public Safety Broadband Network Innovation Alliance (PIA) was recognized at the International Critical Communications Awards for Best Government Authority Collaboration. The PIA is a not-for-profit organization formed by Halton Regional Police and PRP. This work resulted in Canada's first and only operational Public Safety Broadband Network, providing secure, reliable and resilient wireless communications for emergency personnel.

Jewellers Vigilance of Canada and Jewellers Mutual Insurance awarded PRP's Central Robbery Bureau investigators with the "Law Enforcement Award" for their work on Project Double Take which resulted in an arrest stemming from a violent \$1.5 million jewelry store heist.

### Achievements

Peel Region ranks amongst the safest communities in Canada, according to Statistics Canada 2021 Police-Reported Crime Statistics in Canada. Among Canada's seven largest municipalities with a million or more population, Peel Region ranked first for lowest Crime Severity Index (CSI) at 35.20, nearly half the national CSI (73.68) and significantly lower than Ontario's rate (56.21). Additionally, PRP's weighted clearance rate (40.78) is well above the national (35.78) and Ontario rates (39.52).

PRP launched 'Our Way Forward: Peel Regional Police Strategy to Operationalize Community Safety and Well-Being' within the Region of Peel, outlining our approach to adopting and implementing the province's CSWB framework within our internal operations.

PRP formed the Anti-Racism Advisory Committee (ARAC) comprised of diverse members representing Mississauga and Brampton. The ARAC will engage and work collaboratively to address a number of commitments undertaken by the service to identify systemic barriers.

PRP's Commercial Auto Crime bureau has undertaken collaborative multi-jurisdictional investigations, such as Project High Five and Myra, resulting in 24 arrests, 240 criminal charges and the recovery of 414 stolen vehicles.

PRP's Specialized Enforcement bureau and their law enforcement partners have undertaken collaborative multi-jurisdictional investigations, such as Project Zucaritas and Warrior, resulting in the seizure of 466 kilograms of illegal narcotics with a street value of over \$41 million.

# The 2023 -2026 Business Plan Outlook

## Planning for the Future

### Community Safety and Well-Being

PRP has been integrating a community safety and well-being lens within our internal operations, and transitioning to approaches that are more proactive, collaborative and focused on preventing and mitigating risks to the safety and well-being of our residents and communities. This is outlined in our CSWB Plan 'Our Way Forward'. The PRP Mental Health and Addiction Strategy is aligned with the CSWB framework and will strengthen how we support individuals impacted by mental health and addiction. CSWB is also supported through our Intimate Partner Violence Unit and Divisional Mobilization Units, and the Peel Situation Table.

### Asset Management

In 2017, the Province of Ontario introduced Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, which came into effect on January 1, 2018. Asset management plans must be reported by July 1, 2024. PRP, in partnership with Region of Peel staff, have completed asset Management for Facilities and Fleet and will continue to work towards completing the plan for Information Technology assets.

### Service Delivery

PRP's goal is to be the most progressive, innovative and inclusive police service serving a community. Our approach includes a focus on community safety and well-being, human rights, a healthy workplace, frontline transformation and digital transformation, and is aligned with our Strategic Plan.



## Finding Efficiencies

### Continuous Improvement

PRP is committed to continuous improvement and identifying and implementing strategies and initiatives to enhance service delivery and response and meet the needs of our community. Highlights of the select initiatives in place include:

We continue to look to alternative response models for overall effectiveness, including the integration of a mental health support worker in our 9-1-1 Communications Centre to assist frontline members in safely supporting persons in crisis. And, PRP, in partnership with the Canadian Mental Health Association – Peel Dufferin, Roots Community Services, and Punjabi Community Health Services, launched a Clinician Crisis Rapid Response Team pilot project as a way to help manage the volume of calls for service involving those persons suffering from mental health and addictions.

The Peel Situation Table, a multi-agency collaboration with various community agencies in the Region, focuses on identifying situations that are at an acutely elevated risk and providing the appropriate resources and services to those most vulnerable and who are at a heightened risk of harm. This approach has been impactful by reducing calls for service in certain situations as the individual has been referred to receive the proper service they require.

The creation of dedicated units such as the Intimate Partner Violence Unit and Divisional Mobilization Teams helps us to focus on priority areas assisting the most vulnerable people in our community.

Our focus on Frontline Transformation and Digital Transformation provides our frontline members with the tools to provide effective and efficient service delivery, and enhances processes and information flow for areas. Divisional frontline officers are equipped with cellphones with access to applications to assist with resources at the roadside.

Accident Reporting Centres have been established to assist in managing motor vehicle collisions in our Region and reduce demand on frontline officers and allow for the reallocation of resources to higher priority calls for service.

The Frontline Support Pilot Project was a success which saw Special Constables support frontline officers by responding to lower priority calls that do not require the attention of a frontline constable. This enables frontline officers to respond to higher priority calls for service. Expanding this program will continue to see resources more appropriately allocated to better serve our citizens.

The addition of civilian Scenes of Crimes Specialists in our Forensic Identification Services will complement existing resources and enhance service delivery.



# Transforming Our Business with Technology

PRP is leveraging technology to improve public and officer safety, and enhance communications and increase overall service delivery.

## **Public Safety Broadband Network (PSBN)**

The PSBN serves as a platform that provides secure, reliable, and resilient wireless communications for emergency and public safety personnel for effective emergency response.

## **Next Generation 9-1-1 (NG 9-1-1) and Computer Aided Dispatch (CAD) System**

PRP continues to work towards the implementation of NG 9-1-1 to expand the available services available to the community. Implementation of a new CAD system for frontline officers and 9-1-1 communicators, will support communication and overall service delivery.

## **Body Worn Cameras (BWCs)**

BWCs have been issued to all frontline officers, providing them an added tool to improve community safety and well-being. BWCs also serve to enhance public trust, transparency and public and officer safety.

## **Digital Evidence Management System (DEMS)**

The PRP DEMS is a platform enabling PRP to manage large volumes of data from multiple sources in a secure and cost effective environment, and serve as a foundation for other data systems.

## **Mobile Smartphone Technology**

PRP continues to advance the use of corporate-issued mobile smartphone technology for our frontline officers. The technology supports daily policing tasks and evolving police functions and processes where data can be captured at the source and available instantly.

## **Real Time Operations Centre**

The focus of the Real Time Operations Centre is to enhance public and officer safety, and allocate resources in real-time, to improve officers' situational awareness through analytical support.

## **Business Intelligence and Analytics**

A business intelligence platform was acquired and will support our Analytics Bureau, enabling detailed analysis of data to help make data-driven, informed business decisions.

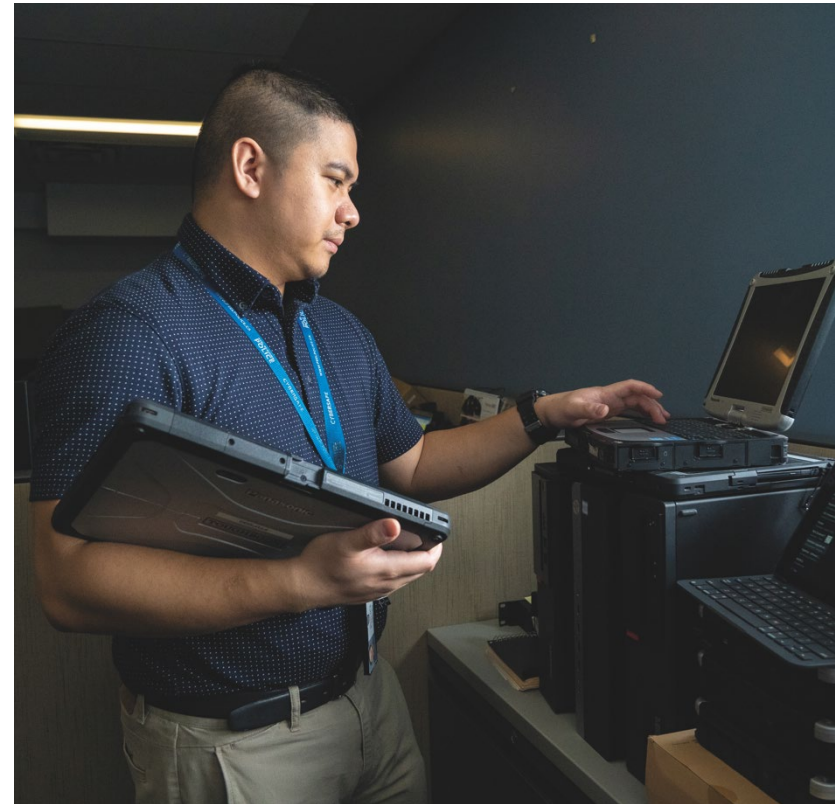


## Maintaining our Infrastructure

To ensure our infrastructure is responsibly maintained, we must define a reasonable state of good repair and set priorities to maintain existing service levels. This involves addressing growth concerns and developing an economic lens for infrastructure.

Highlights of the major state of good repair projects for the 2023 Capital Budget include:

- **Communications:** Develop or purchase communications systems, software, and equipment.
- **Information Technology:** Develop, purchase, replace, expand, and maintain information technology systems and assets.
- **Land and Facilities:** Develop, purchase, expand, and maintain facilities (including land).
- **Operational and Office Equipment:** Purchase of specialized operational assets, furniture, and office equipment.
- **VCOM Management Group:** Develop, purchase, replace, expand, and maintain VCOM infrastructure, systems, and tower sites
- **Vehicles:** Purchase of patrol, support, specialty, and pre-owned vehicles in the fleet



# Proposed Operating Budget

**Net Expenditures: \$524.6 million** (Total Expenditures: \$576.7 million)

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>\$536,815</b>	<b>(\$51,915)</b>	<b>\$484,900</b>	<b>%</b>
<i>Cost of Living/Inflation<sup>1</sup></i>	20,281	628	20,909	
<i>Base Subsidy/Recoveries<sup>2</sup></i>	(288)	(836)	(1,124)	
<b>Base Budget Changes Subtotal</b>	<b>19,993</b>	<b>(208)</b>	<b>19,785</b>	
<b>Service Level Demand<sup>3</sup></b> 70 Officers, 50 Civilian Professionals	19,915	-	19,915	
<b>Service Level Changes Subtotal</b>	<b>19,915</b>	<b>-</b>	<b>19,915</b>	
<b>Total 2023 Budget Change</b>	<b>39,908</b>	<b>(208)</b>	<b>39,700</b>	
<b>2023 Proposed Operating Budget</b>	<b>\$576,723</b>	<b>(\$52,123)</b>	<b>\$524,600</b>	<b>8.2%</b>
Operating required to fund capital infrastructure	\$6,200	-	\$6,200	1.3%

Note: May not add up due to rounding.

## Operating Budget Pressure Notes:

The 2023 Operating Budget reflects an increase of \$39.7 million over the 2022 approved level of funding and includes an additional 70 officers, 50 civilian professionals.

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

- The budget includes an increase of \$13.1 million for salaries and benefits for existing staff and \$7.8 million for inflationary pressures on operating requirements (i.e. fuel and maintenance), capital reserve contributions to support technology advancements and increased Workplace Safety and Insurance Board expenditures.

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

- The budget includes an increase of \$1.1 million related to grant contracts and user fee recoveries.

### Service Level Demand<sup>3</sup>

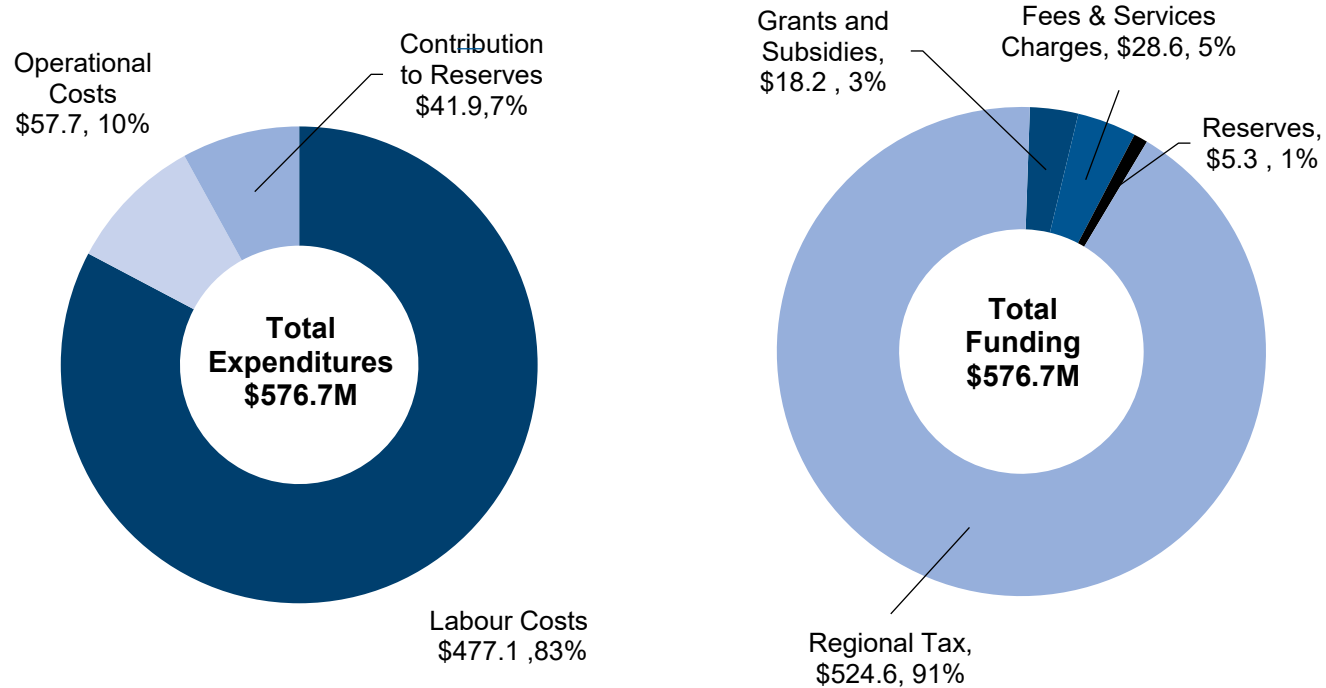
- The budget includes \$19.9 million for 70 officers and 50 civilian professionals, inclusive of 18 special constables, ten 9-1-1 communicators and four scenes of crime specialists, to address growth, complexity of investigations and our commitment to community safety.

## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
3,168	3,288	3,411	3,511	3,613

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

# 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Peel Regional Police's 2023 Budget is based on the best available information at the time of preparation.
- Changes to Provincial grant funding or additional unplanned expenditures may have a financial impact on the budget.

## 2024 – 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	536,815	576,723	7.4%	623,423	8.1%	684,123	9.7%	749,623	9.6%
<b>Total Revenue</b>	(51,915)	(52,123)	(0.4%)	(52,123)	(0.0%)	(52,123)	0.0%	(52,123)	0.0%
<b>Net Expenditure</b>	484,900	524,600	8.2%	571,300	7.6%	632,000	8.3%	697,500	8.2%
<b>Operating to fund capital infrastructure</b>	-	6,200	1.3%	12,400	2.3%	12,400	2.1%	12,400	1.9%

Note 1: May not add up due to rounding

# Proposed Capital Budget

**Capital Budget: \$847.3 million** (Ten Year Plan: \$1,383.2 million)

## 2023 Capital Plan Overview

The following table provides a summary of Peel Region Police (PRP) Service’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	23,226	82,486	105,712
Externally Funded	-	2,323	2,323
Non-DC Internal	125,563	47,899	173,462
Debt Funding	-	714,600	714,600
<b>Total Expenditures</b>	<b>148,789</b>	<b>847,308</b>	<b>996,097</b>
<b># of Projects</b>	<b>139</b>	<b>19</b>	<b>158</b>

## Existing Capital Projects - \$148.8 million

### Vehicles

- Patrol, support, specialty, and growth vehicles ordered in 2022 will be received in 2023
- 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

## 2023 Capital Budget - \$847.3 million

The budget includes capital investments to expand, maintain and/or replace critical infrastructure, vehicles, equipment, facilities and technological assets.

### Key highlights:

- \$809.5 million to develop, purchase, expand, and maintain facilities (including land)
- \$20.5 million to develop, purchase, expand, replace, and maintain information technology systems and assets
- \$8.2 million for the purchase of patrol, support, specialty, growth, and pre-owned vehicles
- \$6.2 million for the purchase of specialized operational assets, furniture, and office equipment as well as the purchase of operational equipment for new uniform police staff
- \$1.3 million to develop, purchase, replace, expand, and maintain VCOM infrastructure, systems, and tower sites
- \$0.8 million for the development or purchase of communications systems, software, and equipment



- \$0.8 million for the purchase of specialized operational equipment, information technology assets, and vehicles for the Airport Division which are funded by the Greater Toronto Airport Authority (GTAA)
- To support the 2023 Capital Budget for new facility capital infrastructure, \$6.2 million in operating funding is required

### 2023 Budget Risks

- Implementation of capital projects may be impacted by supply chain issues

### Operating Impact of 2023 Capital Budget

- General operating costs of \$0.7M for security infrastructure and technology support.

## 2023 – 2032 10-Year Capital Plan - \$1,383.2 million

### By Project Classification:

<b>State of Good Repair</b> <b>\$370.6 million</b>	<b>DC Funded Growth</b> <b>\$115.6 million</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$897.0 million</b>
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#### Key Highlights:

- \$1,016.1 million to develop, purchase, expand, and maintain facilities (including land)
- \$212.6 million to develop, purchase, replace, expand, and maintain information technology systems and assets
- \$89.1 million for the purchase of patrol, support, specialty, growth, and pre-owned vehicles in the fleet
- \$28.8 million for the purchase of specialized operational assets, furniture, and office equipment as well as the purchase of operational equipment for new police staff
- \$26.6 million for the development or purchase of communications systems, software, and equipment
- \$7.6 million to develop, purchase, replace, expand, and maintain VCOM infrastructure, systems, and tower sites
- \$2.4 million for the purchase of specialized operational equipment, information technology assets, and vehicles for the Airport Division which are funded by the GTAA

2023 Financing Sources and Funding Status(\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	2023				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
238801	Communication Equipment for New Police Staff	To undertake the purchase and implementation of communication equipment for new uniform police staff.	770	620	150	0	0
Communication Equipment			770	620	150	0	0
238200	Information Technology Development	To undertake the purchase and implementation of information technology infrastructure.	9,530	0	9,530	0	0
238220	Enterprise Software	To undertake the purchase and implementation of software tools.	1,150	0	1,150	0	0
238240	Corporate Services Systems	To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux.	3,500	0	3,500	0	0
238260	Enhanced Technology Solutions	To undertake the purchase and implementation of information technology solutions within the organization.	2,450	0	2,450	0	0
238270	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.	300	0	300	0	0
238280	Data Management Systems	To undertake the purchase and implementation of data management systems within the organization.	760	0	760	0	0

Appendix I

2023 Financing Sources and Funding Status(\$'000)

Project	Name	Description	2023				
			Total Expense	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding
238290	Information Technology Equipment	To undertake the purchase of information technology assets (i.e. desktop computers, laptops, servers, data storage, network equipment, video equipment, etc.)	2,790	0	2,790	0	0
Information Technology			20,480	0	20,480	0	0
238300	Facilities Revitalization	To undertake ongoing maintenance, security, renovations, and expansion of police facilities.	15,280	0	15,280	0	0
238320	Facilities Enhancement	To undertake building condition projects and long-term feasibility studies.	220	0	220	0	0
238322	Divisional & Operational Facilities	To undertake the purchase, construction, renovation, and / or expansion of new and / or existing buildings.	794,000	79,400	0	0	714,600
Land and Facility			809,500	79,400	15,500	0	714,600
238400	Specialized and Operational Assets	To undertake the purchase and implementation of specialized and operational assets.	4,920	0	4,920	0	0
238410	Furniture	To undertake the purchase, set-up, relocation, and disposal of furniture.	200	0	200	0	0
238420	Equipment for New Police Staff	To undertake the purchase of uniform and personal equipment for new uniform police staff.	1,110	980	130	0	0

2023 Financing Sources and Funding Status(\$'000)

Project	Name	Description	2023				
			Total Expense	Development Charges	Reserves & Reserve Funds	External Funding	Debt Funding
Operational and Office Equipment			6,230	980	5,250	0	0
238100	Vehicles	To undertake the purchase of patrol, support, and specialty vehicles and related equipment.	6,340	0	5,500	840	0
238110	New Staff Vehicles	To undertake the purchase of vehicles and related equipment for new uniform police staff.	1,890	1,486	404	0	0
Vehicles			8,230	1,486	5,904	840	0
238500	Airport Division	This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority.	798	0	0	798	0
Airport			798	0	0	798	0
238920	VCOM Software/ Hardware	To undertake the purchase and implementation of infrastructure, systems, and tower sites for the voice communication system.	1,300	0	615	685	0
VCOM Management Group			1,300	0	615	685	0
<b>Peel Regional Police Prg</b>			<b>847,308</b>	<b>82,486</b>	<b>47,899</b>	<b>2,323</b>	<b>714,600</b>

2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</u>							
238600	Communications Systems	To undertake the purchase and implementation of communication systems.	0	2,000	1,000	800	0	3,750	7,550
238601	Communication Equipment for New Police Staff	To undertake the purchase and implementation of communication equipment for new uniform police staff.	770	690	440	440	235	1,175	3,750
238610	Communication Equipment	To undertake the purchase and implementation of communication equipment.	0	100	150	0	100	14,900	15,250
<b>Communication Equipment</b>			<b>770</b>	<b>2,790</b>	<b>1,590</b>	<b>1,240</b>	<b>335</b>	<b>19,825</b>	<b>26,550</b>
238200	Information Technology Development	To undertake the purchase and implementation of information technology infrastructure.	9,530	6,430	4,380	5,580	4,300	30,470	60,690
238220	Enterprise Software	To undertake the purchase and implementation of software tools.	1,150	1,650	1,200	2,160	670	9,450	16,280
238235	Digital Recording	To undertake the purchase and implementation of digital recording infrastructure for interview rooms, holding facilities, and mobile cameras.	0	0	0	1,350	0	2,350	3,700
238240	Corporate Services Systems	To undertake the purchase and implementation of hardware and software infrastructure to meet the information technology requirements of various bureaux.	3,500	300	1,300	0	1,050	4,950	11,100
238259	Disaster Recovery	To implement a disaster recovery solution which will provide additional redundancies to information technology assets.	0	0	2,000	0	0	1,500	3,500
238260	Enhanced Technology Solutions	To undertake the purchase and implementation of information technology solutions within the organization.	2,450	5,850	600	1,400	3,100	9,750	23,150

Service: PRP

2023 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
238270	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.	300	1,120	2,100	1,000	4,600	7,930	17,050
238280	Data Management Systems	To undertake the purchase and implementation of data management systems within the organization.	760	1,000	0	0	9,000	3,000	13,760
238290	Information Technology Equipment	To undertake the purchase of information technology assets (i.e. desktop computers, laptops, servers, data storage, network equipment, video equipment, etc.)	2,790	3,780	4,060	4,330	3,890	24,380	43,230
238298	Mobile Devices	To undertake the purchase and implementation of mobile data and communication devices.	0	2,400	0	5,500	0	12,220	20,120
<b>Information Technology</b>			<b>20,480</b>	<b>22,530</b>	<b>15,640</b>	<b>21,320</b>	<b>26,610</b>	<b>106,000</b>	<b>212,580</b>
238300	Facilities Revitalization	To undertake ongoing maintenance, security, renovations, and expansion of police facilities.	15,280	5,000	6,200	4,500	9,200	15,900	56,080
238320	Facilities Enhancement	To undertake building condition projects and long-term feasibility studies.	220	800	250	550	250	2,000	4,070
238322	Divisional & Operational Facilities	To undertake the purchase, construction, renovation, and / or expansion of new and / or existing buildings.	794,000	0	0	0	0	158,000	952,000
238325	PCSV Renovation / Expansion	To renovate, maintain, or expand the Peel Children's Safety Village facility.	0	0	0	0	0	4,000	4,000
<b>Land and Facility</b>			<b>809,500</b>	<b>5,800</b>	<b>6,450</b>	<b>5,050</b>	<b>9,450</b>	<b>179,900</b>	<b>1,016,150</b>

Service: PRP

## 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<b>Project</b>	<b>Name</b>	<b>Description</b>							
238400	Specialized and Operational Assets	To undertake the purchase and implementation of specialized and operational assets.	4,920	750	830	530	6,650	7,600	21,280
238410	Furniture	To undertake the purchase, set-up, relocation, and disposal of furniture.	200	200	200	200	200	1,000	2,000
238420	Equipment for New Police Staff	To undertake the purchase of uniform and personal equipment for new uniform police staff.	1,110	870	700	700	350	1,750	5,480
<b>Operational and Office Equipment</b>			<b>6,230</b>	<b>1,820</b>	<b>1,730</b>	<b>1,430</b>	<b>7,200</b>	<b>10,350</b>	<b>28,760</b>
238100	Vehicles	To undertake the purchase of patrol, support, and specialty vehicles and related equipment.	6,340	7,840	6,710	6,570	6,840	37,830	72,130
238110	New Staff Vehicles	To undertake the purchase of vehicles and related equipment for new uniform police staff.	1,890	1,762	1,030	1,762	1,718	8,773	16,935
<b>Vehicles</b>			<b>8,230</b>	<b>9,602</b>	<b>7,740</b>	<b>8,332</b>	<b>8,558</b>	<b>46,603</b>	<b>89,065</b>
238500	Airport Division	This project represents Airport Division requirements and is entirely funded by the Greater Toronto Airports Authority.	798	437	486	387	180	157	2,445
<b>Airport</b>			<b>798</b>	<b>437</b>	<b>486</b>	<b>387</b>	<b>180</b>	<b>157</b>	<b>2,445</b>
238920	VCOM Software/ Hardware	To undertake the purchase and implementation of infrastructure, systems, and tower sites for the voice communication system.	1,300	0	2,000	0	0	4,300	7,600
<b>VCOM Management Group</b>			<b>1,300</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>4,300</b>	<b>7,600</b>
<b>Peel Regional Police</b>			<b>847,308</b>	<b>42,979</b>	<b>35,636</b>	<b>37,759</b>	<b>52,333</b>	<b>367,135</b>	<b>1,383,150</b>

# Police Services - Appendix B

## Ontario Provincial Police - Town of Caledon

2023–2026 Business Plan  
and 2023 Budget



Police Services - Appendix B .....	1
Ontario Provincial Police – Town of Caledon.....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan.....	3
Core Service .....	4
Vision, Mission, Goals of Service and Service Delivery Model .....	4
Proposed Operating Budget .....	5
2023 Operating Budget Pressures .....	6
Staffing Resources to Achieve Level of Service .....	7
2023 Total Expenditures & Funding Source (In \$M) .....	8
2023 Budget Risks .....	8
2024 – 2026 Operating Forecast.....	9
Proposed Capital Budget.....	10
2023 Capital Plan Overview .....	10
2023 – 2032 10-Year Capital Plan .....	12

# Executive Summary

Mission: To serve our province by protecting its citizens, upholding the law and preserving public safety.

## Services we provide:

The Ontario Provincial Police (OPP) provide a vast array of programs and services.

Contract Enhancements include:

- Traffic
- Community Response Unit
- Mobile Crisis Response Team (MCRT)
- Community Street Crime Unit

Support Services include:

- Major Crime Unit
- Criminal Investigation Services
- Forensic Ident Services
- Emergency Response Team
- Victim Services

## Interesting facts about this service:

- Service costs for the OPP only impact the property tax for residents and businesses of the Town of Caledon. Police services for the City of Brampton and City of Mississauga are provided by the Peel Regional Police.
- Between 2020 and 2021, the year-over-year calls for service increased by 10,278 calls representing an increase of 29%. A similar outcome is expected for 2022.
- From 2020, violent crime has increased 32%, property crime has increased 23% and drug related crime decreased 25%.

## Highlights of the Business Plan:

Priorities for the budget are:

- Traffic Safety
- Effective Community Engagement
- Property and Violent Crime Reduction
- One major capital project is proposed for 2023, an expansion of the parking lot to address increased vehicle traffic and pressure on the parking lot.

Net Investment (\$000s)	2023	2024	2025	2026
Operating	13,531	14,042	14,573	15,124
Capital	\$1,112	-	-	-
Full Time Equivalents*	N/A	N/A	N/A	N/A

\*The OPP billing model does not track full-time equivalents (FTE) in the budget or in the OPP contract, with the exception of the contract enhancement positions.

# Core Service

## Vision, Mission, Goals of Service and Service Delivery Model

### Vision

Safe communities...A Secure Ontario.

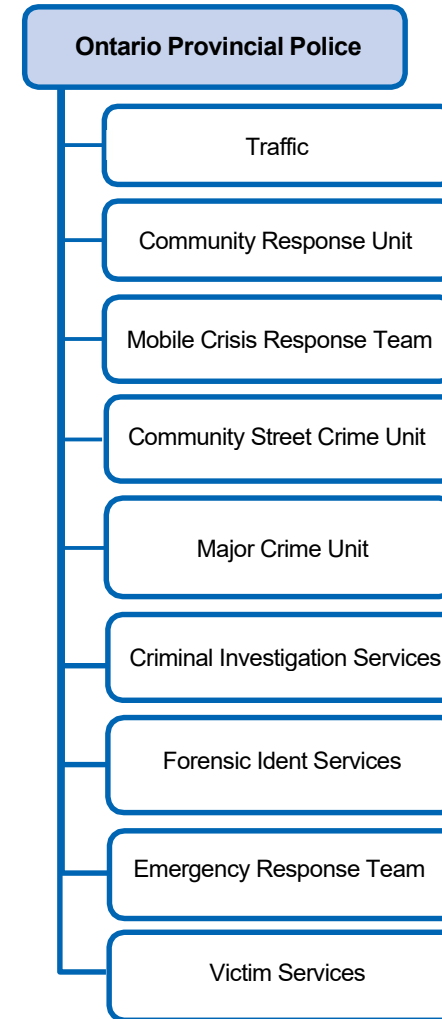
### Mission

To serve our province by protecting its citizens, upholding the law and preserving public safety.

### Goals of Service

1. The leadership, management and maintenance of province-wide programs and services on behalf of the Ministry of the Solicitor General. This includes leadership of large joint-force initiatives that form partnerships with a number of justice sector and law enforcement stakeholders.
2. The provision of a wide array of programs and services, criminal investigative and technical expertise. Many are provided in accordance with Adequacy Standards, and are provided to all OPP communities and in support of all municipal, regional and First Nation police services across Ontario, as requested
3. The evidence-based deployment of resources to serve the province by protecting its citizens, upholding the law and preserving public safety.

### Service Delivery Model



# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by major expenditures and revenue. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$13.2 million and the proposed budget for 2023 is \$13.5 million

## Net Expenditures: \$13.5 million (Total Expenditures: \$14.3 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	14,311	14,041	270	1.9 %
<b>Total Expenditures</b>	<b>14,311</b>	<b>14,041</b>	<b>270</b>	<b>1.9%</b>
Revenue	(780)	(885)	105	11.8%
<b>Total Revenues</b>	<b>(780)</b>	<b>(885)</b>	<b>105</b>	<b>11.8%</b>
<b>Total Net Expenditure</b>	<b>13,531</b>	<b>13,156</b>	<b>375</b>	<b>2.9%</b>

Note: May not add up due to rounding.

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>14,041</b>	<b>885</b>	<b>13,156</b>	<b>%</b>
<b>Cost of Living/Inflation<sup>1</sup></b>				
OPP Contract Costs	216	-	216	
Goods and services (OPP facilities)	54		54	
<b>Cost Mitigation<sup>2</sup></b>				
Fees and Service Charges (Increase in Provincial Grant)	-	40	(40)	
<b>Other Pressures<sup>3</sup></b>				
• Reserve Contribution (phase out reserve draw)	-	(145)	145	
<b>Base Budget Changes Subtotal</b>	<b>270</b>	<b>(105)</b>	<b>375</b>	
<b>Service Level Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Service Level Changes Subtotal</b>	<b>3,591</b>	<b>3,591</b>	<b>-</b>	
<b>Total 2023 Budget Change</b>	<b>4,478</b>	<b>3,591</b>	<b>887</b>	
<b>2023 Proposed Budget</b>	<b>\$14,311</b>	<b>780</b>	<b>13,531</b>	<b>2.9%</b>

Note: May not add up due to rounding

### Operating budget pressure notes:

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

- The 2023 proposed OPP budget includes an increase of \$0.27M or 2% over the 2022 Budget. This consists of 0.22M for the OPP contract and \$0.05M for OPP facility costs. Contract cost are based on 2023 cost of living adjustments that are estimated due to expiring collective union agreements, 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 pressures on insurance, contracted services, cost of living and compensation increase for facility maintenance staff.

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

- Overall proposed increase of \$0.04M, driven by an increase in the Community Safety and Policing (CSP) grant in the amount of \$0.06M, offset by a \$0.02M reduction in the Court Security and Prisoner Transportation grant.

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

- A proposed reduction of \$0.2M budgeted draw from the OPP Policing Stabilization Reserve, to begin phasing out usage of this reserve draw. The Reserve had been accumulating surpluses due to vacancies in contract enhancement positions over several years. OPP contract enhancements represent additional OPP officers dedicated to special units, such as the Community Response Unit, the Street Crime Unit, and Traffic Unit, within the Town of Caledon. The reserve draw was introduced in previous budgets to leverage the accumulated gapping surpluses. These have been applied as a means to reduce budget impacts related to a significant decrease in savings when these credits ended

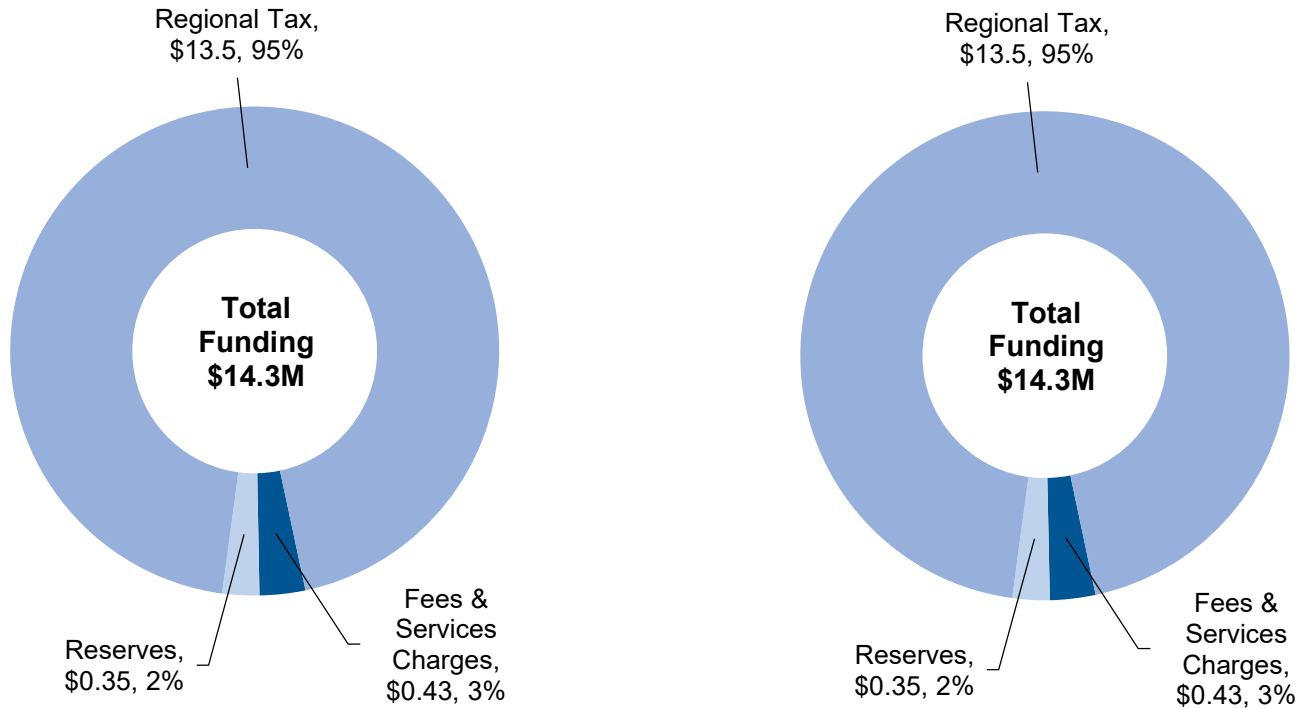
## Staffing Resources to Achieve Level of Service

2022	2023	2024	2025	2026
N/A	N/A	N/A	N/A	N/A

Note: Staffing resources are regular positions (Full Time Equivalent, FTE)

- The OPP billing model does not track full-time equivalents (FTE) 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 2023 Budget does not include any new contract enhancements.

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- OPP (Town of Caledon) 2023 Budget assumption: At this time, the 2024-2026 projections include inflationary and growth projections, however, do not include any new contract enhancements due to resourcing constraints.
- Police Collective Union agreements will need to be re-negotiated in 2023, it is therefore unclear how this will impact future budgets.
- Inflationary pressures in the forecast assumed to be 2.5% however actual inflation could vary.
- Impact of COVID-19 on operations will depend on the duration and severity of the pandemic.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	14,040	14,310	1.9%	14,752	3.1%	15,228	3.2%	15,654	2.8%
<b>Total Revenue</b>	(885)	(780)	(11.9%)	(710)	(9.0%)	(655)	(7.7%)	(530)	(19.1)
<b>Net Expenditure</b>	13,156	13,531	2.9%	14,041	3.8%	14,573	3.8%	15,124	3.8%

Note: May not add up due to rounding

- Forecast years' increases reflect the following, maintenance of base services driven by population growth and service calls. In addition, account for union agreement increases and inflationary increases for both facility costs and OPP contract costs.
- Revenue will decline in future years due to a gradual phase out of the draw on reserves to smooth the tax impact. The reserve draw was introduced in the 2021 budget to minimize the impact of Budget increases, by leveraging significant salary gapping savings realized in previous years. These surpluses had accumulated due to vacancies in contract enhancement positions.



# Proposed Capital Budget

**Capital Budget: \$1.11 million** (Ten Year Plan: \$1.11 million)

## 2023 Capital Plan Overview

The following table provides a summary of Ontario Provincial Police (OPP), Town of Caledon Service’s planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	374	75	449
Externally Funded	-	-	-
Non-DC Internal	900	1,037	1,937
<b>Total Expenditures</b>	<b>1,274</b>	<b>1,112</b>	<b>2,386</b>
<b># of Projects</b>	<b>2</b>	<b>3</b>	<b>5</b>

## Existing Capital Projects - \$1.27M

- \$0.98M for completing the extended OPP satellite office expansion and Generator addition at the Senior Center, Caledon Centre for Recreation and Wellness in Bolton.
- \$0.29M for completion of the Ancillary Building (for seized property at the Town of Caledon).

## 2023 Capital Budget - \$1.1M

### Key highlights:

- \$0.1M for the commissioning of an Infrastructure Master Plan for Caledon OPP. Growth pressure has necessitated the Master Plan which will contribute to Peel's DC background study. The advance planning will ensure funding for future growth related infrastructure requirements.
- \$0.2M to retrofit the 2022 Ancillary Building facility with the installation of solar panels, contributing to the environmental goals of the OPP Town of Caledon.
- \$0.8M to expand the public and staff parking area at the Caledon East OPP facility (Innis Lake Rd.), driven by growth to meet the demands of the community

*See Appendix I for details.*

## 2023 Budget Risks

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

## Operating Impact of 2023 Capital Budget

- Additional general operating costs are minimal, associated with the Caledon East Parking lot expansion and the installation of solar panels from the completed OPP capital projects beginning in 2023, and 2024 due to the expected income from the solar panels.

# 2023 - 2032 10-Year Capital Plan - \$1.11M

By Project Classification:

<b>State of Good Repair</b> \$-M	<b>DC Funded Growth</b> \$0.08M	<b>Non-DC Funded Growth &amp; Other</b> \$1.04M
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## Key Highlights:

- \$0.08M for an OPP Town of Caledon growth-related study to inform the next Peel DC background study.
- \$1.04M for facility upgrades and improvements to be completed in 2023.

*See Appendix II for details.*

2023 Financing Sources and Funding Status (\$'000)

2023				
<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>

<u>Project</u>	<u>Name</u>	<u>Description</u>					
235626	OPP Infrastructure Master Plan	The Town of Caledon is going to grow at a fast pace over the next 30 years. With population growth, the services provided also need to grow. This master plan will address current and future policing and forecast the cost of that growth, as well as the potential needs and locations for the necessary infrastructure to service future growth. The study will then be utilized by Peel's DC background study to ensure funding for future growth related infrastructure is secured.	100	75	25	-	-
235627	OPP Facility Solar Installation	This project will retrofit the Ancillary Building facility with the installation of solar panels, the new ancillary facility was constructed in 2022. The facility was constructed to be utilized as a secure structure for OPP seizures and storage. As part of the design of the facility and to meet the environmental goals of the Town of Caledon the facility's design includes a rough in for Solar Panels on the roof. Installation of solar panels is required on the roof connected to the facility to supply its energy needs, with the potential to back feed into the electrical grid. With the generation of green solar electricity on site for the facility energy consumption, the utility costs will be reduced, and in turn green house gas emissions will be reduced.	177	-	177	-	-

2023 Financing Sources and Funding Status (\$'000)

			2023				
			<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
235628	OPP Parking Lot Project	Expand the public parking area and the staff parking area as Caledon OPP has been growing to meet the requirements of the community. This growth has increased the staff at the facility, amount of patrol vehicles as well as visitors to the facility. If the project was not completed parking would likely occur on Innis Lake Sideroad, which is not conducive to on street parking; with no urbanization and sidewalk along the roadway it is not a safe alternative. The growth in the area has significantly increased the vehicle traffic and pressure on the parking lot. The planned expansion of both the public parking area as well as staff parking area will serve to alleviate current pressures and better meet the needs of the facility.	835	-	835	-	-
<b>Ontario Provincial Police (OPP)</b>			<b>1,112</b>	<b>75</b>	<b>1,037</b>	<b>-</b>	<b>-</b>

Service: OPP

Appendix II

2023 Ten Year Combined Capital Program (\$'000)

<u>Project</u>	<u>Name</u>	<u>Description</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
235626	OPP Infrastructure Master Plan	The Town of Caledon is going to grow at a fast pace over the next 30 years. With population growth, the services provided also need to grow. This master plan will address current and future policing and forecast the cost of that growth, as well as the potential needs and locations for the necessary infrastructure to service future growth. The study will then be utilized by Peel's DC background study to ensure funding for future growth related infrastructure is secured.	100	-	-	-	-	-	100
235627	OPP Facility Solar Installation	This project will retrofit the Ancillary Building facility with the installation of solar panels, the new ancillary facility was constructed in 2022. The facility was constructed to be utilized as a secure structure for OPP seizures and storage. As part of the design of the facility and to meet the environmental goals of the Town of Caledon the facility's design includes a rough in for Solar Panels on the roof. Installation of solar panels is required on the roof connected to the facility to supply its energy needs, with the potential to back feed into the electrical grid. With the generation of green solar electricity on site for the facility energy consumption, the utility costs will be reduced, and in turn green house gas emissions will be reduced.	177	-	-	-	-	-	177
235628	OPP Parking Lot Project	Expand the public parking area and the staff parking area as Caledon OPP has been growing to meet the requirements of the community. This growth has increased the staff at the facility, amount of patrol vehicles as well as visitors to the facility. If the project was not completed parking would likely occur on Innis Lake Sideroad, which is not conducive to on street parking; with no urbanization and sidewalk along the roadway it is not a safe alternative. The growth in the area has significantly increased the vehicle traffic and pressure on the parking lot. The planned expansion of both the public parking area as well as staff parking area will serve to alleviate current pressures and better meet the needs of the facility.	835	-	-	-	-	-	835
<b>Ontario Provincial Police (OPP)</b>			<b>1,112</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,112</b>

# Conservation Authorities

2023–2026 Business Plan  
and 2023 Budget

Conservation Authorities .....	1
Executive Summary .....	3
Services we provide .....	3
Interesting facts about this service .....	3
Highlights of the Business Plan .....	3
Core Services .....	4
Mission, Goals of Service and Service Delivery Model .....	4
Proposed Operating Budget .....	5
2023 Operating Budget Pressures .....	6
2023 Budget Risks .....	8
2024 – 2026 Operating Forecast .....	9
Proposed Capital Budget .....	10
2023 Capital Budget Overview .....	10
Proposed Capital Plan .....	12
By Project Classification: .....	12



# Executive Summary

Mission: 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, Credit Valley Conservation (CVC), Toronto and Region Conservation Authority (TRCA) and Conservation Halton (CH).

## Services we provide:

- 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

## Interesting facts about this service:

- 91.7% of the Credit Valley Conservation Authority’s municipal costs are funded by the Region of Peel
- 11.7% of the Toronto Region and Conservation Authority’s municipal costs are funded by the Region of Peel
- 4.7% of Conservation Authority’s municipal costs are funded by the Region of Peel

## Highlights of the Business Plan include:

- Under the new *Conservation Authorities Act* new memorandums of understanding regarding services no longer eligible for funding must be signed by December 31, 2023
- Impact of *Bill 23 More Homes Built Faster Act, 2022* are not known yet but are currently being assessed

Net Investment (\$000s)	2023	2024	2025	2026
Credit Valley Conservation Authority	26,682	27,828	28,984	30,188
Toronto and Region Conservation Authority	20,154	20,698	21,241	21,786
Conservation Halton	527	551	578	603
<b>Total Net Expenditure</b>	<b>47,363</b>	<b>49,076</b>	<b>50,803</b>	<b>52,577</b>
Total Utility Rate Funding	(16,028)	(16,028)	(16,028)	(16,028)
<b>Total Net Tax Expenditure</b>	<b>31,335</b>	<b>33,048</b>	<b>34,775</b>	<b>36,549</b>

# Core Services

## Mission, Goals of Service and Service Delivery Model

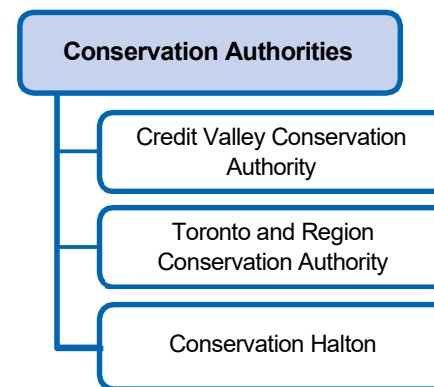
### Mission

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).

### Goals of Service

1. Protecting the many aspects of Peel's natural environment,
2. Focusing on protecting and managing water resources, wetlands and forests
3. Sharing conservation information
4. Providing local and regional recreational opportunities
5. Preserving natural heritage features and
6. Addressing climate change risks within Peel.

### Service Delivery Model



Each of the conservation authorities are governed by their own respective boards. The boards of each of the conservation authorities approve the budget that is submitted for approval by Regional Council. The Region of Peel has member(s) of Regional Council that sit on the boards of two of these conservation authorities; the Credit Valley Conservation Authority and the Toronto and Region Conservation Authority. The following pages consolidate the budget request submitted for Regional Council consideration.

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2023-2026 Business Plan. Information is provided by total expenditures submitted by each of the conservation authorities and revenue from regional non-property tax sources. The costs to maintain existing service levels and operationalize prior decisions are identified in the base budget changes separately from proposed changes. The net cost for the service in 2022 was \$29.97 million and the proposed budget for 2023 remains the same at \$31.34 million.

## Net Expenditures: \$31.3 million (Total Expenditures: \$47.4 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Credit Valley Conservation Authority: General Levy	9,840,377	9,398,515	441,862	4.7%
Credit Valley Conservation Authority: Special Levy – Capital Projects	18,842,030	17,616,000	411,039	2.5%
Toronto & Region Conservation Authority: General Levy	2,104,821	2,043,515	61,306	3.0%
Toronto & Region Conservation Authority: Special Levy – Capital Projects	18,089,400	17,616,000	433,400	2.5%
Conservation Halton: General Levy	509,424	494,491	14,933	3.0%
Conservation Halton: Special Levy – Capital Projects	17,825	12,299	5,526	44.9%
<b>Total Expenditures</b>	<b>47,363,877</b>	<b>45,995,811</b>	<b>1,368,066</b>	<b>3.0%</b>
Utility Rate (Water/Wastewater) Funding	(16,028,343)	(16,028,343)	0	0%
<b>Total Revenues</b>	<b>(16,028,343)</b>	<b>(16,028,343)</b>	<b>0</b>	<b>0%</b>
<b>Total Net Expenditure</b>	<b>31,335,534</b>	<b>29,967,468</b>	<b>1,368,066</b>	<b>4.6%</b>

Note: May not add up due to rounding.

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	45,996	16,028 <sup>1</sup>	29,967	%
<b>Cost of Living/Inflation<sup>2</sup></b>				
• Credit Valley Conservation Authority	679	-	679	
• Toronto & Region Conservation Authority	61	-	61	
• Conservation Halton	15	-	15	
<b>Special Levy</b>				
• Credit Valley Conservation Authority				
○ Watershed	99	-	99	
○ Climate Change	286	-	286	
○ Infrastructure	26	-	26	
• Toronto & Region Conservation Authority				
○ Watershed	66	-	66	
○ Climate Change	231	-	231	
○ Infrastructure	136	-	136	
• Conservation Halton				
○ Watershed	3	-	3	
○ Climate Change	-	-	-	
○ Infrastructure	3	-	3	
<b>Cost Mitigation</b>				
• Credit Valley Conservation Authority <sup>3</sup>	(238)	-	(238)	
<b>Base Budget Changes Subtotal</b>	<b>1,368</b>	<b>-</b>	<b>1,368</b>	
<b>Service Level Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Service Level Changes Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total 2023 Budget Change</b>	<b>1,368</b>	<b>-</b>	<b>1,368</b>	
<b>2023 Proposed Budget</b>	<b>47,364</b>	<b>16,028</b>	<b>31,336</b>	<b>3.0%</b>

Note: May not add up due to rounding

## Operating budget pressure notes:

### Revenue<sup>1</sup>

- Revenue of \$16.028 million is provided from the Region of Peel's utility rate programs (water/wastewater) for services provided in the support of clean potable water.

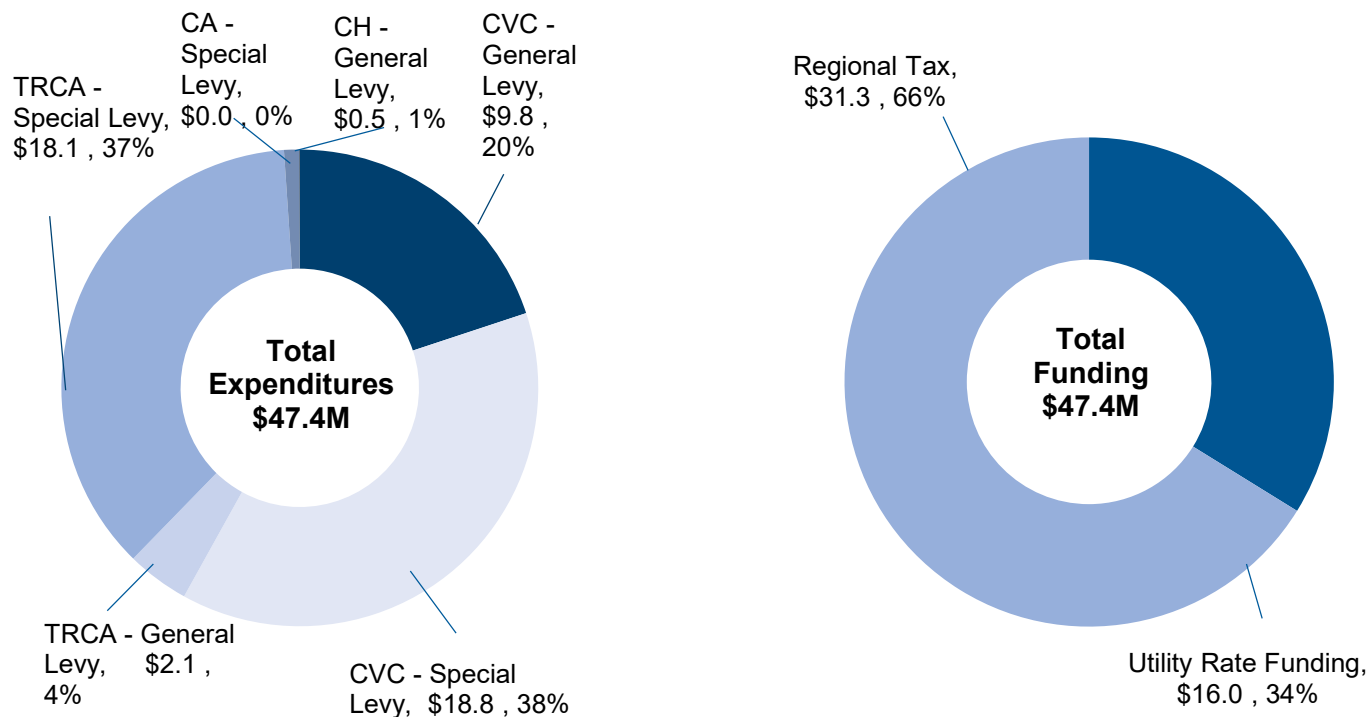
### Cost of Living/Inflation<sup>2</sup>

- The cost of living increase is driven by inflation

### Cost Mitigation<sup>3</sup>

- The cost increase for the Credit Valley Conservation Authority was mitigated by increased revenue and cost reductions in external contracted services for materials and supplies

## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- The provincial government has proposed changes through two pieces of legislation; *Bill 109 More Homes for Everyone Act, 2022*, and *Bill 23 More Homes Built Faster Act, 2022*
- Implementation of Bill 109 along with further Provincial and stakeholder input could affect resources required to complete the current planning and growth management work
- Implications of Bill 23 are not known yet as there is currently insufficient detail to assess the financial impacts
- The *Conservation Authorities Act* has the potential to redefine services that may impact future revenue generating activities
- Negotiation of MOUs with municipalities may result in changes to programs/service levels, beginning in the 2024 budget
- Budgeted user fee revenue may not fully materialize in 2023 as some additional staffing costs will only be incorporated in the planned user fees by-law increase which will likely take effect in 2024

# 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
Credit Valley Conservation Authority: General Levy	9,399	9,840	4.7%	10,234	4.0%	10,676	4.3%	11,132	4.3%
Credit Valley Conservation Authority: Special Levy – Capital Projects	16,431	16,842	2.5%	17,594	4.5%	18,308	4.1%	19,056	4.1%
Toronto & Region Conservation Authority: General Levy	2,044	2,105	3.0%	2,168	3.0%	2,222	2.5%	2,278	2.5%
Toronto & Region Conservation Authority: Special Levy – Capital Projects	17,616	18,049	2.5%	18,530	2.7%	19,019	2.6%	19,508	2.6%
Conservation Halton: General Levy	494	509	3.0%	536	5.3%	560	4.5%	580	3.6%
Conservation Halton: Special Levy – Capital Projects	12	18	44.9%	15	(16.7%)	18	20.0%	23	27.8%
<b>Total Expenditure</b>	<b>45,996</b>	<b>47,364</b>	<b>3.0%</b>	<b>49,076</b>	<b>3.6%</b>	<b>50,803</b>	<b>3.5%</b>	<b>52,577</b>	<b>3.5%</b>
Utility Rate (Water/Wastewater) Funding	(16,028)	(16,028)	0.0%	(16,028)	0.0%	(16,028)	0.0%	(16,028)	0.0%
<b>Net Tax Expenditure</b>	<b>29,967</b>	<b>31,336</b>	<b>4.6%</b>	<b>33,048</b>	<b>5.4%</b>	<b>34,775</b>	<b>5.2%</b>	<b>36,549</b>	<b>5.1%</b>

Note: May not add up due to rounding

# Proposed Capital Budget

## Capital Budget: \$2.7 million (Ten Year Plan: \$2.7 million)

### 2023 Capital Budget Overview

The Jim Tovey Lakeview Conservation Area is a joint initiative between the Conservation Authorities, 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.

The following table provides a summary of Conservation Authorities' planned capital project activity for 2023, including funding sources for both new capital project requests in 2023 and projects carried forward to 2023.

Capital Plan By Funding Source	Carry-forward from Prior Years (WIP) (\$'000)	2023 Capital Budget (\$'000)	Total Capital in 2023 (\$'000)
DC Growth	-	-	-
Externally Funded	-		
Non-DC Internal	19,102	2,691	21,794
<b>Total Expenditures</b>	<b>19,102</b>	<b>2,691</b>	<b>21,794</b>
<b># of Projects</b>	<b>1</b>	<b>1</b>	<b>1</b>

### Existing Capital Projects - \$19.1M

- \$19.1M to continue the construction phase, as of September 2022, Peel has provided almost 109,000 loads of fill for the construction of the Jim Tovey Lakeview Conservation Area. The project is currently on budget and on schedule for completion in September 2025



## 2023 Capital Budget - \$2.7M

### Key highlights:

- Major construction activities in 2023 include additional landscaping, armouring remaining islands, cobble beach placement and detailed design for public realm.

*See Appendix I for details.*

## 2023 Budget Risks

- Inflation risk will vary from project to project as some projects may use a commodity or commodities that have been more significantly impacted by inflation.
- Implementation of capital projects may be impacted by COVID-19

## Operating Impact of 2023 Capital Budget

- There will be no impact to the 2023 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.

# Proposed Capital Plan

## 2023 - 2032 10-Year Capital Plan - \$2.7M

### By Project Classification:

<b>State of Good Repair</b> <b>\$0.0M</b>	<b>DC Funded Growth</b> <b>\$0.0M</b>	<b>Non-DC Funded Growth &amp; Other</b> <b>\$2.7M</b>
--	--	--

#### Key Highlights:

- The net cost (funded from Reserves) to complete the 10-year Jim Tovey Lakeview Conservation Area project is currently estimated to be \$37.0 million based on the detailed design. The estimated cost for 2023 is \$2.7 million

*See Appendix II for details.*

2023 Financing Sources and Funding Status (\$'000)

			2023				
<u>Project</u>	<u>Name</u>	<u>Description</u>	<i>Total Expense</i>	<i>Development Charges</i>	<i>Reserves &amp; Reserve Funds</i>	<i>External Funding</i>	<i>Debt Funding</i>
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.	2,691	-	2,691	-	-
<b>Conservation Authorities Program</b>			<b>2,691</b>	<b>-</b>	<b>2,691</b>	<b>-</b>	<b>-</b>

Appendix II - 2023 Ten Year Combined Capital Program (\$'000)

			<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Yrs 6-10</u>	<u>Gross</u>
<u>Project</u>	<u>Name</u>	<u>Description</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.	2,691	-	-	-	-	-	2,691
<b>Conservation Authorities Program</b>			<b>2,691</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,691</b>

# Assessment Services

2023–2026 Business Plan  
and 2023 Budget

Assessment Services ..... 1

    Executive Summary ..... 3

        Services provided: ..... 3

        Interesting facts about this service: ..... 3

Proposed Operating Budget ..... 4

    2023 Operating Budget Pressures ..... 5

2023 Total Expenditures & Funding Source (In \$M) ..... 6

    2024 – 2026 Operating Forecast ..... 7

# Executive Summary

Mission: Assessment services are provided by the Municipal Property Assessment Corporation (MPAC). MPAC is an independent, not-for-profit corporation funded by all Ontario municipalities.

## Services provided:

- Responsible for delivering property values
- Provide insights and services to taxpayers, municipalities, governments and businesses

## Interesting facts about this service:

- MPAC is Ontario's property expert
- Largest assessment jurisdiction in North America
- MPAC creates and maintains a comprehensive database of information for each of the more than five million properties in Ontario

Net Investment (\$000s)	2023	2024	2025	2026
Operating	19,683	20,273	20,882	21,508
Capital	-	-	-	-
Full Time Equivalents*	N/A	N/A	N/A	N/A

*\*As an external agency, staffing resources at MPAC are not Region of Peel staff.*

# Proposed Operating Budget

This part of the Business Plan sets out the financial resources required to deliver the proposed 2021-2024 Business Plan. Information is provided by major expenditure and revenue category as well as by program. The costs to maintain existing service levels and operationalize prior decisions are identified separately from proposed changes. The budget for 2022 was \$19.7 million and the proposed budget for 2023 is \$19.7 million.

## Net Expenditures: \$19.7 million (Total Expenditures: \$19.7 million)

Description	Proposed 2023 Budget	Approved 2022 Budget	\$ Change Over 2022	% Change Over 2022
Operating Costs	19,683	19,683	0	0%
Labour Costs	0	0	0	-
Reserve Contributions	0	0	0	-
Debt Charges	0	0	0	-
Grant Payments	0	0	0	-
Facility, IT, HR and other support costs	0	0	0	-
Recoveries	0	0	0	-
<b>Total Expenditures</b>	<b>19,683</b>	<b>19,683</b>	<b>0</b>	<b>0%</b>
Grants and Subsidies	0	0	0	-
Supplementary Taxes	0	0	0	-
Fees and Service Charges	0	0	0	-
Transfer from Development Charges	0	0	0	-
Contributions from Reserves	0	0	0	-
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total Net Expenditure</b>	<b>19,683</b>	<b>19,683</b>	<b>0</b>	<b>0%</b>

## 2023 Operating Budget Pressures

\$'000	Total Expenditures	Total Revenue	Net Cost 2023 vs 2022	
<b>2022 Revised Cost of Service</b>	<b>19,683</b>	<b>0</b>	<b>19,683</b>	<b>%</b>
<i>Cost of Living/Inflation</i>				
<i>Other</i>				
• Other Services Contracted Out <sup>1</sup>	0	0	0	-
<b>Base Budget Changes Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total 2023 Budget Change</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>2023 Proposed Budget</b>	<b>19,683</b>	<b>19,683</b>	<b>0</b>	<b>0%</b>

Note: May not add up due to rounding

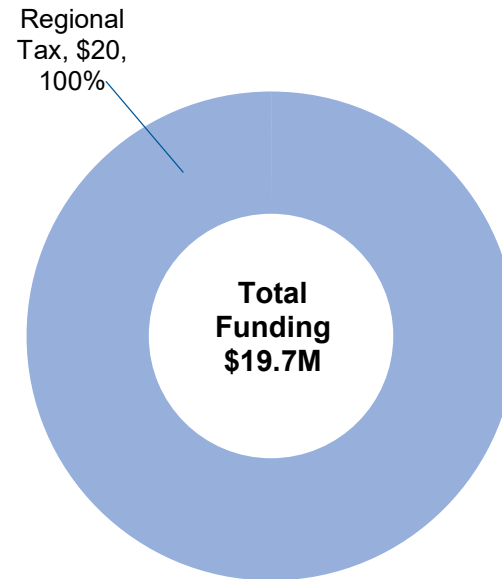
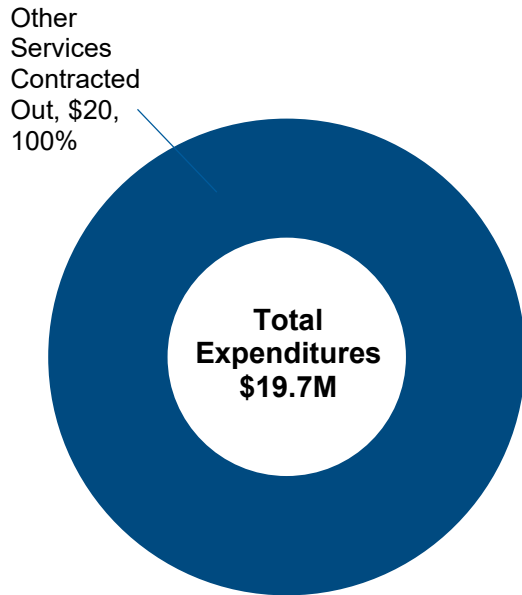
### Operating budget pressure notes:

#### Other Services Contracted Out<sup>1</sup>

- No increase is proposed by the Municipal Assessment Property Corporation for 2023
- Amount is determined by MPAC



## 2023 Total Expenditures & Funding Source (In \$M)



## 2023 Budget Risks

- Peel's apportionment of the MPAC 2023 budget cost is forecasted based on the MPAC's estimated municipal levy increase of zero per cent and the provincial distribution formula
- It is expected that Peel's share of the MPAC's costs will increase over the future years due to inflation, as well as the mandated allocation formula
- Increases for the years 2024 – 2026 are projected at 1.7 per cent annually
- The Region could see higher increase if growth rates experienced are in excess of provincial averages.

## 2024 - 2026 Operating Forecast

	Budget			Forecast					
	2022	2023		2024		2025		2026	
	\$'000	\$'000	%	\$'000	%	\$'000	%	\$'000	%
<b>Total Expenditure</b>	19,683	19,683	0.0%	20,273	1.7%	20,882	1.7%	21,508	1.7%
<b>Total Revenue</b>	-	-	0.0%	-	0.0%	-	0.0%	-	0.0%
<b>Net Expenditure</b>	19,683	19,683	0.0%	20,273	1.7%	20,882	1.7%	21,508	1.7%

Note: May not add up due to rounding

- Forecast years' increases are related to maintaining base services.

# Glossary

2023–2026 Business Plan  
and 2023 Budget

# Glossary of Terms

Term	Definition
Adequacy of Forecasted Reserves	The difference between the internal reserve financed capital expenditures included in the ten year forecasted Capital Plan and the forecasted capital reserve balance plus budgeted contributions to the capital reserve.
Assets	Capital assets that are used to produce or provide goods or services. They have a useful life extending beyond one accounting period (e.g., a year), are used on a continuing basis and are not for sale in the ordinary course of operations.
Borrow	The act of issuing debt or other financial instruments for the purpose of raising funds
By-law	A private law or regulation made by a corporation for its own government.
Capital Budget	The annual Council approved plan of the Regional Corporation for expenditures and financing sources to acquire, improve, maintain or construct capital assets or to conduct studies.
Capital Forecast	The projection of expenditures and financing sources for years beyond the Capital Budget approval year in which the forecast is made.
Capital Plan	The combined Capital Budget and Capital Forecast.
Capital Project	An undertaking for which expenditures of a capital nature are made, or are to be made, including expenditures to acquire, improve or maintain land, buildings, structures, machinery and equipment, to install computer software and to conduct studies relating to Corporate assets.
Chief Administrative Officer	The employee designated as such by Council and any person who has been authorized to temporarily act as the Chief Administrative Officer during the incumbent's absence or a vacancy in the office;
Chief Financial Officer	The employee designated as such by Council and any person who has been authorized to temporarily act as the Chief Financial Officer during the incumbent's absence or a vacancy in the office.
Compliance Report	The summary of activities related to adjustments made to Operating Budget, Capital Budget and Reserves provided to Council by the Chief Financial Officer.
Council	The Council of The Regional Municipality of Peel.

Term	Definition
Debt	Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions, and loans from reserves.
Deficiency	The summary of activities related to adjustments made to Operating Budget, Capital Budget and Reserves provided to Council by the Chief Financial Officer and Commissioner of Corporate Services
Development Charges	The charge imposed by the Region pursuant to the <i>Development Charges Act, 1997</i> as amended or successor legislation
Emergency	An unforeseen situation of an urgent nature, presenting an unacceptable risk to the health and safety of persons or to property requiring an immediate expenditure of funds or presenting an opportunity which if not pursued would result in an unacceptable cost (including opportunity cost) or risk to the Regional Corporation.
Enabling Strategy	A long-term plan intended to chart the course for the service that supports external-client-facing programs.
Envelope Project	A Capital Project set up with an established budget for the purpose of performing work of like nature within the defined scope as outlined in a Program's annual work plan.
External Agencies	Organizations that require annual approval from Council of certain regionally funded budgeted expenditures, revenues, and staffing and service levels for operations taking place from January 1st to December 31st each year. These organizations include but are not limited to the Peel Regional Police, Ontario Provincial Police (Town of Caledon detachment), Credit Valley Conservation, Toronto and Regional Conservation Authority, Conservation Halton and the Municipal Property Assessment Corporation.
Financial Condition	The status of the Region of Peel's assets, liabilities and overall financial position at a specific point in time.
Peel's Financial Condition Scorecard	An analysis of the trends — using key performance indicators — that have an impact on the Region of Peel's financial condition.
Financial Health	The overall financial condition as indicated by its Financial Flexibility, Financial Sustainability and Financial Vulnerability

Term	Definition
Financial Principles	Will guide and help with decision making for staff and Council on decisions related to service and program planning. These principles will inform Regional Policies and Actions and be used in an integrated fashion to achieve an appropriate balance between overall financial health and service sustainability.
Financial Report	The summary of financial performance activities related to the Operating Budget, Capital Budget and Reserve Management provided to Council by the Chief Financial Officer and Commissioner of Corporate Services.
Financial Sustainability	Degree to which planned service and infrastructure levels can be met without resorting to unplanned increases in rates or disruptive cuts to services.
Financial Vulnerability	Degree to which we are dependent on sources of funding outside of our control or influence or are exposed to risks that could impair our ability to meet existing financial obligations and commitments.
Input	A unit of resource used to generate outputs; e.g., full-time equivalent (FTE) staff, equipment, space, technology, funds, etc.
Integrated Planning	A coordinated and client-centred approach to planning at the Region of Peel; it creates a stronger link between the Region's Strategic Plan, program planning, operations, measurement and annual budget to ensure strong fiscal and administrative responsibility.
Interim Period	A time during which there is no regular meeting of Council scheduled for a period of more than 21 days after the date of the previously scheduled regular Council meeting.
Local Municipalities	The City of Brampton, City of Mississauga and the Town of Caledon.
Maintenance Project	A Capital Project set up for the purpose of funding a deficiency within a completed project while under warranty. Maintenance Project Procedures have been developed.
Operating Budget	The annual Council approved plan of the Regional Corporation for expenditures, revenues, staffing levels and service levels for operations of the Regional Corporation taking place from January 1st to December 31st each year.
Operating Forecast	The projection of expenditures, revenues, staffing levels and service levels for years beyond the Operating Budget approval year in which the forecast is made.
Outcome	A desired change in the level of need (e.g., intended result, effect, or consequences) attributable in part or fully to the execution of a program or project.

Term	Definition
Output	A unit of product or service delivered directly to an individual or a client group. Outputs are the immediate products of a service.
Performance Management	A process of gathering information to make evidence-informed decisions and to monitor progress toward a desired result or goal.
Performance Management Framework	A Region of Peel resource guide intended to provide guidance for performance management at the enterprise, program, projects, services and processes level; users of this guide will learn techniques for developing suitable performance measures, establishing performance targets, understanding performance reporting and using these measures for decision-making.
Policies	A plan of action adopted or pursued by an individual, government, party, business etc.
Program	A set of related services that all contribute to a common outcome.
Program Plan	A long-term plan intended to chart the course for a program that impacts external clients and the community.
Reclassification of a Sub-Reserve	The transfer of the Unexpended Amount of a Sub-Reserve from one Sub-Reserve Cost Centre to another which does not change the purpose for which the Unexpended Amount will be spent.
Redeployment of the Capital Budget	The transfer of an Unexpended Budgeted Amount from one Capital Project Cost Centre to another within the same Division which has the effect of changing the purpose for which the Unexpended Budgeted Amount will be spent.
Redeployment of the Operating Budget	The transfer of an Unexpended Budgeted Amount which has the effect of changing the purpose for which the Unexpended Budgeted Amount will be spent.
Redistribution of the Capital Budget	The splitting of the financing sources of one Capital Project into financing sources for new smaller Capital Projects having the same purpose.
Region	The Regional Municipality of Peel
Region-controlled Programs	All services and programs provided by the Region of Peel excluding those provided by External Agencies.

Term	Definition
Regular Position	A position under which employees are employed for an indefinite period of time, whether full time or part time, that has been approved by Regional Council either specifically or through approval of workforce levels in an annual budget in accordance with Policy HR04-01 Workforce Level Control.
Reserve	An unrestricted accumulation, at the direction of Council, of appropriations from net revenues.
Reserve Fund	An accumulation of appropriations from net revenues for purposes which are restricted by law or by the direction of Council contained in the by-law establishing the Reserve Fund.
Restructure of the Operating Budget	The transfer of a Budget Amount which does not change the purpose of the approved budget.
Service	Provision of outputs that both satisfy a client need and contribute to achieving program outcomes.
Status Report	A report summarizing the situation of the reserve(s) as of a stated time or financial period.
Sub- Project	A Capital Project established through the redistribution of budget from an envelope project.
Sub-Reserve	The result of the splitting of a Reserve into smaller amounts.
Target	The numerical value of a performance metric that is to be achieved by a given date; both the metric and the schedule need to be specified for targets; e.g., increase satisfaction rate from 75% to 85% by 2013.
Tax Rate Stabilization Reserve	A Reserve arising from the operation of programs funded from property taxation to minimize annual fluctuations in property tax rates.
Temporary Position	A position under which employees are employed for a finite period of time, whether full time or part time.
Total Budget	The Total Expenditures (gross expenditures less internal recoveries) as approved by Council through the annual budget process.
Unallocated Project	A Capital Project related to events not specifically foreseen, but which may reasonably be expected to occur within the given budget year.
Unexpended Budgeted Amount	The amount of approved budget funds in an Account that have not been spent or committed for spending.
Users	Residents and businesses who use a service or services provided by The Regional Municipality of Peel
Utility Rate Stabilization Reserve	A Reserve arising from the operation of programs funded from utility charge collections to minimize annual fluctuations in utility rates.



Term	Definition
Warranty Period	The period where a project remains open to ensure all services and conditions of the vendor contract have been met.