



Development Services

2026-2029 Business Plan
and 2026 Budget

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Executive Summary

Mission: Delivering innovative, efficient, equitable and transparent services that meets the needs of our communities, supports economic development, and aligns with the long-term objectives of both Regional and local partners.

Services We Provide

- Support growth in Peel by providing timely input into local municipal development applications and growth forecasts to efficiently provide Regional programs, services and infrastructure.
- Interpret legislation and advise on implications related to Peel's legislated responsibilities.
- Manage and analyze development and affordable housing related data relied on by internal and external partners.
- Provide professional planning expertise to internal divisions and stakeholders to achieve their long-range master planning and development objectives.
- Advance Regional Council priorities, which include Peel Agricultural Advisory Working Group, Greenlands Securement program and Major Office Incentives program.

Interesting Facts About This Service

- Reviewed and provided comments on 4,236 local municipal development applications in 2024 and 2,038 as of end of July 2025. In total, 3,482 applications are projected by the end of 2025 in support of population growth and municipal housing targets.
- Provided comments, on average, two business days earlier than the timelines jointly established between Peel and the local municipalities. This is a significant improvement from 2023, when comments were eight business days late.
- Supported affordable housing initiatives that resulted in securing contributions of 1,705 affordable housing units, \$6.6 million in cash contributions, 7.8 hectares of land for affordable housing, and 2,057 barrier-free units, and proposed or identified 240 opportunities for childcare.

Highlights of the Business Plan

- The Development Services Service Business Plan outlines the Budget requirements to undertake both, responsibilities that continue to be a legislated role for Peel or support work plan items as directed by Regional Council. Including:

- Providing development planning expertise to support affordable and supportive housing projects, as well as new police and paramedics facilities.
- Responding to Environmental Registry of Ontario postings, Official Plan Reviews or Official Plan Amendments under review and requests for input related to regional interests.
- Managing Greenland Securement funds to protect conservation lands

Table 1. Budget Summary

	2026	2027	2028	2029
Operating Net Investment (in \$ thousands)	4,302	4,388	4,450	4,514
Capital Net Investment (in \$ thousands)	2,002	1,982	1,962	1,941
Full Time Equivalents	36.0	36.0	36.0	36.0

Note:

- Servicing Connections (15 FTE) have been relocated to Water and Wastewater in 2025 to improve service integration.
- The 2025 Service Business Plan identified 51 FTE in Development Services. With the removal of 15 FTE from the Servicing Connections Team, there are 36 FTE remaining in Development Services.

Core Services

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

Vision

To safeguard Regional interests and advance Council priorities by delivering exceptional service and collaboration with internal and external partners, supporting them in achieving their development and infrastructure goals.

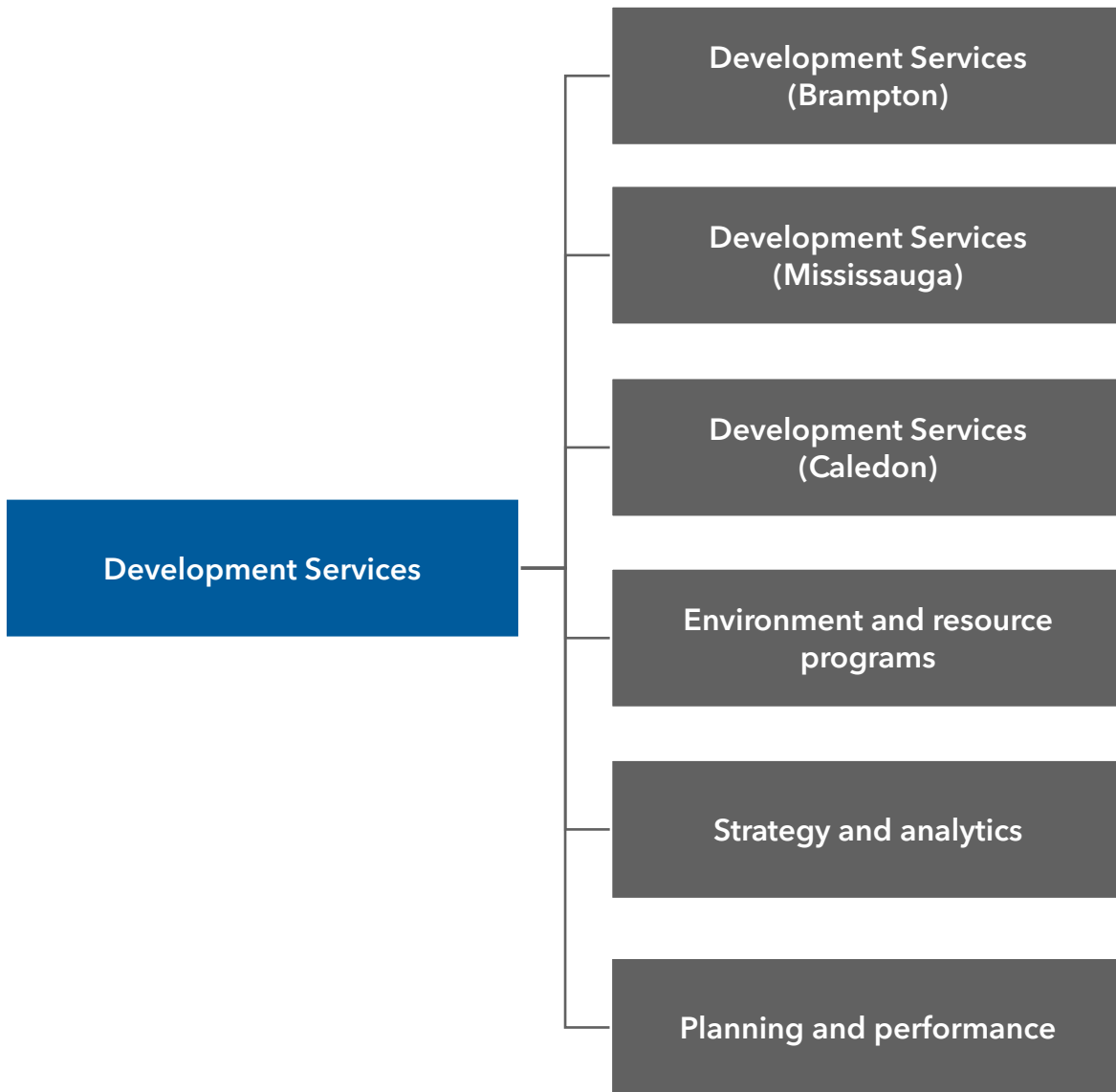
Mission

Delivering innovative, efficient, equitable and transparent services that meets the needs of our communities, supports economic development, and aligns with the long-term objectives of both Regional and local partners.

Goals of Service

1. Consistently improve the quality and timeliness of providing Regional input into local municipal development applications for services Peel is responsible for by legislation.
2. Facilitate developing solutions to complex challenges affecting many service areas and stakeholders that arise during an increasingly complex development application review process.
3. Update and analyze development and affordable housing data relied on by internal and external partners to meet their objectives and to support recommendations to Council on service delivery.
4. Provide reliable planning expertise to internal partners, therefore avoiding the need to retain external planning consultants.
5. Effectively advance Regional Council priorities, including:
 - Peel Agricultural Advisory Committee of Council
 - Peel Rural Water Quality Program
 - Greenland Securement Program
 - Peel Major Office Incentives Program
6. Cultivate a positive, inclusive culture that attracts and retains talented employees.

Service Delivery Model



Service Levels and Trends

Service Levels

Development Services supports growth in Peel by providing comprehensive and timely Regional input into local municipal development applications specific to the provision of water, wastewater, waste collection, roads and other services Peel is responsible for by legislation.

Development Applications

Comment deadlines were established jointly between Peel and the local municipalities. The timelines range from five business days for priority applications to 15 business days for regular submissions.

By consistently monitoring staffing levels and implementing improvements to the Region's 'one window' centralized review function, commenting timelines have significantly and consistently improved since 2023. This improvement has resulted in local municipalities advancing applications to approval more quickly, thereby contributing to their residential and employment targets and supporting the building of more homes faster.

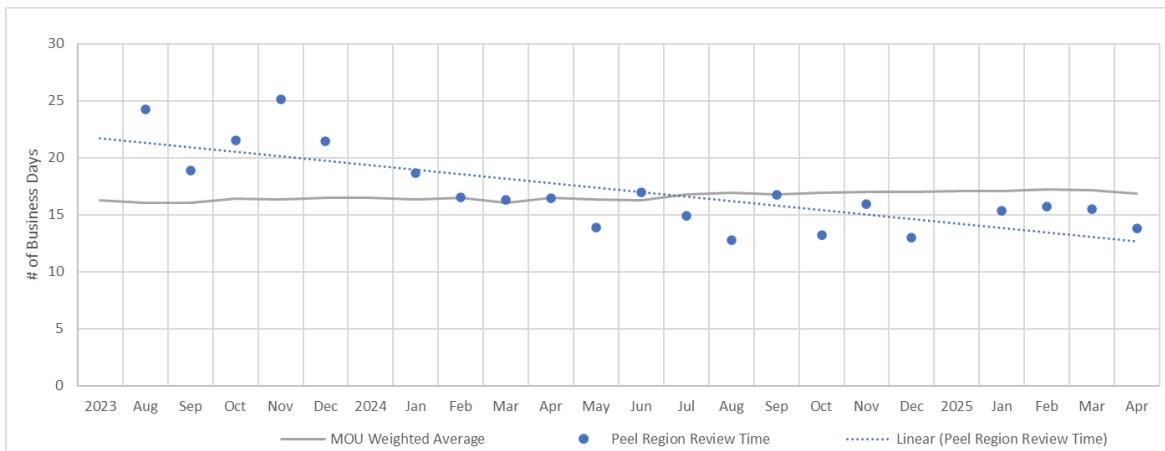
With increasing urbanization in Mississauga and Brampton, and significant development pressure in Caledon, advancing development as quickly as possible, while still protecting Regional interests, is becoming more and more complex. The Development Services team specialize in facilitating solutions to complex problems that affect many service areas and stakeholders.

Achievements

Development Services has prioritized the improvement of the average commenting timelines on local development applications, lowering turn around times from eight days late in August 2023 to two days early in April 2025.

The data presented in Figure 1 shows the continuous improvement in average turnaround time for reviewing development applications.

Figure 1. Average Turnaround Time for Commenting on Development Applications August 2023–April 2025



- Development Services also:
- Provided responses to 145 internal and external requests for policy planning expertise or data between 2024 and August 2025.
- Provided development planning expertise to support the development of the asylum claimant’s response, Wilson Lands in Caledon, affordable and supportive housing projects, and new police and paramedics facilities.
- Responded to 45 Environmental Registry of Ontario postings, five Official Plan Reviews or Official Plan Amendments under review by the Province and 19 other requests for input related to regional interests.
- Provided Greenland Securement funds for partners to secure 34 properties, which protected 739.32 ha of conservation lands since the program started in 2005.
- Oversaw the Peel Agricultural Advisory Committee, which awarded:
 - Peel Rural Water Quality grants for farmers to complete 257 agricultural stewardship projects.
 - Grants from ALUS National to support 50 projects, resulting in 34.03 ha of restored farmland.

Proposed Operating Budget

This section sets out the financial resources required to deliver the proposed 2026—2029 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 2025 was \$3.8 million and the proposed Budget for 2026 is \$4.3 million.

Net Expenditures: \$4.3 million (**Total Expenditures:** \$6.5 million)

Description (in thousands)	2024 Actuals	2025 Approved Budget	2026 Proposed Budget	\$ Change Over 2025	% Change Over 2025
Operating costs	760	369	330	(39)	(10.6)%
Labour costs	8,295	5,383	5,537	154	2.9%
Reserve contributions	850	850	850	—	—
Debt charges	—	—	—	—	—
Grant payments	30	30	30	—	—
Facility, IT, HR and other support costs	1,731	1,656	1,534	(122)	(7.4)%
Recoveries	(3,215)	(2,154)	(1,829)	325	(15.1)%
Total Expenditures	8,451	6,135	6,452	317	5.2%
Grants and subsidies	—	—	—	—	—
Supplementary taxes	—	—	—	—	—
Fees and services charges	(3,312)	(2,346)	(2,150)	196	(8.4)%
Transfer from development charges	—	—	—	—	—
Contributions from reserves	(203)	—	—	—	—
Total Revenues	(3,515)	(2,346)	(2,150)	196	(8.4)%
Total Net Expenditure	\$4,936	\$3,788	\$4,302	\$513	13.6%

Note: May not add up due to rounding.

2026 Operating Budget Pressures

Service (in thousands)	Total Expenditures	Total Revenue	Net Cost 2026 vs 2025	
2025 Revised Cost of Service	\$6,135	\$2,346	\$3,788	%
Cost of Living Inflation				
Labour costs	154	–	154	
Goods and services	89	10	79	
Base Subsidy/Recoveries				
Human service recovery	74	–	74	
Subdivision fees–Budget realignment	–	(206)	206	
Base Budget Changes Subtotal	317	(196)	513	
Total 2026 Budget Change	317	(196)	513	
2026 Proposed Budget	\$6,452	\$2,150	\$4,302	13.6%

Note: May not add up due to rounding.

Operating Budget Pressure Notes

- The 2026 Operating Budget reflects inflationary impacts, including higher labour costs as well as increases in the cost of goods and services. The Human Services recovery is no longer applicable and has been removed from the 2026 Budget. Subdivision fees have been realigned and are now reflected under utility-supported services.

Staffing Resources

Table 2 provides a summary of the staffing resources by Sub-Service (as identified in the Core Services) for the Budget year, forecast years and the prior year. The prior year reflects FTE changes approved by Council during the prior year.

Staffing will continue to be monitored based on future Provincial legislative changes and workload and will be adjusted in future years as necessary.

Table 2. Staffing Resources to Achieve Level of Service

Sub-Service	2025 ¹	2026	2027	2028	2029
Strategy and analytics	8.0	8.0	8.0	8.0	8.0
Environment and resource programs	4.0	4.0	4.0	4.0	4.0
Development Services Brampton	6.0	6.0	6.0	6.0	6.0
Development Services Mississauga	4.0	4.0	4.0	4.0	4.0
Development Services Caledon	6.0	6.0	6.0	6.0	6.0
Servicing connections ₁	—	—	—	—	—
Planning and performance	8.0	8.0	8.0	8.0	8.0
Total	36.0	36.0	36.0	36.0	36.0

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

¹ 14 FTE Servicing Connections team and 1 FTE (Admin) from Planning and Performance Team were relocated to Water and Wastewater Service in 2025. The 2025 figures were adjusted to reflect the change.

2026 Total Expenditures and Funding Sources

Figure 2. 2026 Total Expenditures (in \$ millions)

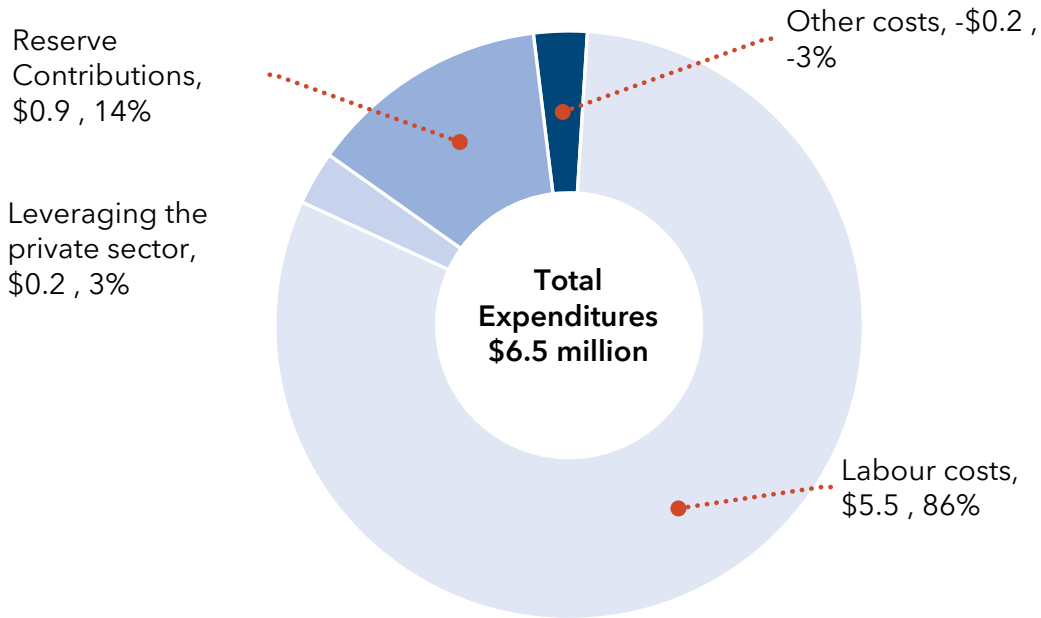
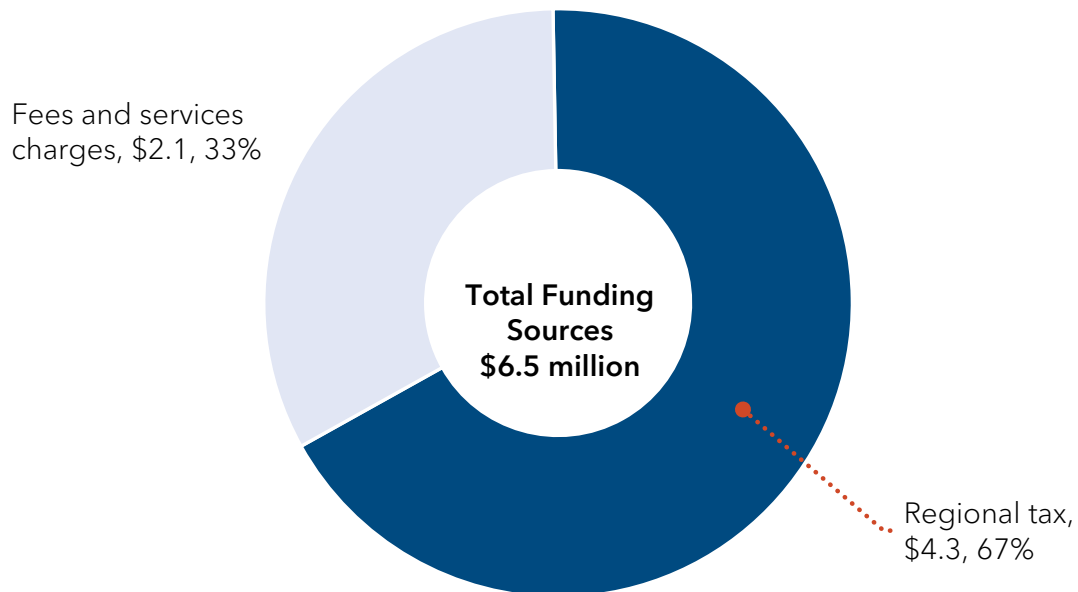


Figure 3. 2026 Total Funding Sources (in \$ millions)



2026 Budget Risks

- Implications of final decisions or implementation dates for of downloading of regional services to the local municipalities will be included in future budgets.
- Several factors affect commenting timelines and revenues related to reviewing development applications, including the number of applications, staff resources, as well as type and complexity of applications. Shifting of any of these factors can impact the Budget.
- Collaboration with local municipalities continues to be required on development trends and growth forecasts to efficiently provide Regional infrastructure and services to support planned growth.

2027–2029 Operating Forecast

Table 3. Budget (in thousands)

	2025	2026	
Total Expenditure	6,135	6,452	5.2%
Total Revenue	(2,346)	(2,150)	(8.4)%
Net Expenditure	3,788	4,302	13.6%

Table 4. Forecast (in thousands)

	2027		2028		2029	
Total Expenditure	6,581	2.0%	6,687	1.6%	6,795	1.6%
Total Revenue	(2,193)	2.0%	(2,237)	2.0%	(2,282)	2.0%
Net Expenditure	4,388	2.0%	4,450	1.4%	4,514	1.4%

Note: May not add up due to rounding. Forecast years include corporate assumptions.

Proposed Capital Budget

Capital Budget: \$2.0 million (**10-year Plan:** \$19.1 million)

2026 Capital Budget Overview

Table 5 provides a summary of Development Service’s planned capital project activity for 2026, including funding sources for both new capital project requests in 2026 and projects carried forward to 2026.

Table 5. Capital Plan by Funding Source (in \$ thousands)

	Carry Forward from Prior Years (WIP)	2026 Capital Budget	Total Capital in 2026
DC Growth	2,530	900	3,430
Externally Funded	–	–	–
Non-DC Internal	3,795	1,102	4,897
Total Expenditures	\$6,325	\$2,002	\$8,327
# of Projects	6	1	7

Existing Capital Projects – \$6.3 million

Key highlights:

- \$3.2 million for Greenlands Securement
- \$0.8 million for Growth Monitoring Program Support
- \$0.8 million for Integration of Growth and Regional Infrastructure
- \$0.5 million for Long Range Studies – Growth

2026 Capital Budget – \$2.0 million

Key highlights:

- \$0.8 million for Greenlands Securement.
- \$0.8 million for Integration of Growth and Regional Infrastructure.
- \$0.3 million for Long Range Studies - Community and Growth.
- \$0.2 million in grant commitment under the Major Office Incentives (“MOI”) program

See Appendix I for details.

2026 Budget Risks

- No significant risks.

Operating Impact of 2026 Capital Budget

- None.

Proposed Capital Plan

2026–2035 10-year Capital Plan: \$19.1 million

By Project Classification



Key Highlights

- \$7.5 million for Greenlands Securement.
- \$7.5 million for Integration of Regional Infrastructure for Growth.
- \$3.0 million for Long Range Studies related to Community and Growth.
- \$1.1 million for Grant commitment under the council approved Major Office Incentives (“MOI”) grant program

See Appendix II for details.

Appendix I

Table 6. 2026 Financing Sources and Funding Status (in \$ thousands)

Project	Name	Description	Total Expense	Development Charges	Reserves and Reserve Funds	External Funding	Debt Funding
183310	Greenlands Securement	Funding for the protection of key natural heritage features, functions, and attributes	750	–	750	–	–
207709	Long Range Studies – Community	Studies to address issues related to aligning growth with Regional infrastructure and services so support the local municipalities in meeting their housing targets and economic development objectives	300	150	150	–	–
257250	Integration of Growth and Regional Infrastructure	To support ongoing integration of local municipal forecasted residential and employment growth with Regional infrastructure and financial management. May include costs related to technology and technical staff to understand the implications of local municipal growth forecasts and development trends on the ability of the Region to provide efficient, equitable and fiscally sustainable infrastructure	750	750	–	–	–
267760	Major Office Incentives - 7500-7510 Financial Drive	Grant commitment under the council approved Major Office Incentives grant program	202	–	202	–	–
Development Services Total			\$2,002	\$900	\$1,102	–	–

Appendix II

Table 7. 2026 10-year Combined Capital Program (in \$ thousands)

Project	Name	Description	2026	2027	2028	2029	2030	Yrs 6-10	Gross
183310	Greenlands Securement	Funding for the protection of key natural heritage features, functions, and attributes	750	750	750	750	750	3,750	7,500
207709	Long Range Studies – Community	Studies to address issues related to aligning growth with Regional infrastructure and services so support the local municipalities in meeting their housing targets and economic development objectives	300	300	300	300	300	1,500	3,000
257250	Integration of Growth and Regional Infrastructure	To support ongoing integration of local municipal forecasted residential and employment growth with Regional infrastructure and financial management. May include costs related to technology and technical staff to understand the implications of local municipal growth forecasts and development trends on the ability of the Region to provide efficient, equitable and fiscally sustainable infrastructure	750	750	750	750	750	3,750	7,500
267760	Major Office Incentives--7500-7510 Financial Drive	Grant commitment under the council approved Major Office Incentives grant program	202	182	162	141	121	303	1,111
Development Services Total			\$2,002	\$1,982	\$1,962	\$1,941	\$1,921	\$9,303	\$19,111